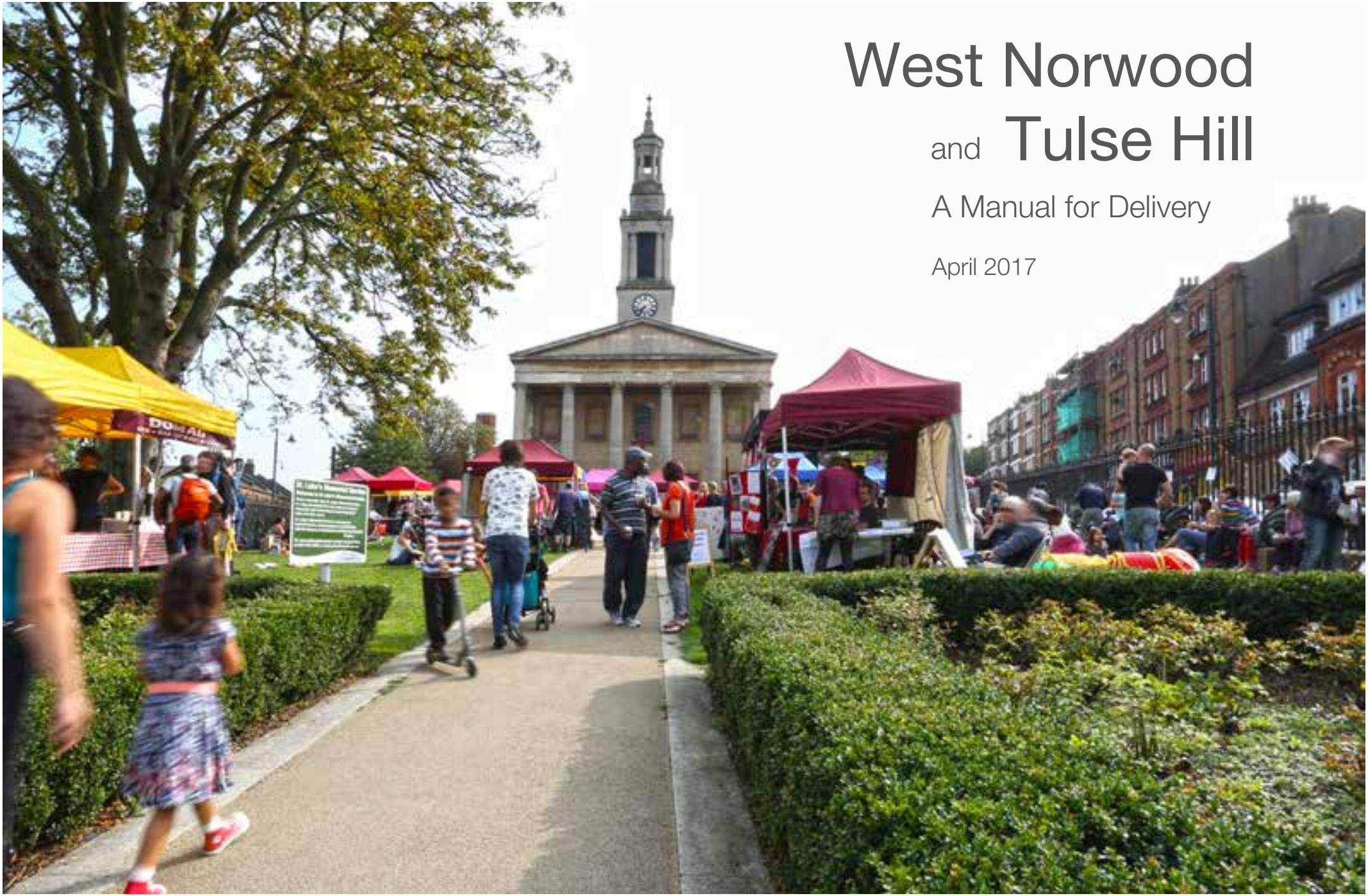
West Norwood and Tulse Hill

A Manual for Delivery

April 2017



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SUPPORTED BY MAYOR OF LONDON Lambeth

West Norwood and Tulse Hill: Aspirations of the community

Greater retail diversity

Better quality jobs

Cleaner and safer streets

A stronger evening offer

More places to work

Community involvement

Better open spaces

Main cover image courtesy of Andy Barker. The photos on this and previous page were taken by the consultant team.

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Foreword

Thank you for taking the time to read our vision and plan to inspire ongoing positive change in West Norwood and Tulse Hill.

This report aims to reflect the conversation that has been taking place in West Norwood and Tulse Hill over the past decade about how the area should evolve and change in the future.

The report explores how we can continue to invest in and improve West Norwood and Tulse Hill, and how we can work collaboratively to get there together. Well over 500 local people and businesses have contributed to this process, something that has confirmed to us that this area truly has one of London's strongest communities.

Our community has achieved a lot in the last 10 years. An innovative new health and leisure centre – one of the first in the UK to provide integrated services under one roof – opened in 2014. In addition, new festivals, events, markets and businesses, and the forthcoming cinema and library are all testament to the hard work and time that people have put into making West Norwood and Tulse Hill a better place to live, work and visit.

We are also aware that our area is becoming a more important place within London. Available land and space for industry; opportunities for new businesses spaces, potential for new housing; and new cultural assets, will all contribute to making not just our locality, but also our city even better.

We believe West Norwood and Tulse Hill is already a showcase of many of the aspirations and principles set out in the Mayors' 'City for all Londoners' strategy. We want to build upon this further in the coming years by:

- Supporting business growth within our town centre and particularly in our Commercial Area;
- Developing our night-time economy to provide a better offer for local people and to attract new visitors;
- Supporting the development of new housing and retail and commercial space in the town centre;
- Building upon our existing and new cultural space as well as our unique heritage assets to maintain our identity; and
- Developing our civil society, social infrastructure and sharing economy so that we remain as London's strongest community.

This report is a moment in time. We know that ideas and aspirations will constantly evolve and we invite you to read this and to not only engage with the recommendations here, but to also come up with new ideas to improve West Norwood and Tulse Hill.

Jack Hopkins
Lead Member for Regeneration and Growth
LB Lambeth

How to Use This Document

This report is designed as a reference document that the local community and partners can refer to and engage with; delivering both the ideas outlined in here as well as their own projects and aspirations.

The report is structured as follows:

The **Executive Summary** summarises the vision for West Norwood and Tulse Hill and the eight most prominent ideas which will help achieve this;

Chapters 1 and 2 are introductory and set out the purpose of this report;

Chapter 3 provides a short summary of the evidence underpinning this report, drawn from the accompanying Community Evidence Base Report;

Chapters 4, 5 and 6 set out the economic vision for the area, roles and responsibilities in taking the vision forward, and the overarching spatial principles underpinning this report;

Chapters 7 to 10 focus in turn on 4 key opportunity sites and enhancement areas: the West Norwood Commercial Area and Norwood High Street, the Central Retail Area, the Tulse Hill Station Area and the West Norwood Heritage and Cultural Area; and

Chapters 11 and 12 set out supporting socio-economic actions, next steps and resources to support delivery.

The report should be read alongside the Community Evidence Base document, which provides further detail on the characteristics and performance of the area, and findings from the programme of consultation.

Norwood Road frontages

Executive Summary

Over the last 12 months we have been working with the West Norwood and Tulse Hill community to develop a document to guide positive change in the area.

The report aims to build on the broad range of recent successes and achievements in the area to ensure that the next stage of the area's evolution is as exciting, inclusive and collaborative as possible.

The report is intended to be used as a handbook that all partners, including Lambeth Council (the council), neighbourhood planning groups, and community groups such as Norwood Action Group (NAG), Norwood Forum and Feast, can refer to and engage with – delivering the ideas outlined in here as well as developing their own projects and aspirations.

To achieve this, the report provides an up to date evidence base, a vision for how the local economy could evolve in the future, updated guidance on important sites and areas, and recommendations on the actions which can support the equitable evolution of the area.

Where do we want to go? The vision for West Norwood and Tulse Hill

Built on the belief that the area can rightly claim to be one of the strongest communities in London, our vision for West Norwood and Tulse Hill is that it capitalises on the momentum that exists locally to become a more distinctive, diverse and resilient place; where its strong local community is intrinsic to its future economic growth.

In doing so, we want West Norwood and Tulse Hill to continue to develop as a place which delivers inclusive growth, increased housing supply, improved cultural and community facilities and better social integration.

The objectives which underpin the vision link directly to the councils' vision and priorities for the borough over the next five years. These are:

- **Inclusive Growth**: creating an environment where businesses can start, grow and flourish through new space, as well as establishing a stronger and more supportive business community;
- **Strong and Sustainable Neighbourhoods:** ensuring that the places which make up West Norwood and Tulse Hill remain distinctive and diverse by supporting a range of new uses and enhanced public realm to support increased footfall and spend during the day and in the evening; and
- **Reducing Inequality**: supporting the West Norwood and Tulse Hill community to benefit from change, with a focus on 'narrowing the gap' through the creation of training, skills and employment outcomes for local residents – particularly those facing barriers to employment. Capitalise on the strong communities that exist locally to give all residents an active role in the future of the area.

Measuring Change

Based on our detailed research into the current context and performance of the area, success can be measured by:

- **Town centre vitality:** a more vibrant town centre, with decreased vacancy levels, improved footfall and better diversity in the retail and evening offer;
- **Employment:** an increase in the number of jobs in the area, with a higher proportion of these jobs being taken by residents;
- **Business and enterprise** – a bigger and more diverse and resilient business base, allied with an increase in local people looking to start their own business in the area;
- **Social inclusion:** improved prosperity and social inclusion within the local population, with higher employment levels, stronger skills and better earnings;
- **Place:** the positive transformation of the specific locations and sites which have been identified as needing action, and the delivery of cleaner, safer and more accessible streets that prioritise pedestrians, cyclists and sustainable travel; and
- **Participation:** even greater levels of engagement and collective action, with representation from a broader cross section of the resident and business community.

How Do We Get There? - Eight Areas for Focus

This report includes a broad range of ideas to support positive change in West Norwood and Tulse Hill. The eight most prominent of these are set out over the next pages.

1. Supporting the evolution of West Norwood Commercial Area as a hub of creative enterprise, innovation and industry

The West Norwood Commercial Area is Lambeth's largest industrial area. While it is home to a diverse and interesting mix of businesses, the evidence suggests that it, along with Norwood High Street which runs through it, could perform better. We believe that the area has the potential to become a prominent hub for creative employment and industry in South London.

To achieve this, it will be necessary to encourage a more diverse mix of commercial spaces and activities (for example by encouraging new small and creative businesses to set up or relocate to the area while working to retain and support existing light industry and commerce), enhance the quality, visual appearance and connectivity of the area, and create a more positive external identity and image.

The ultimate objective is to help the area evolve as a more balanced, sustainable and productive employment hub, which is a valued part of a vibrant, creative and cohesive West Norwood and Tulse Hill.

An initial action for the council and local partners is to work with the GLA's regeneration, economic and business policy and culture teams to articulate the opportunity and explore the potential for the area to be designated as one of London's new Creative Enterprise Zones.

Refer to chapter 7 for full detail on how the area can be supported to evolve.

Illustrative sketch, showing new light industrial development in the West Norwood Commercial Area

Sketch illustrating the spatial vision for the West Norwood Commercial Area

2. Delivering new housing and commercial floorspace in the heart of the town centre

Land at 286-362 Norwood Road (including the derelict Brooks Laundry site to the rear) provides a fundamental opportunity for regeneration at the heart of the town centre. This site is known as 'Site 18' in the Lambeth Local Plan (2015), and is referred to as the Central Retail Area opportunity site throughout this report.

Given its central location and size, the site is extremely important in terms of its overall impact on town centre appearance and image. Redevelopment of the area provides an opportunity to create a new hub for the town centre to address these issues – helping to strengthen both the immediate area but also delivering socio-economic benefits across the town centre as a whole.

Initial capacity estimates suggest that new development could accommodate new retail and leisure floorspaces, new space for small businesses, new housing (including affordable housing), improved public realm and civic space, and improved connections across the area.

Refer to chapter 8 for full detail on the opportunity presented by the Central Retail Area.

Illustrative sketch, showing what the Central Retail Area could look like. Bird's eye view from the east

3. Enhancing town centre vitality

West Norwood and Tulse Hill is already a vibrant town centre with an evolving independent offer. Despite this, vacancy rates in the town centre are higher than average, and there is evidence of high leakage of resident spend to neighbouring town centres.

There are a number of exciting opportunities to enhance town centre vitality in the coming years. Development opportunities such as at the Central Retail Area provide a chance to deliver new modern floorspace to the town centre which will help to attract a broader range of retailers. The recently established Station to Station Business Improvement District (BID) will also deliver tailored responses to enhance town centre performance, including: promotion, marketing and events to increase footfall, support for traders, and advocacy and representation; to give local businesses a stronger voice.

Refer to chapter 10 for further detail on opportunities to enhance town centre vibrancy.

4. Improving accessibility and environment in Tulse Hill

Tulse Hill and West Norwood are well connected with two railway stations and bus services; however, the area is blighted by congestion, poor interchange, inadequate pedestrian and cyclist environment.

At the time of writing, improvements were being implemented on-street to improve access to Tulse Hill station, additional and improved pedestrian crossings, footway enhancements, trees and soft landscaping on Norwood Road.

StreetWorks are also working closely with Transport for London to identify and implement major changes to the Tulse Hill gyratory and create a better environment for pedestrians and cyclists.

It is important that the momentum of these StreetWorks projects is sustained. Working closely with key stakeholders including Transport for London, Greater London Authority and others to safeguard buy-in, commitment and funding to help realise sustainable change in the area and create a more pleasant environment for people.

Refer to chapter 8 for further detail on opportunities to enhance the Tulse Hill area.

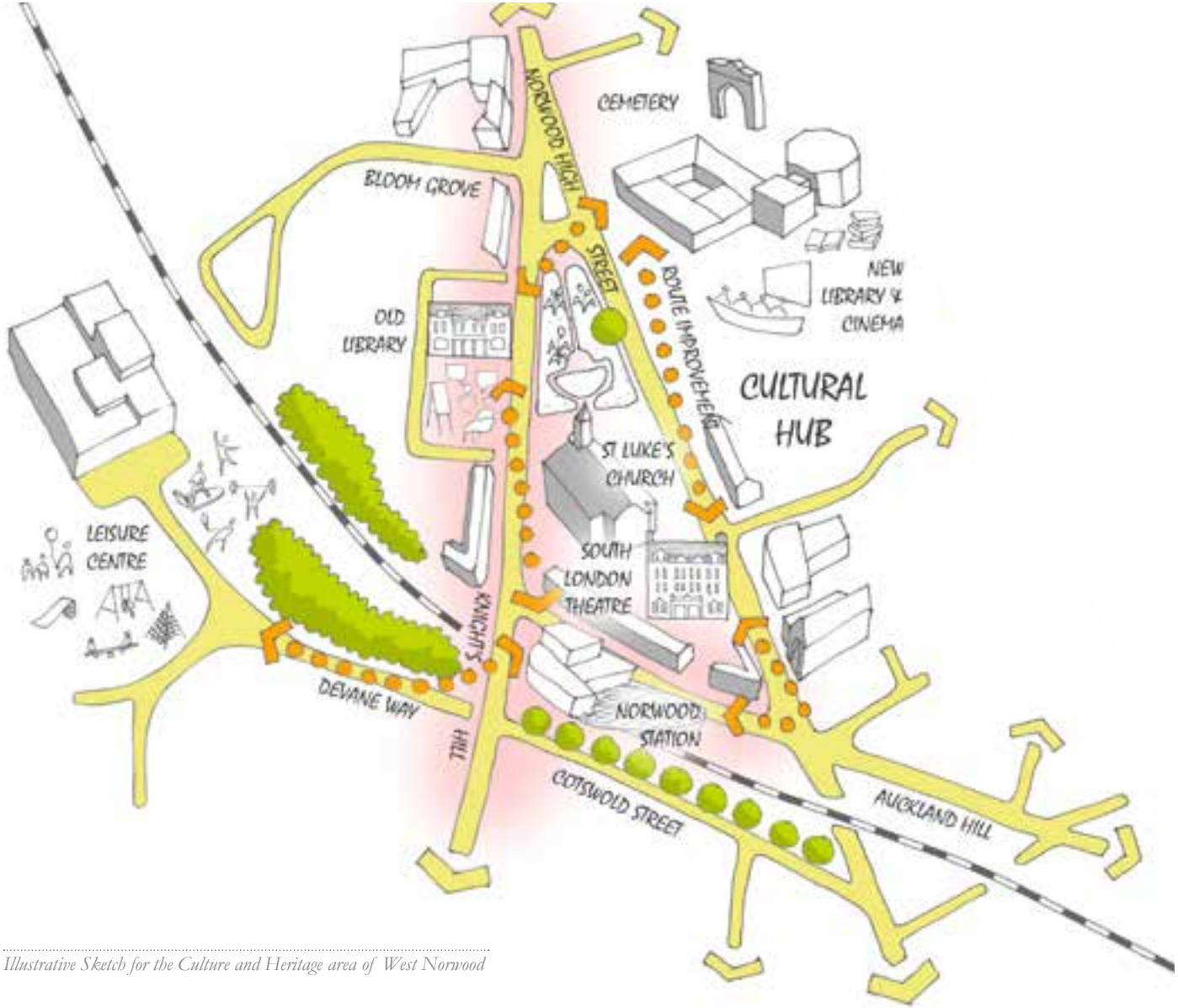
Tulse Hill Station area today

5. Supporting the development of West Norwood and Tulse Hill as a cultural and heritage hub

West Norwood and Tulse Hill already benefits from a number of cultural and heritage assets which provide unique character and identity – most notably West Norwood's famous Cemetery and Crematorium.

The coming years provide an opportunity to considerably strengthen these assets and to develop a cultural and heritage area in the southern part of the town centre. Specific opportunities include the Picturehouse and Library scheme at Nettlefold Hall, improvements and new visitor facilities at the Cemetery and the restoration of the Old Fire Station for use by the South London Theatre.

Refer to chapter 10 for further detail on opportunities to enhance culture and heritage in West Norwood and Tulse Hill.



Illustrative Sketch for the Culture and Heritage area of West Norwood

6. Further strengthening community capacity in West Norwood and Tulse Hill

West Norwood and Tulse Hill is home to a strong and active community. Recent years have seen the delivery and establishment of numerous community projects and assets. These range from community spaces such as the Portico Gallery, to community focused events and projects such as Feast and Open Works. The strength of community participation is further highlighted by the high level of engagement in the Norwood Planning Assembly, and the role that the Norwood Forum and the Tulse Hill Forum have played in leading community engagement aspects of the StreetWorks project.

We believe that the strength of the local community marks West Norwood and Tulse Hill out in London, lending a unique identity and a significant comparative advantage relative to other locations.

Retaining and reinforcing local community strength therefore has a crucial role to play in supporting aspirations for West Norwood and Tulse Hill to become a more distinctive, diverse and resilient place.

The community also has a crucial role to play in taking forward this report, ensuring that delivery activities reflect local aspirations and take advantage of local capacity and enthusiasm.

7. Creating opportunities for local residents

The delivery of the ideas in this report and wider regeneration activities across Lambeth will generate significant opportunities for local communities to enhance their skills, access new employment, and to participate more generally. This report aims to ensure that West Norwood and Tulse Hill's residents are well placed to benefit from these opportunities. This means ensuring they are linked into existing support mechanisms and services such as Lambeth Working, and in some cases tailoring the activities of local education and employment providers to better meet local needs.

Ultimately, the aim is to help local residents to benefit from the ongoing evolution of West Norwood and Tulse Hill, to improve levels of inclusion, and to ensure that cultural diversity continues to be celebrated in its broadest sense.

Refer to chapter 11 for further detail on opportunities to enhance social inclusion in West Norwood and Tulse Hill.

Clockwise (top right) community engagement at public consultation event in autumn 2016, (bottom right) Feast Tea Talk event and (bottom left) at Feast event in summer 2016

8. Strengthening infrastructure and capacity across the wider Norwood area: The CLIP

While the focus of this report is on supporting the enhancement and evolution of West Norwood and Tulse Hill town centre, it is important that the needs and aspirations of surrounding communities and locations are understood and responded to.

The council is engaging with communities across the borough to produce Cooperative Local Investment Plans (CLIPs). The objective of these is to identify local priorities for investing income from developers to improve the area over a five-year period. The Norwood CLIP provides a list of suggested actions for the wider area around the town centre (defined as the Thurlow Park, Knight's Hill and Gipsy Hill wards) and should be read in tandem with this report.

The CLIP and supporting evidence base is an important resource which can be used in support of a range of community interests and activities across the area, including the activities of local neighborhood planning groups, such as the Norwood Planning Assembly (NPA).

How these ideas were developed

The development of this report has been supported by comprehensive research into the socio-economic characteristics of West Norwood and Tulse Hill and the surrounding area.

Involving the Local Community

The West Norwood and Tulse Hill community has played an active role informing the contents of this report. The interactive West Norwood and Tulse Hill Commonplace map was set up to gather feedback from the community on what people like, dislike and would like to see improved in the area. There was a great response, from a broad profile of the community: over 2,000 interactions and 1,000 comments were collected from more than 500 individuals.

The contents of this report closely reflect the feedback received throughout the consultation process. Findings from the consultation are interspersed through this report, with further detail provided in the supporting Community Evidence Base Report. Community involvement does not end here. The report provides a platform for ongoing community consultation and engagement: both to support the development and delivery of the suggested actions, and to continue to review and refresh the overarching ambitions and objectives for the area.

Responding to Evidence

The actions and ideas within this report are built on a detailed review of West Norwood and Tulse Hill's current characteristics and performance. The supporting Community Evidence Base document sets out the evidence in full; headline messages which underpin the eight areas for action are summarised in the infographic on the right.

The Economy	• A diverse **town centre**, with recent improvements helping to increase footfall and decrease vacancy… but challenges remain regarding the diversity of the retail and food and drink offer, and high leakage of spend to neighbouring town centres. • The **West Norwood Commercial Area** is Lambeth's largest industrial area, and is home to a diverse range of businesses… but is not currently achieving its full potential. It could accommodate more jobs, its identity could be strengthened, and it could be better integrated with the wider town centre. • Recent growth in **creative enterprise**, and home to a number of creative hubs, including Parade Mews and Parkhall Business Centre.
People & Community	• West Norwood and Tulse Hill is home to a growing **population**, and a labour market which is performing comparatively well against a number of skills and employment metrics. • Despite this, there are **localised challenges** related to unemployment and deprivation, and there is concern about the impact of 'change' on long-standing communities. • West Norwood and Tulse Hill benefits from a **strong, active and engaged community:** numerous community projects such as Feast and Open Works have developed in recent years, which mark the area out as unique in the London context.
Place	• The area benefits from a number of significant **cultural, leisure and heritage assets** – including the West Norwood Cemetery and Crematorium and the West Norwood Health and Leisure Centre. • However, despite recent investment, challenges remain regarding the **quality of the streetscape** and the adverse impact of the road network on the town centre environment. This is particularly the case on Norwood Road, Norwood High Street and across the Commercial Area. • There are a number of **development opportunities** in the town centre which are yet to be realised – most notably the former Brooks Laundry Site behind Norwood Road.

West Norwood & Tulse Hill: Summary of the Community Evidence Base

Moving Forward: A Collaborative Approach to Delivery

It is vital that principles of collective action, collaboration and partnership are at the heart of efforts to work towards agreed objectives and aspirations for the area.

The strength and willingness to engage of the West Norwood and Tulse Hill community has been instrumental in delivering numerous successes for the area in recent years. The area is also home to a high number of organisations which have the capacity and expertise to take a lead in aspects of delivery, and which have also stated their desire and commitment to being part of future delivery.

Delivery partners moving forward include Station to Station BID, StreetWorks, the Norwood Planning Assembly, community groups such as Feast and the Norwood Forum, developers and investors, residents, businesses, and wider strategic partners such as TfL and the GLA.

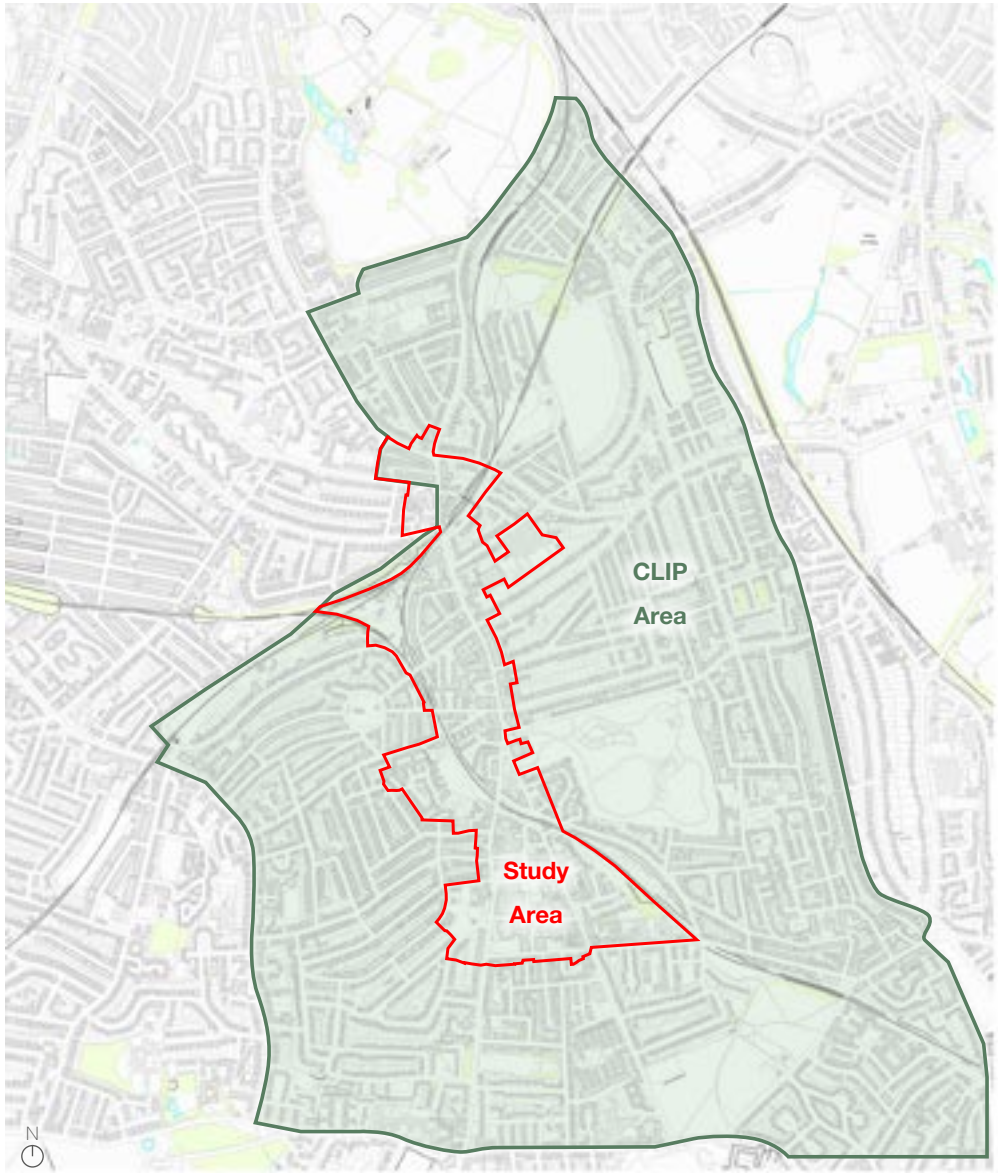
The council will also continue to have an important role to play in West Norwood and Tulse Hill, providing strategic oversight, leadership, delivering statutory functions and, where necessary, directly intervening to catalyse or lead delivery.

Clockwise (top left and right) community collaboration projects through shop front improvements and signage schemes that builds on local character and help restore pride back to the high streets, and (bottom left) community event outside St Luke's Church, West Norwood.

1

Introduction

1. Introduction



Plan of the study area and CLIP

1.1 Purpose of the Report

West Norwood and Tulse Hill is a great place. It has a busy high street, good transport connections, strong heritage and an even stronger community. It has also benefited from a broad range of recent successes and achievements locally, including the delivery of one of the UK's first integrated health and leisure centres, the delivery of successive projects to enhance the town centres' environment and accessibility, the establishment and rapid growth of Feast, and numerous other community projects and initiatives which have subsequently taken root.

We believe that the area could become even better; providing a higher quality environment, more jobs and businesses; improved levels of social inclusion, and better services. To do this West Norwood and Tulse Hill and its communities need to work together to support, short, medium and long-term enhancement and change.

Over the last 12 months we have been working with partners to develop a framework to guide how the area changes in the future. This report is the outcome of the research. It aims to build on the platform provided by recent successes and achievements, to ensure that the next stage of West Norwood and Tulse Hill's evolution is as exciting, inclusive, collaborative and impactful as possible.

The report provides:

- A summary of recent successes and achievements, and local policy guidance – see **chapter 2**;
- An updated evidence base – see **chapter 3** (the full evidence base report accompanies this document);
- A vision for how the local economy should evolve in the future, roles and responsibilities, and spatial priorities for achieving this – see **chapters 4, 5 and 6;**
- Updated guidance on how important sites and places across the town centre, including the West Norwood Commercial Area and Central Retail Area (Site 18), can be transformed – see **chapters 7 to 10**; and
- Recommendations on the actions which can support the equitable and inclusive evolution of the area – see **chapters 11 and 12**.

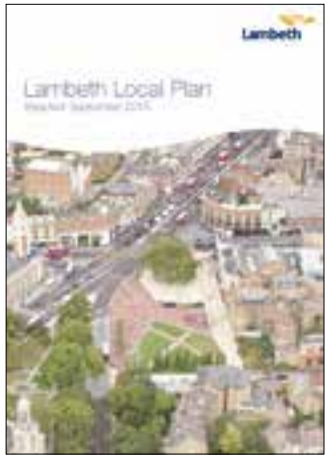
Alongside this report, the Norwood Cooperative Local Investment Plan (CLIP) has been prepared to outline projects for the future investment of locally generated Community Infrastructure Levy. The CLIP covers the whole of Thurlow Park, Knight's Hill and Gipsy Hill wards, and should be read alongside this report for the more tightly defined West Norwood and Tulse Hill area.

1.2 Status of the Report

This report it is not a statutory planning document, but a framework to encourage, support and facilitate positive change for the area. It expands on guidance set out in Lambeth's Local Plan (2015), particularly Policy PN7: West Norwood. It should be read alongside adopted planning policies and guidance, including those set out in the Local Plan (2015), the London Plan, and other local, regional and national planning policies and guidance covering employment, housing, infrastructure, design and construction issues.

The report will form an important part of the evidence base for the emerging Local Plan Review, which will provide further planning guidance for the area. Until this time, the current Local Plan (2015) provides the strategic policy approach with supporting development management policies, and site allocation policies where required.

Further information, Lambeth's Local Plan (2015) and emerging documents can be found on the council's website by visiting: **https://www.lambeth.gov.uk/planning-and-building-control/planning-policy.**



Extracts from the Local Plan (2015) showing key diagram indicating spatial distribution of growth in Lambeth, and Diagram 7: Places and Neighbourhoods in West Norwood.

1.3 Community Inputs to the Report

This report has been developed in close partnership with the local community.

Throughout the summer a team of Lambeth Council community researchers were employed to publicise the research programme and to ensure engagement with all parts of the local community. This included attendance at Feast throughout summer 2016, attendance at numerous other local events including Twist and local community fun days, and visits to town centre businesses to publicise the research and gather feedback.

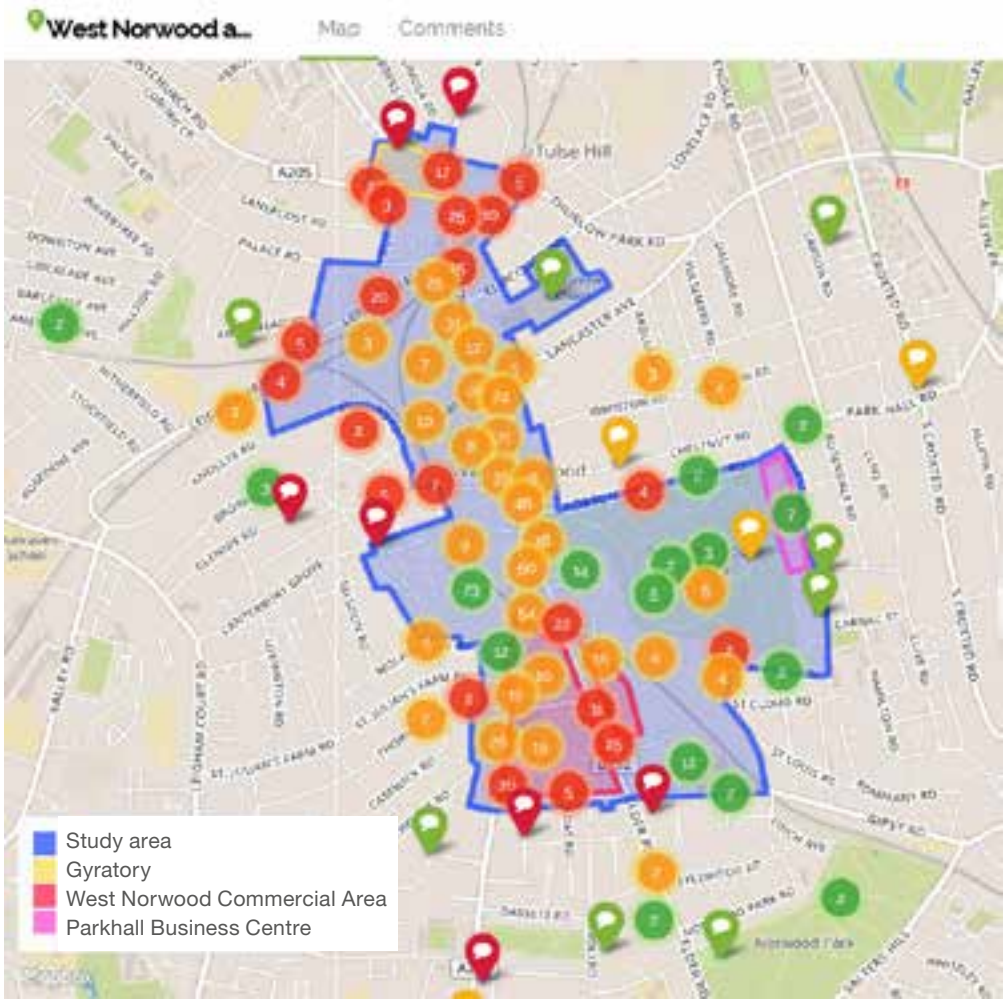
The interactive West Norwood and Tulse Hill Commonplace map was set up to facilitate an ongoing conversation with the community on what people like, dislike and would like to see improved in the area. There was a great response, from a broad profile of the community: over 2,000 interactions and 1,000 comments were collected from more than 500 individuals. All comments received can be viewed on the West Norwood and Tulse Hill Commonplace page: **https://westnorwoodandtulsehill.commonplace.is**.

Further discussion was facilitated with the local community at a series of public workshops and consultation exhibitions, at locations including Feast, the Great North Wood, the Lambeth Country Show, the West Norwood Health and Leisure Centre and St Luke's Church.

The contents of this report closely reflect feedback received throughout the consultation process. Full information on feedback collected is provided in the accompanying West Norwood and Tulse Hill Community Evidence Base Report.

First Public Consultation event, July 2016, West Norwood Health and Leisure Centre

Second Public Consultation event, October 2016, St Luke's Church



Commonplace Website gathered comments from local residents about the area

2

What has been achieved in recent years?

2. What has been achieved in recent years?

2.1 Introduction

There has been a huge amount happening in West Norwood and Tulse Hill in recent years: from the delivery of projects to enhance the town centre's environment and accessibility, to the establishment and rapid growth of Feast and numerous other community projects and initiatives which have subsequently taken root.

The 2009 Masterplan provided a framework for regeneration activity in West Norwood for the next 15 years and provided the basis for the council and its partners' ongoing work to promote the regeneration of the town centre. Since then the Local Plan (2015) was adopted in 2015, replacing the Lambeth Core Strategy 2011 and remaining saved policies in the Lambeth Unitary Development Plan (UDP 2007) and importantly some projects have come or are about to come to fruition. For clarity, MDO38 in the UDP is the same site now known as Site 18 in the Local Plan (2015). Additionally, the town centre has received investment from a variety of sources.

2.2 Recent Achievements

In September 2009 The Elmgreen School opened its permanent accommodation in Elmcourt Road to accommodate 1,100 students. In addition, Park Campus an 80 place Pupil Referral Unit opened in September 2008, and in 2011 the extension and refurbishment to of Norwood School was completed to accommodate 1,000 students, which included an expanded sixth form.

In 2011 the council was awarded £230,000 from Round One of the Outer London Fund, and a further £1.3m in 2012 from Round Two matched by £384,000 from the council to improve the appearance of the town centre, and help attract more visitors. The investment supported and helped expand West Norwood Feast - a monthly celebration of food, art and crafts run by the local community. Shopfronts were improved to make the high street look better and public spaces in the centre of West Norwood upgraded and junctions improved.

Local creativity and enterprise was also supported through the Makerhood Programme and business club as part of the business support programme. The Open Works, which involved a pop-up shop on Knight's Hill and supported 20 local projects, such as the Bzz garage and Open Orchard. This was funded by Lambeth Council to maximise community involvement.

The area was successful seeking over £1m of the Heritage Lottery Fund, which is being invested to support the restoration of the Grade II Listed South London Theatre and open its main doors for use by the local community during the day, and provide opportunities for visitors to learn about the history of the fire station and local area.

The West Norwood Health and Leisure Centre opened in 2014 complete with a swimming pool, gym, dental facilities and council service centre on the former Norwood Hall site, which was one of the sites identified in the 2009 Masterplan.

In November 2015, Tree Shepherd, a social enterprise supporting Lambeth's residents who are unemployed was awarded money by the Mayor of London's High Street Fund to deliver a temporary community market called The Twist at Station Rise throughout 2016. Additional funding was raised by the local community and traders themselves. The market was a success, favouring affordable products that showcased local skills and culture; and strengthened community cohesion and sustainability.

In July 2016, a successful ballot with over 75% of business who voted yes, saw the establishment of the 'Station-to-Station' Business Improvement District (BID). Dedicated to making West Norwood and Tulse Hill a great place to live, work and play, it also aims to raise the profile of the area, grow existing businesses, whilst ensuring the public realm is one of the best in Lambeth.

Station-to-Station covers both the town centre and the West Norwood Commercial Area – this diverse economic context makes it unique within the London BID context and represents an exciting opportunity to rethink the relationship between the industrial area and the town centre.

Elmgreen School

West Norwood Health and Leisure Centre

West Norwood Feast, summer 2016

Recent Successes and Upcoming Initiatives

Recent Successes

MAYOR OF LONDON

Outer London Fund: delivery of £2m scheme to enhance streetscape

FEAST

Community led market on first Sunday of the month across five town centre hubs

THE ELMGREEN SCHOOL

Elm Green school: a new build secondary school for the community

BETTER

West Norwood Health and Leisure Centre: a new community asset

PARTICIPATORY CITY

The Open Works: 20 community led projects across the area

TWIST ON STATION RISE

Twist: a pilot community led market for Station Rise in Tulse Hill

Ongoing Projects

Station to Station: A new BID for West Norwood and Tulse Hill

Community-led projects to enhance movement and streetscene around Tulse Hill Station, West Norwood Road and Tulse Hill Gyratory

Picturehouse Cinema and Library: a new development scheduled for 2017

South London Theatre: HLF project to restore and reuse old fire station

West Norwood Cemetery: HLF project to improve access and visitor facilities

Through the 2011 Localism Act, local people can help devise Neighbourhood Plans for their area. A Neighbourhood Plan is being prepared for the Norwood area, which will enable local residents and businesses to have a greater say in building and development in the area. To this end, the Norwood Planning Assembly (NPA) has been formed to deliver a Neighbourhood Plan for the people of Norwood.

Launched in June 2015, the NPA is governed by and accountable to the Norwood Action Group (NAG) and the Norwood Forum meeting together as the Planning Assembly.

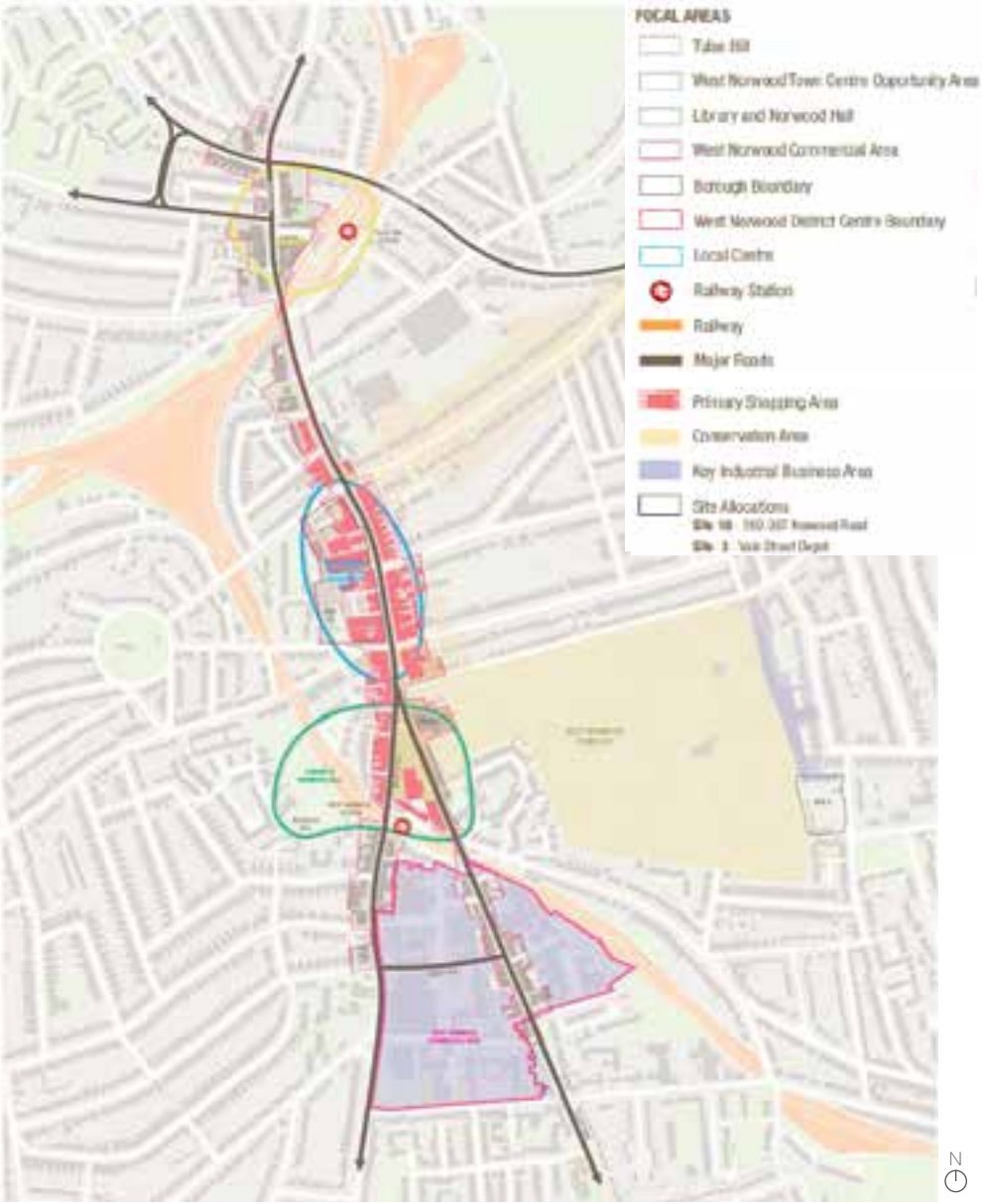
To date, the NPA's activities have focused on the following:

- Application for designation of the NPA area;
- Gaining final agreements on the boundaries for the Norwood Planning Assembly ratified on 24th January 2017; and
- Developing their engagement plan and online presence.

In 2016, the momentum of growth also saw the approval of a four-screen cinema and library complex with bar and cafe. This partnership between Picturehouse and the council sees an investment of over £6m into the regeneration of the town centre with the joint library and cinema expected to open later in 2017.

Finally, the two Transport for London (TfL) funded major schemes encompassing the Norwood Road between Tulse Hill station and Chestnut Road / Palace Road and Tulse Hill gyratory were under scheme development as part of the StreetWorks project in 2016.

The aim of these initiatives was to significantly improve the pedestrian and cyclist movement and safety, bus accessibility and interchange, and raise the quality of the public realm. The Norwood Road Major Scheme is due to be implemented between August 2017 and March 2018. Subject to a business case and securing significant funding the Tulse Hill Gyratory Major Scheme will be developed and implemented over a four-year period between 2016 and 2020.



Extracted from Lambeth's Local Plan (2015) Diagram 7 Places and Neighbourhoods, West Norwood

2.3 A Strong Policy Framework

The West Norwood and Tulse Manual for Delivery builds on a strong framework of existing planning policies – at the local, London-wide and national levels.

A full policy review has been undertaken to inform this report and is set out in detail in the supporting Community Evidence Base report. Policies and strategies of relevance to the Manual include:

- Lambeth's Local Plan;
- Transport Strategies and Plans; and
- London Plan.

The policies in the London Plan and in Lambeth's Local Plan together constitute the statutory local development plan for the London Borough of Lambeth. The Lambeth Local Plan was adopted in September 2015. It sets out a strong spatial strategy, vision and strategic objectives to be achieved over the Plan period and contains borough wide policies setting out the strategic policy approach with supporting development management policy and site allocations where required. The London Plan is the spatial development strategy for London, produced by the Greater London Authority, by the Mayor of London.

More locally, the 2009 West Norwood Masterplan provided a framework for regeneration in the area. It formed a key part of the evidence base to the Local Development Framework (LDF), helped guide and promote corporate strategy, development and investment, acted a guide for developers by explaining the council and Community's aspirations for the area, and assisted in lobbying for funds against an agreed set of projects and priorities.

Work is underway on a review of the Local Plan (2015). For further information on planning policies for the area and a timetable for when the review will be completed i.e. 'adopted', please visit **www.lambeth.gov.uk**

A lot has been achieved since the publication of the 2009 Masterplan. This momentum and the guidance set out in the council's Local Plan and wider evidence base, provides us with an extremely strong platform to build upon to bring about further transformation in the area over the next few years.

Providing secure parking at both ends of the cycle trips - Hangar installed in Morat Street

Public realm improvements

From the top of St Luke's Church looking towards Tulse Hill, and beyond.

3

Where are we now?

3. Where are we now?

3.1 Introduction

This report has been supported by comprehensive research into the socio-economic characteristics of West Norwood and Tulse Hill and the surrounding area. The full evidence base accompanies this document.

Our research has marked West Norwood and Tulse Hill out as one of south London's most vibrant locations, benefitting from cultural and demographic diversity, excellent connectivity and an unusually strong and active community.

However, while the area has benefited from significant investment, enhancement and local activism in recent years, a number of challenges remain. These include the breadth of the retail and leisure offer, the performance of the West Norwood Commercial Area (the KIBA), the quality of the environment, and the identity and perception of the area externally.

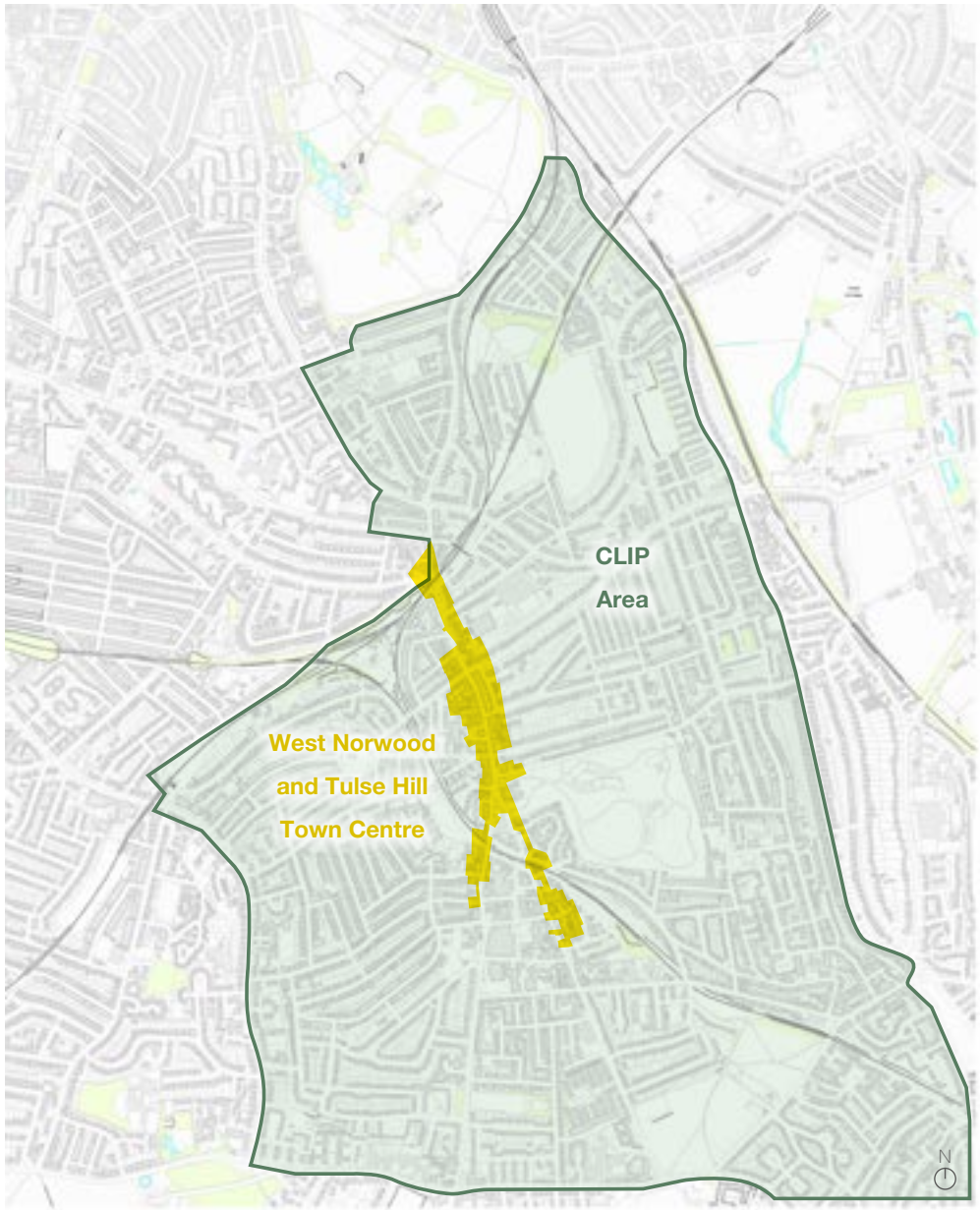
Why this evidence is important

The evidence base has been developed as a resource for use by the West Norwood and Tulse Hill community, not least local neighbourhood planning groups.

It provides the statistics and analysis which will help partners make decisions, and make the case for intervention and investment in the area in the future. The evidence will also provide the basis on which partners can track how the area is doing in the future.

Noting that West Norwood and Tulse Hill is operating in an increasingly competitive 'market' for town centre investment, comparisons are made with other relevant 'benchmark' locations throughout this section.

Iceland store on Norwood Road with new infill development above the shop unit



Map of the town centre and CLIP

3.2 The Economy

West Norwood and Tulse Hill has a number of economic roles.

First and foremost, it is a town centre serving surrounding residential areas. It is also an important place of employment, home to a number of commercial hubs such as the West Norwood Commercial Area and the Parkhall Business Centre.

3.2.1 Economic Overview

A growing economy…

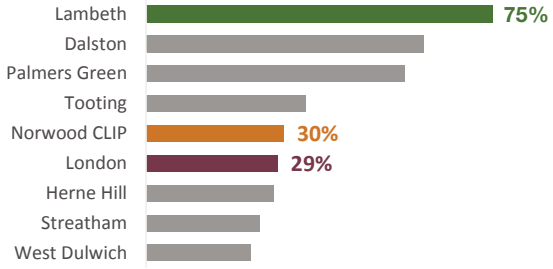
The Norwood CLIP area, of which West Norwood and Tulse Hill is at the geographic and economic heart[1], contains around 7,600 jobs and 1,900 businesses, respectively accounting for around 5% and 10% of Lambeth's total employment and business base.

Recent economic performance has been strong. Over the past five years, there has been employment growth of around 15% (+1,000 jobs) across the Norwood CLIP area, and growth in the business base of around 30% (+450 businesses). These growth rates have exceeded the London average.

Business Growth

Growth over recent years has exceeded similar locations in Lambeth such as Streatham, but falls behind areas outside the borough such as Palmers Green and Tooting.

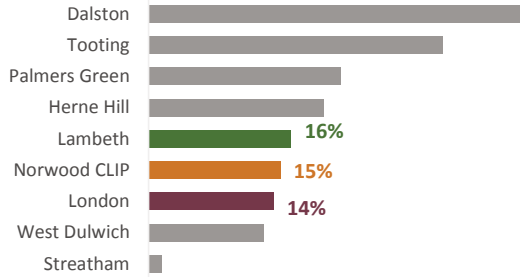
Higher **than the London average**
Lower **than the Lambeth average**



Employment growth

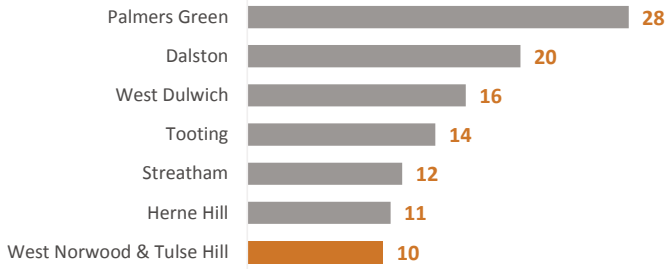
Employment growth outperforms Lambeth and exceeds London despite the limited function as a net employer. Although the area significantly falls behind areas such as Tooting and Palmers Green.

Higher **than the London average**
Higher **than the Lambeth average**



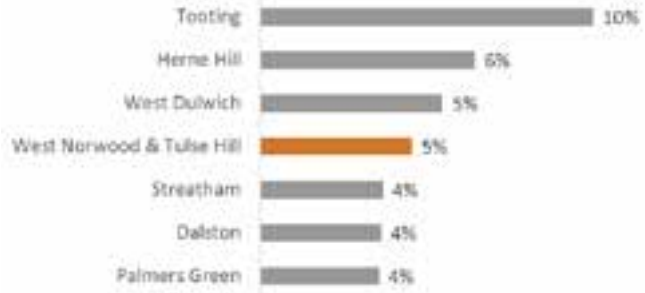
Start-up rates per 1000 population

Low start up rate per thousand population, under half the rate compared to Palmers Green, and also lower than a number of neighbouring areas.



Labour Retention Rates

There is a low labour retention rate which is expected given the areas limited function as an employment hub, and its outer London location.



West Norwood and Tulse Hill: Economic Performance in Context

[1] The Norwood CLIP (Cooperative Local Investment Plan) area covers the south east part of Lambeth, comprising Thurlow Park, Gipsy Hill and Knight's Hill wards.

A large number of micro and small business…

The local economy is characterised by a relatively large number of sole traders and micro businesses (employing up to 10 people). These account for 92% of all businesses in the area – above the Lambeth (90%) and London (86%) levels. This partly reflects the town centre function of the area – town centre businesses are typically smaller in nature.

Business start-up rates are currently lower in West Norwood and Tulse Hill than in other parts of Lambeth and London – in the last year there were around 10 start ups in the area per 1,000 residents, lower than in a number of town centres of comparable size and function.

Despite this, there is also evidence of strong rates of self-employment and levels of homeworking among the West Norwood and Tulse Hill population. This suggests that despite comparatively low start up rates, the local population has entrepreneurial tendencies. Drawing on experience from elsewhere in London this is likely to reflect a myriad of factors and constraints such as availability of workspace, the quality of the local amenity offer, and depth of local support networks.

An economy focused around local services and amenity, but a growing number of higher value professional and creative businesses …

As would be expected for in an outer London location such as this, the local economy is currently predominantly geared towards serving the needs of the local population. The main employment sectors are health, education and retail which provide important services and amenities to the local population.

The area also has a relative employment strength in smaller scale manufacturing, reflecting the established companies that have been in the area for a number of decades. Recently however, employment in this sector has been in decline.

There is increasing diversity in local business base, with evidence of growing strengths in higher value professional service activities, ICT and Digital Media and Creative Industries. The evidence however, suggests that much of this activity is of a small scale and is yet to provide significant employment locally.

High levels of out-commuting…

The chart provided below highlights that West Norwood and Tulse Hill experiences high levels of out-commuting to other parts of London. According to the data collated, there is a large net daily outflow of 10,000 workers from the area to other parts of Lambeth and London; only around 4% of residents work in the area. Central London is the main destination for these workers.

Again, in many respects, high levels of out commuting are to be expected given West Norwood and Tulse Hill's outer London location, and the fact that the area does not function as a primary employment hub.

That said, efforts to reduce out-commuting are important for a number of reasons: increasing levels of residents working locally can help to counter pressure on local transport systems and boost demand for local amenities, in turn supporting enhanced sustainability outcomes and town centre vitality.

Overview of Flows	
Leave the area for work (Outflow)	-14,482
Travel to the area for work (Inflow)	+4,328
Net Out-flow (Outflow-Inflow)	-10,154
Destination of outflow (% of total outflow)	
Westminster, City of London	3,977 (27%)
Lambeth	2,765 (19%)
Southwark	1,400 (10%)
Camden	1,068 (7%)
Wandsworth	959 (7%)
London total	13,793 (95%)

Travel to Work Flows 2011 Source: ONS Census

3.2.2 Town Centre Performance

West Norwood is classified as a district centre within local and regional policy and is largely geared towards serving a local residential catchment. Whilst Tulse Hill is classified as a Local Centre in Lambeth.

The town centre is linear in nature stretching from the Tulse Hill gyratory in the north, to Knight's Hill and Norwood High Street in the south. The core retail frontage is located in between, along Norwood Road.

A town centre dominated by retail and leisure uses and largely independent in nature...

In total, the town centre contains over 300 premises and floorspace of around 51,000 sqm.

In land use terms, units are dominated by 'A use classes' (i.e. retail, food and drinks and high street services), making up 80% of all premises. There is only a limited amount of office space within the town centre (excluding the Commercial Area), and, with the exception of Parade Mews and Burbridge Studios which provide studio space for artists, there is a lack of space for small businesses, start-ups, makers and artists.

The town centre is notable for its predominantly independent character, with limited presence of national multiple operators. This reflects the fact that many of the units are small (typically less than 100 sqm) and are not suitable for bigger shops and restaurants.

Independent businesses account for around two thirds of town centre floorspace – higher than in comparator town centres including Streatham (44%), Palmers Green (45%), Dalston (52%) and Tooting (53%). Neighbouring West Dulwich, however, has a higher proportion of independents at 77%.

The town centre has numerous leisure operators, including cafes, restaurants and bars and pubs; again, the offer is largely independent. One of the most recent openings is Knowles of Norwood – a new bar / pub in the heart of the town centre on Norwood Road.

Local challenges in high street vacancy, and relatively low retention of spend…

The chart to the right shows around 10% of floorspace and units are currently vacant across the town centre. While this rate is high when benchmarked against other town centres in Lambeth, it masks variations in performance within the town centre. Vacancy rates are comparatively low on the Norwood Road core (around 5%), but extremely high on Norwood High Street at the southern end of the town centre (over 30% vacancy).

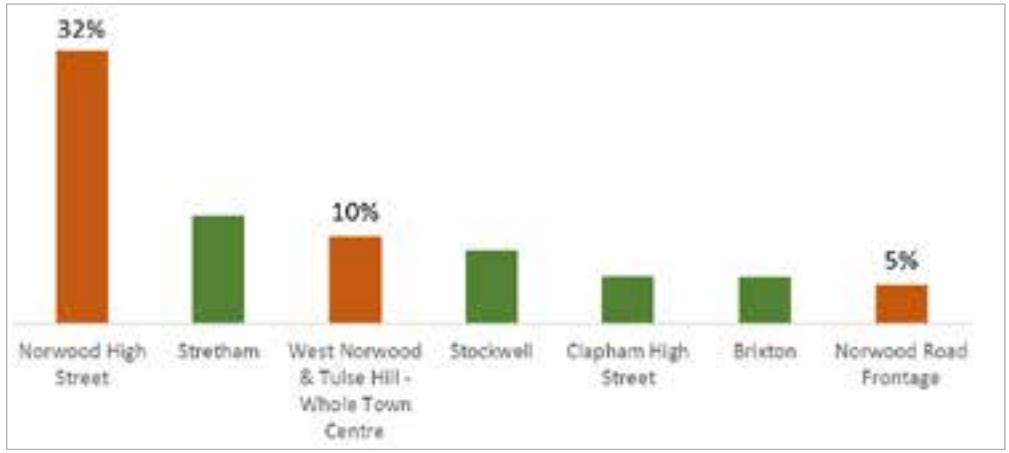
As this data suggests, Norwood High Street is currently performing comparatively weakly. The overall offer of this part of the town centre is extremely limited, reflecting both high vacancy and a trend of ground floor units being converted to non-town centre uses. The area also faces challenges in terms of the quality of the physical environment. Reflecting these challenges, and lower accessibility levels, footfall in the Norwood High Street area is comparatively low.

Anecdotal evidence from consultation suggests that the town centre as a while retains relatively low levels of spend from its residential catchment area, with residents attracted by a strong retail and leisure offer in neighbouring town centres such as Brixton and West Dulwich. This observation is borne out by statistical evidence on spend retention from the Lambeth Retail Survey, which suggests that only around a fifth of convenience (every day groceries) spend by local residents is spent in West Norwood and Tulse Hill, and only a tenth of comparison spend (clothes and non-essential goods) is retained locally.

…but evidence of improving performance supported by recent capital investment

Data does suggest improving town centre performance in recent years, with increasing footfall levels and improving vacancy performance. Around 10% of town centre floorspace is currently vacant compared to 14% in 2012.

As highlighted previously, the town centre has benefited from a recent programme of investments targeted at enhancing town centre vitality, as well as the establishment of a number of community driven markets, most notably Feast. The recently established Station to Station Business Improvement District (BID) assumed certain town centre management responsibilities in late 2016, with the potential to deliver and coordinate further town centre improvements in the future..



Town Centre Vacancy rates (% of floorspace), 2016, Source: GOAD, 2016

What you said: West Norwood and Tulse Hill Town Centre

The overarching message on Commonplace and consultation regarding the town centre was that the current independent nature of the town centre is valued, but there is demand for greater variety and diversity in the offer:

Likes

- Many people referenced numerous long-established and much loved independent businesses on Norwood Road; more generally, the independent nature of the town centre is seen to give West Norwood and Tulse Hill an identity compared to other town centres.
- People value a number of the community facilities in the town centre – particularly the newly opened West Norwood Health and Leisure Centre. There is also great anticipation for the new Picturehouse Cinema and Library project.

Dislikes

- A lack of variety in the retail offer and a limited evening offer were two of the concerns.
- There was also concern that some parts of the town centre are 'rundown' with vacant shops, underutilised plots of land, litter and fly-tipping – Norwood High Street and the former Brooks Laundry Site behind Norwood Road were highlighted. Linked to this, there was concern that parts of the area feel unsafe, particularly at night.

Suggested Improvements

- There was demand for further improvements to the quality of the town centre environment, including street lighting, planting, open spaces, installation of public art and improvements to shopfronts.

"I've lived in West Norwood for 30 years, and I think the shopping is really good…"

"Norwood Road has improved…but the Tulse Hill end feels neglected and unloved."

"Some nice shops popping up and a good variety of businesses. Litter can be pretty bad though."

"I think the high street has improved hugely in the last two years, but there is still lots to do."

"We'd welcome more places to eat in the evening – particularly family friendly restaurants."

3.2.3 The Economy: Local Employment Hubs

Away from the town centre, West Norwood and Tulse Hill is home to a number of important employment hubs, including the West Norwood Commercial Area (KIBA) and the Parkhall Business Centre. These hubs are shown on the diagram to the right.

The West Norwood Commercial Area: an important economic hub…

The West Norwood Commercial Area is located at the southern end of the town centre, roughly bounded by Chapel Road to the south, Knight's Hill to the west, West Norwood Station to the north and the West Norwood to Gipsy Hill railway line to the east.

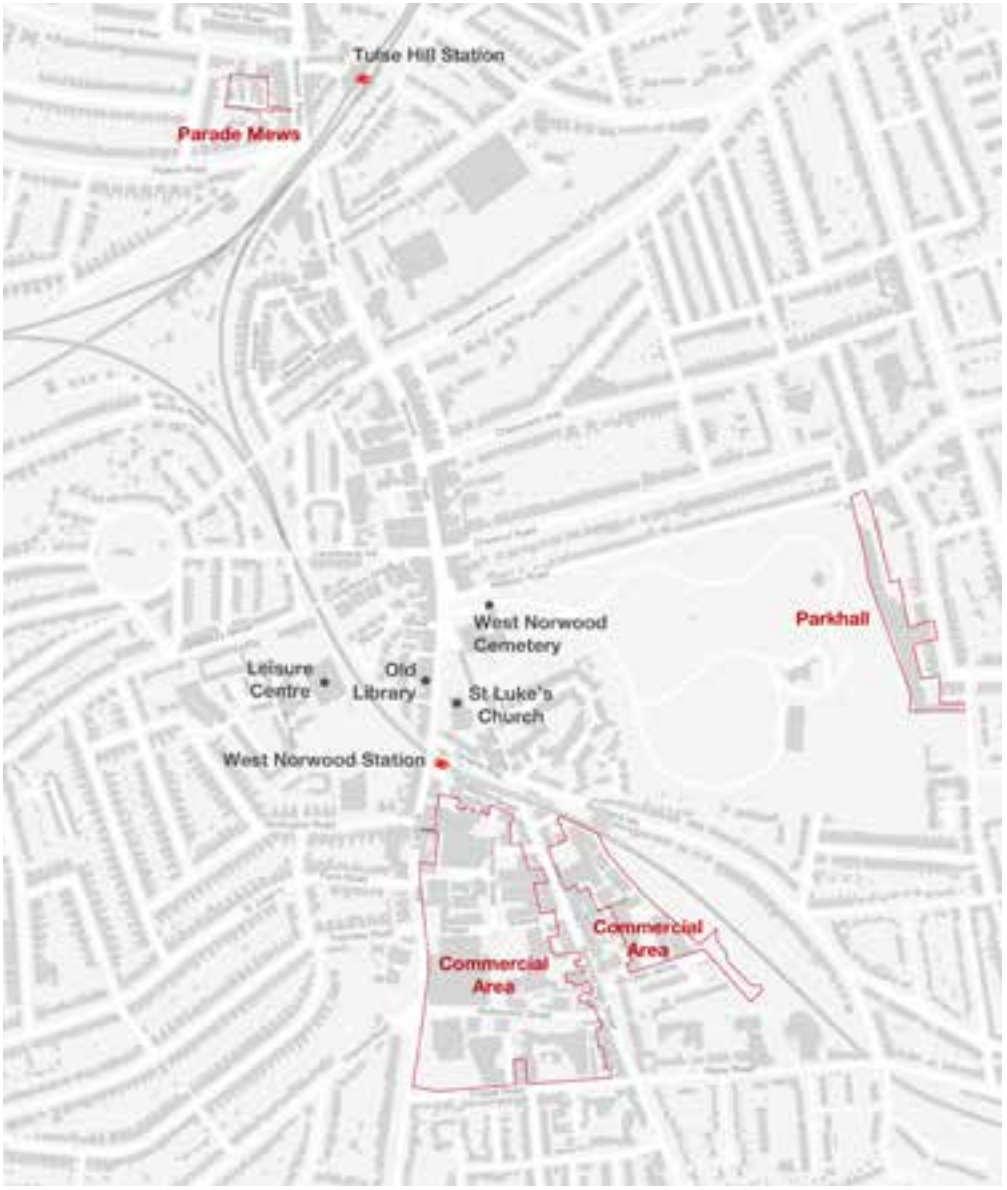
Designated as one of Lambeth's Key Industrial Business Areas (KIBAs), the Commercial Area forms part of the borough's strategic reservoir of land for employment uses. Such land is specifically safeguarded within local planning policy for business, industry, storage (B use class) and waste management uses, including green industries and other compatible commercial uses (excluding large scale retail).

In total, the Commercial Area provides around 49,596 sqm of commercial floorspace spread across 70 premises, and it is home to an estimated 700 jobs, 10% of all jobs across the wider West Norwood and Tulse Hill area.

There are a broad mix of activities operating in the West Norwood Commercial Area including a number of heavier manufacturing uses (such as Denso and Mylands). There are also creative and food manufacturing activities (such as London Signs and the Blackbird Bakery), building trade activities (such as Howdens and Travis Perkins), motor trade activities and wholesale activities. The area is also home to the Norwood Bus Garage which is a significant employer in the area, contributing over half of all jobs (400) registered in the area (although many of these are drivers who spend most of their time out of the area).

While the Commercial Area has a comparatively low vacancy rate, the area does not currently accommodate as many jobs as might be expected for an area of its size. This largely reflects the physical characteristics of the area: many of the buildings are low rise, there are two vacant sites, and there are a small number of instances where premises have been converted away from employment uses in recent years. There has also been limited investment in the commercial stock in recent years, and, with the exception of the ACME artists' studios on East Place, there is a lack of flexible workspace for small businesses and start-ups.

In addition, there are a number of challenges around the quality of the physical environment and the overall image / reputation of the area.



Local Employment Hubs as shown with with red outline

The characteristics and performance of the Commercial Area are considered in greater depth in Chapter 7 which provides a full 'Health Check' of the area.

Strong clusters of creative activity at Parkhall Business Centre and Parade Mews

In addition to the West Norwood Commercial Area, there are also a number of other important employment locations locally – these include:

- The Parkhall Business Centre – a business centre operated by Workspace Group accommodating over 100 businesses. Located just on the far side of West Norwood Cemetery from the town centre, the Parkhall is also designated as one of Lambeth's KIBAs. While the business mix is varied, there are a large number of small creative enterprises.
- Parade Mews – a small cluster of studios located just off Norwood Road at Tulse Hill, accommodating artists and makers. These range from craft activities (such as Parade Mews Pottery, a pottery workshop offering a variety of pottery classes and a shared pottery studio for rent), to higher profile creative makers (such as Michael Ruh, a luxury glass blowing business with some high profile supply chain linkages).

What you said: Local Employment Hubs

The employment hubs attracted a large amount of attention on Commonplace and during consultation.

Likes

- It was highlighted that the Commercial Area contains a number of valued community assets and projects such as the Bzz Garage Garden and the Portico Gallery.
- Parkhall and Parade Mews were identified as valuable hubs of creative activity.

Dislikes

- A number of concerns were set out regarding the Commercial Area, including the quality of the physical environment, accessibility, sense of safety in the area, the presence of a number of vacant / underutilised plots, and antisocial business activities taking place in the area.
- Weak connectivity between the Parkhall Business Centre and the town centre was also identified as a weakness.

Suggested Improvements

- Suggestions for improving the Commercial Area include providing more space for small businesses such as start-ups and makers, bringing vacant space back into use, improving the quality of the environment, and introducing more community uses.

"The industrial part of West Norwood adds to the mix of the area, and it is the mix of the area which makes it so good…"

"Lots of great businesses based [at the Parkhall]. Need to connect it to other parts of West Norwood so more people are aware of it. "

3.3 People and Community

The strength of the West Norwood and Tulse Hill community mark the area out from other places in London. Despite this, there are a number of challenges faced locally, particularly in terms of skills, employment and social inclusion.

A growing and diverse population…

The Norwood CLIP Area is home to a resident population of around 42,000 people, with growth of around 10% (4,000 people) in the decade to 2011.

Around 74% of all local residents in the Norwood CLIP Area are of working age (16-74), similar to the London average (75%) but lower than the Lambeth average (78%).

The area presents strong levels of diversity: it is home to both established ethnic minorities communities (the black African / Caribbean and black British ethnic groups make up nearly a quarter of the population), and new communities that have emerged over the last decade as a result of migration from European countries (particularly Poland, Portugal and Spain) and non-European countries (particularly Jamaica and Nigeria).

About average levels of unemployment…

The 2011 Census is the most recent source of comprehensive labour market data for small areas. Data gathered in the chart below suggested that the area was performing slightly below the Lambeth and London averages in terms of economic activity (75% of the working age population) and unemployment (7% of the working age population).

More recent data (May 2016) on those claiming DWP Benefits suggests that local labour market challenges persist. Around 13.5% of working age residents in the CLIP area (3,700 in total) are claiming benefits of some type – compared to 10.4% across Lambeth and 9.9% across London.

The absolute number of people claiming benefits has fallen by around 28% since 2011. While this change largely reflects changes in the benefits system, the scale of improvement has been stronger than seen across Lambeth and London.

Of those currently claiming benefits, there are around 600 people (2.0%) claiming Job Seekers Allowance, compared to 1.3% across Lambeth and 1.8% across London. This number has fallen by around two thirds since 2009 - again largely reflecting changes in benefits system.

Data from the 2011 Census suggests that levels of unemployment are lowest to the east of the area (towards West Dulwich) as indicated in the headline population and labour market statistics table below.

	Norwood CLIP	Lambeth	London
Census 2011 Labour Market Information			
Total Population	42,000	n/a	n/a
Population growth (01-11)	10%	14%	14%
Economically active, WAP pop	75%	77%	77%
Unemployment, WAP	7%	6%	5%
No qualification, WAP	17%	15%	19%
Level 4+ qualifications, WAP	45%	49%	40%
DWP Benefit Claimant Information, 2016			
All DWP Claimants, WAP	13.5%	10.4%	9.9%
Job Seeker's Allowance	2.0%	1.8%	1.3%

Headline Population and Labour Market statistics - 2011 and 2016

but comparatively strong skills levels…

Generally speaking, levels of qualification attainment in the area are high. For example, 13% of residents have no qualifications, lower than Lambeth (14%) and London (18%). In addition, the proportion of residents with level 4 qualifications (degree level and above) is 45%, significantly higher than the London average (38%).

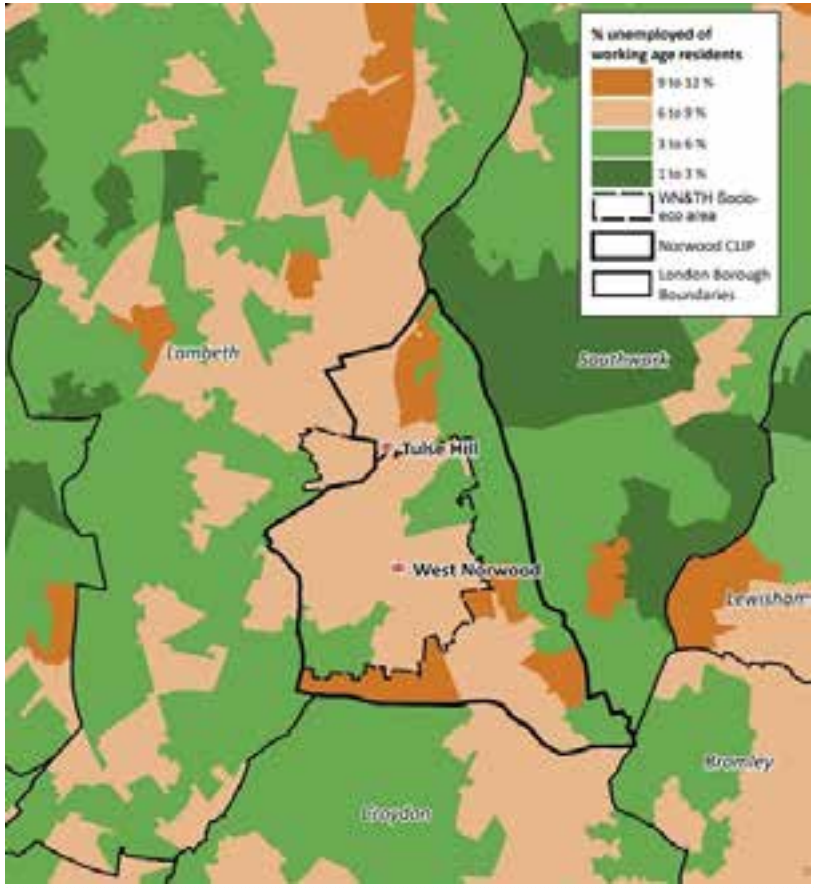
Despite this, local level analysis again suggests a more varied picture within the area. Generally speaking, resident skills levels are generally weakest to the south and east of the Norwood CLIP area.

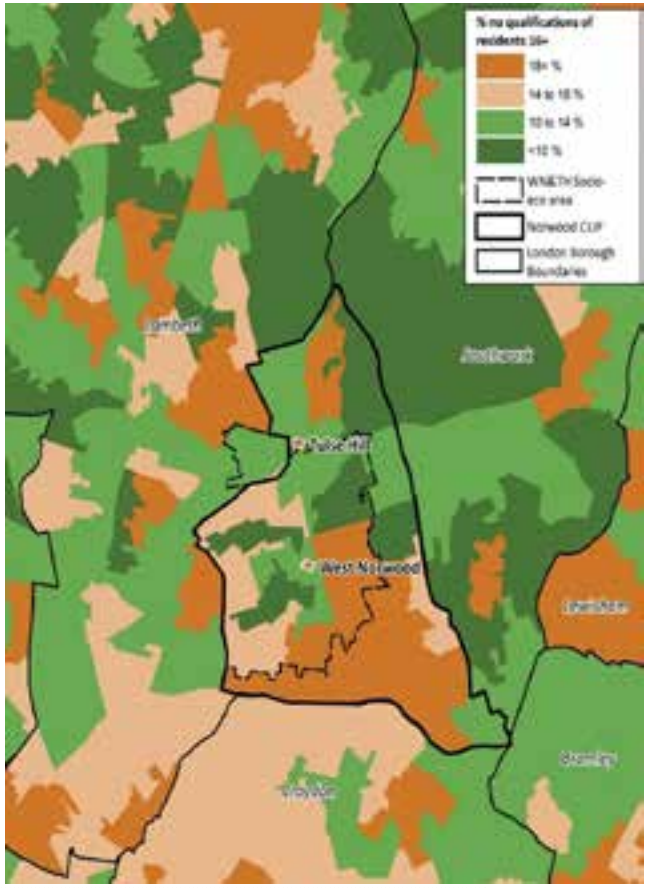
Strong income levels, but concentrations of relative multiple deprivation…

Average annual income in West Norwood and Tulse Hill was around £50,000 a year in 2013, higher than Lambeth average (£49,000) but lower than London (£52,000).

The indices of multiple deprivation take into account many of the above factors to consider overall relative deprivation in an area. As supported by the maps to the right, a number of localities within the study areas are classified as being within the 20% most deprived localities nationally (including the southern half of the town centre and much of south east of the CLIP area), and one locality which is within the 10% most deprived areas (the far south west of the CLIP area toward Streatham Common). While just outside the study area, the area of Tulse Hill to the north west of the gyratory is also characterised by a high level of relative multiple deprivation.

Generally speaking, deprivation scores are worst in terms of crime and living environment indicators.





(left) shows proportion of residents unemployed, 2011 and (right) shows residents with no qualifications. Data for both maps sourced from 2011 ONS Census

A strong and active community…

West Norwood and Tulse Hill is home to a strong community. Recent years, have seen the delivery and establishment of numerous community projects and assets, the most significant of which are highlighted on the plan on the next page.

These cover a wide spectrum including: community spaces, community focused events, projects targeted at developing the sharing economy, public art, community growing projects, and projects aimed at supporting socio-economic inclusivity within the community.

The strength and diversity of these community interventions and capacity mark West Norwood and Tulse Hill out from other locations in London and, looking ahead, provide a unique platform on which to build.

What you said: People and Community

Likes

- West Norwood and Tulse Hill's strong community is consistently referenced as an important strength for the area, and something which marks it out from other places in London.
- Feast in particular, was identified as were local assets such as the Portico Gallery, and local community projects such as the Bzz Garage Garden and Edible Bus Stop.

Dislikes

- While generally people were positive when talking about the community, a need for more space and facilities for young people was mentioned.

Suggested Improvements

- Protecting community uses and activities was seen as extremely important. There was demand to provide more space and opportunities for community projects, such as in the Commercial Area.
- Local people stressed the importance of the community having an on-going say in the shape of future regeneration projects.

"The Portico Gallery is one of the most important places in West Norwood from the point of view of community and creativity. It hosts an amazing amount of activities and a hundred and one opportunities to meet and create."

"The Bzz Garage community garden project is brilliant – it really gets people in the community talking to each other."

"Mencap, Rathbone, Emmaus, L'Arche, Southside and more make up a substantial social care sector in West Norwood. "

"I feel proud to live here when I go to Feast. It embodies everything a community like ours should be - friendly, buzzing, supportive and happy."

3.4 Transport and Place

West Norwood and Tulse Hill has received significant investment in recent years to enhance sense of place and the quality of the environment. Despite this, certain challenges remain.

Strong connectivity but challenges in local movement and accessibility …

West Norwood and Tulse Hill benefits from two train stations, located at opposite ends of the town centre. These stations provide links into London Bridge and London Victoria, and Blackfriars, Farringdon and St Pancras via Thameslink.

Both West Norwood and Tulse Hill stations have experienced strong growth in passenger numbers in recent years, although services from both stations have been significantly and detrimentally affected over the past year as the industrial action and wider unreliability affecting the Thameslink and Southern franchises.

Reflecting the rail links and the numerous bus routes passing through the area, levels of public transport accessibility in West Norwood and Tulse Hill are relatively strong, particularly along the central spine of Norwood Road. That said, public transport accessibility is lower in residential areas to the east, west and south.

Selected of Community Projects and Actions Across West Norwood and Tulse Hill

Community led market across five town centre hubs; community outreach

Community led project to enhance movement and streetscene around Tulse Hill Station, West Norwood Road and Tulse Hill Gyratory

Pilot project in 2016 to run a community led market on Station Rise in Tulse Hill

Community hub, providing activities and events for the whole community

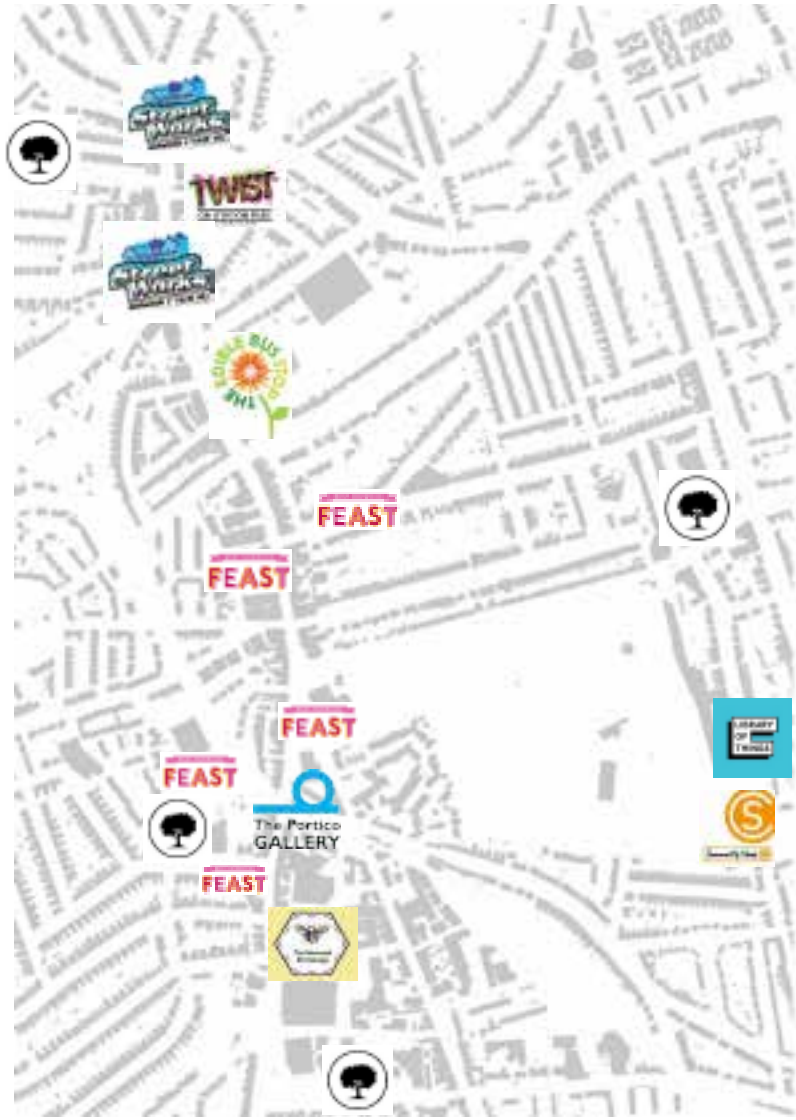
Bzz Garage: community growing project to enhance the neglected plot

Library of Things: Innovative sharing project; sharing of tools & objects

Community Shop: providing discounted food for people facing income challenges

Open Orchard: project to encourage community growing across the area

Hoopla Garden: community growing as part of Edible Bus Stops

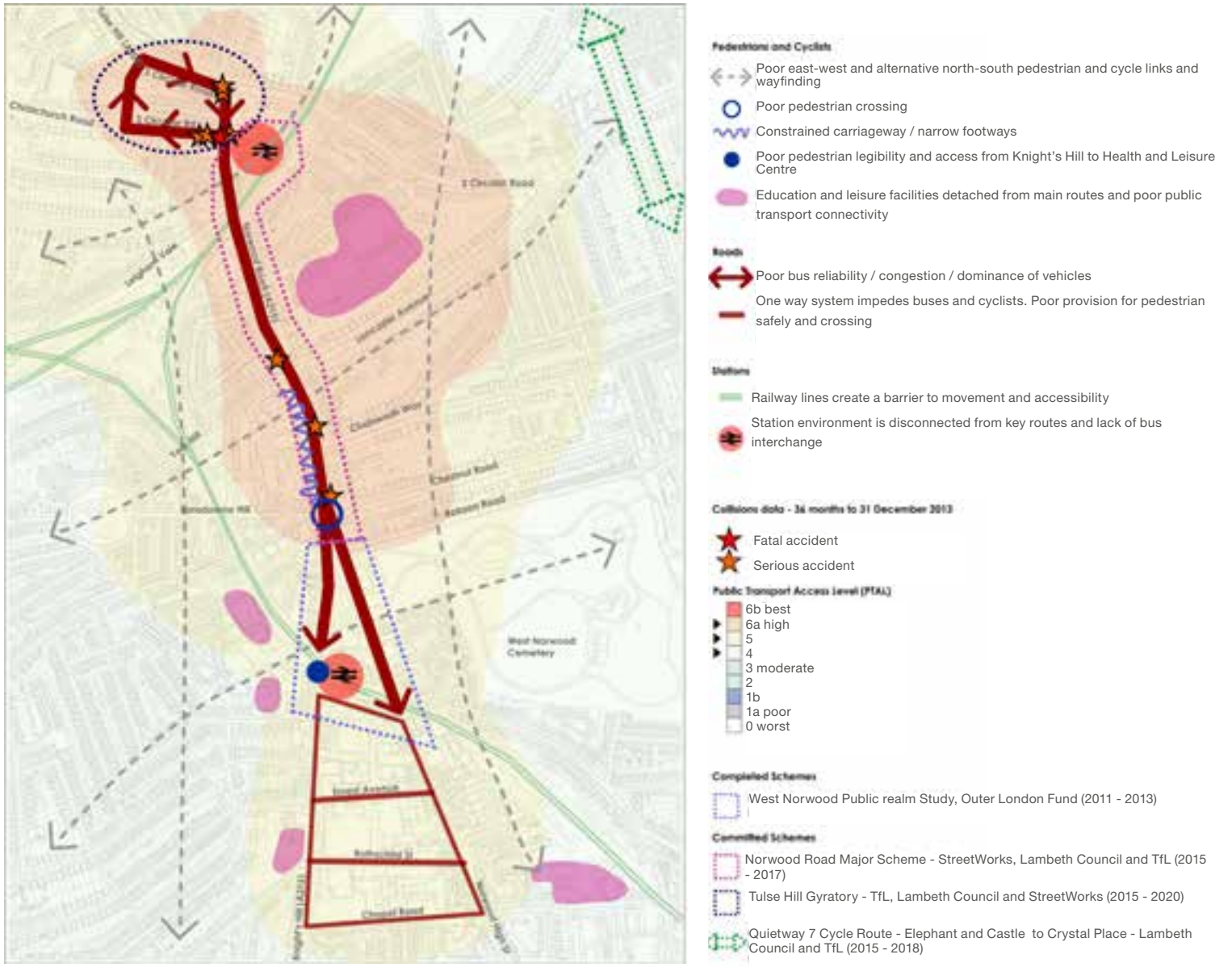


Location of community projects

More locally, a number of movement and accessibility challenges have been identified. These are summarised in the issues and constraints map to the right and include congestion and dominance of vehicles along the Norwood Road spine, weak east to west accessibility throughout the area, comparatively weak gateways to the area in terms of the environment around Tulse Hill and West Norwood stations, and a number of locations where pedestrian accessibility (pavements and crossings) are weak.

Consultation has suggested that the dominance of vehicles on Norwood Road (including private transport and buses) has an adverse impact on the overall quality of the town centre environment and impacts on the extent to which visitors want to 'dwell' in the area. Vehicle levels also have an adverse impact on air quality and safety: data highlights a number of collisions across the area in recent years – particularly on the Tulse Hill gyratory, but also along Norwood Road, and on Chapel Road and Norwood High Street to the south of the area.

Looking ahead, an extension has been proposed to the London Low Emission Zone which would extend the zone to the South Circular, including the Tulse Hill Gyratory. It is possible this may have a knock-on impact on the wider West Norwood and Tulse Hill area as vehicles look for alternative routes around the edges.



Existing transport and movement context in West Norwood and Tulse Hill

Presently, car parking provision in the town centre is substantial and reflective of past action supporting car-use. Off-street provision is scattered across the town centre, with several car parks operating below the capacity offered. That said, recent development sites including the leisure centre and proposed cinema and library sites are planned as 'car free' developments which is likely to increase parking demand on largely unrestricted streets. In addition, parking was one of the common topics of community concern highlighted on Commonplace. This included concern about the level of parking for town centre visitors, and concern about the impact of visitor parking on residential street in the area.

As highlighted in Chapter 2, localised transport, movement and public realm improvements have been implemented in and around West Norwood in recent years which have improved pedestrian access, station access, parking, wayfinding and the public realm.

In addition, a number of additional enhancements are in the pipeline:

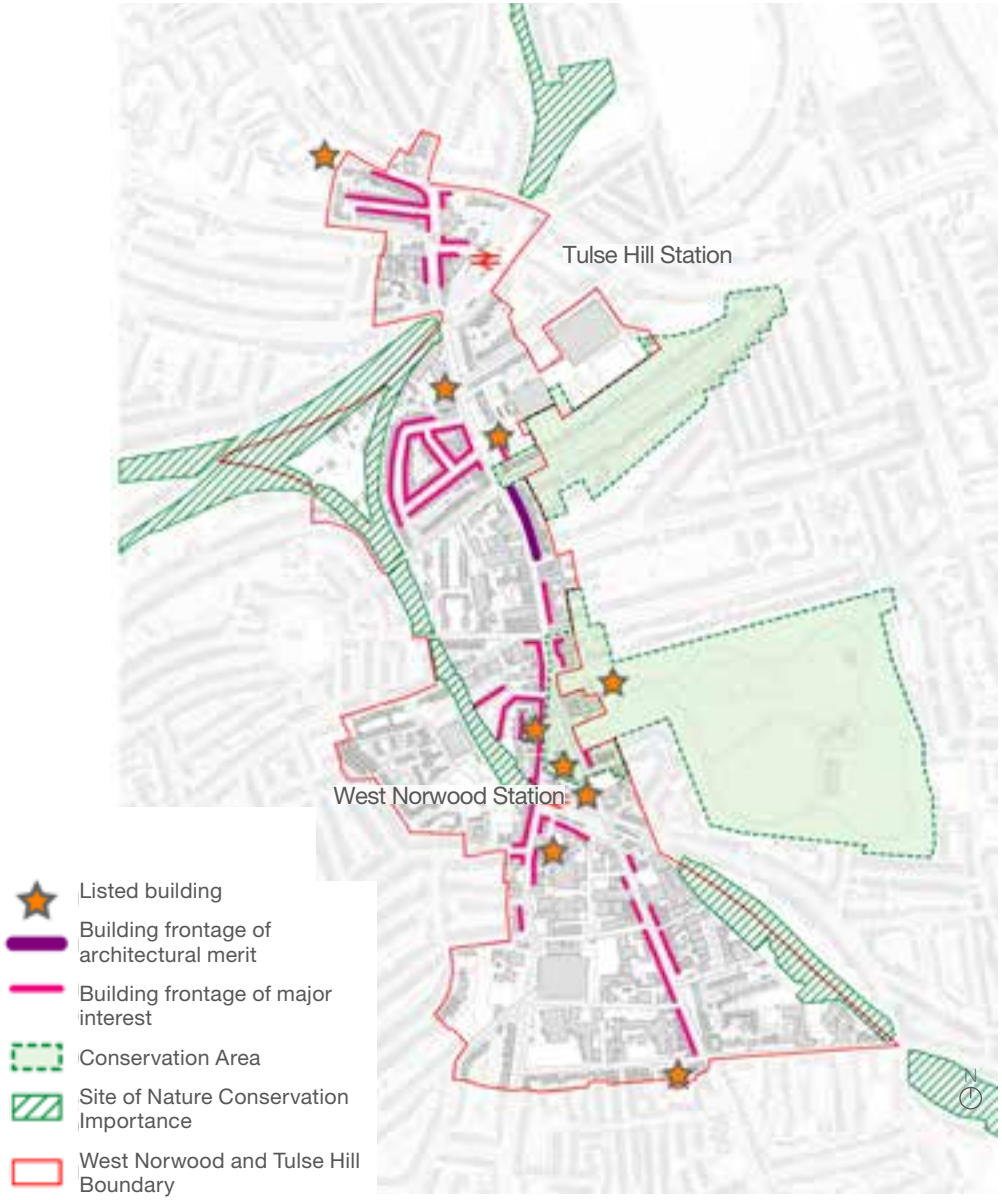
- The StreetWorks project to improve public realm and accessibility between Tulse Hill station and Chestnut Road / Palace Road is currently being delivered, while options to remove the Tulse Hill gyratory are being explored;
- The aim of these initiatives is to significantly improve the pedestrian environment, cyclist movement and safety, bus accessibility and interchange, and raise the quality of the public realm to better integrate Tulse Hill with West Norwood; and
- TfL's Cycling Quietway 7, linking Crystal Palace to Elephant and Castle, is also due to pass to the east of the town centre (through Gipsy Hill and along Rosendale Road), with construction expected to commence in 2017.

A detailed review of transport and movement context and opportunities has been undertaken and is included within the Community Evidence Base document.

A number of vacant and underused sites…

The 2009 Masterplan identified a number of opportunity sites which could be redeveloped to support the regeneration of the area. Development has since been delivered on a number of these sites, delivering new assets for the area including the Elmgreen school and the West Norwood Health and Leisure Centre.

Despite this, a number of vacant and underused sites remain in the town centre – most notably the former Brooks Laundry Site at the rear of 286-362 Norwood Road, and a site at the corner of Chapel Road and Knight's Hill in the Commercial Area. These sites are currently acting as a blight on the overall town centre environment. Both these sites are considered in detail in chapters 7 and 8 of this report.



Heritage assets in West Norwood and Tulse Hill

Strong heritage assets and open spaces…

West Norwood and Tulse Hill is home to numerous cultural, heritage and leisure assets which deliver a collective purpose of serving the local population, supporting economic growth and enhancing local skills, community cohesion, pride and wellbeing.

Facing onto Norwood Road is the West Norwood Cemetery and Crematorium. This is a 40-acre cemetery which is recognised as one of the 'Magnificent Seven' cemeteries of London and is of major historical, architectural and ecological interest. Heritage Lottery Fund investment has been secured to enable a number of enhancements, including the delivery of a visitor centre.

The area is also home to (or close to) a number of parks and open spaces. Other than the Cemetery these include Tivoli Park (to the south of the Commercial Area), Norwood Park (to the south east of the Commercial Area), Hillside Gardens (to the west of the town centre) and numerous smaller open spaces and allotments. Further afield are a number of larger and regionally significant parks including Brockwell Park, Tooting Bec Common, Streatham Common and Crystal Palace Park.

Feedback from the Wider Community

Place and movement were both popular topics of discussion during consultation, with numerous people providing feedback on what they think, and what they would like to see improved. The diagram to the right provides a summary of the feedback.

What you said: Place and Movement

Likes

- The town centre's green spaces and heritage assets such as St Luke's Church and West Norwood Cemetery are seen as an important strength of the area.
- People value the fact the area is well-connected into and out of London.

Dislikes

- Despite being well connected into and out of London there is concern about the quality and reliability of the rail services. The need for step free access at Tulse Hill was also mentioned.
- There is also concern about movement within the area: roads are congested (particularly Norwood Road), and the pedestrian and cycling environments are poor, particularly on a number of the main junctions which link Norwood Road into neighbouring residential areas.

Suggested Improvements

- There is great demand for traffic calming measures and better provision for pedestrians and cyclists both in the residential areas and along Norwood Road.
- More generally, there is demand for further improvement to the quality of the town centre environment, and for more and better public access to open space.

"There aren't enough crossings."

"The area can feel unattractive in the evenings".

The roads and junctions are heavily congested…making the town centre feel unappealing."

We need a new library and looking forward to the cinema. The leisure centre is great."

3.5 Summary of the Evidence: Areas for Action

The evidence has highlighted that West Norwood and Tulse Hill is a vibrant location, home to a diverse economy and population, and set apart by the strength and activity of the local community.

A number of areas for action have been identified to support the future evolution of the West Norwood and Tulse Hill. These are summarised in the table below.

1) The Economy

Current Context

West Norwood and Tulse Hill is home to a diverse economy, acting both as a town centre and as a place of work. Challenges include the diversity of the retail offer, town centre footfall and the intensity of activity in the Commercial Area.

Areas for Action

- Ensuring the area has a strong and defined identity in a competitive London context;
- Promoting the area and its investment opportunities to external audiences;
- Improving town centre vitality: increasing the diversity of shops and evening offer, increasing footfall and spend, enhancing identity and image;
- Increasing employment in the area to create more opportunities for local people and improve economic containment;
- Supporting growth in London's growth sectors, to develop a more balanced and sustainable economy;
- Supporting the area's base of micro businesses and encouraging stronger levels of enterprise; and
- Supporting the Commercial Area to become a more productive and cohesive part of the area.

2) People and Community

Current Context

West Norwood and Tulse Hill's community makes it unique: the population is diverse and the community is highly active. Despite this, there are localised challenges related to unemployment and deprivation, and there is concern about the impact of 'change' on long-standing communities.

Areas for Action

- Ensuring that Lambeth's aspirations for inclusive growth are at the heart of activities to support economic evolution in the area;
- Ensuring local residents have the skills, knowledge and connections to access new employment opportunities across the area;
- Addressing local concentrations of unemployment and deprivation ensuring that no individuals or groups are left behind;
- Supporting residents to set up new businesses, innovate and collaborate; and
- Building on the strong local community and appetite to engage, ensure that principles of collective action are at the heart of future regeneration activity.

3) Place

Current Context

West Norwood and Tulse Hill benefits from a number of significant cultural and heritage assets and parks and open spaces. However, despite recent investment, challenges remain regarding the quality of the streetscape and the adverse impact of the road network on the town centre environment.

Areas for Action

- Working with landowners to ensure that all vacant plots and buildings are brought back into use in a way which aligns with aspirations of this report;
- Protecting and enhancing the area's significant cultural and heritage assets;
- Improving pedestrian and cyclist accessibility, movement and wayfinding;
- Improving bus reliability, connectivity, interchange and accessibility; reducing the impact of buses on other road users and air quality on Norwood Road;
- Addressing parking stress to provide better, more flexible parking facilities for local needs; and
- Promoting greater local use of more sustainable modes of transport.

4

Where do we want to go?
A Vision for West Norwood and Tulse Hill

4. Where do we want to go? A Vision for West Norwood and Tulse Hill

St Luke's Church

4.1 What do we want to achieve?

West Norwood and Tulse Hill will build on the momentum that exists locally to become a more distinctive, diverse and resilient place, where its strong local community is intrinsic to its future economic growth.

This vision is built on the belief that the area can rightly claim to be one of the strongest communities in London.

The energy and ideas manifested through Feast, Open Works, StreetWorks and within the local business community, are matched by a desire to work together and support each other which is not always evident in other locations. This is a valuable unique selling point for the area, which provides the opportunity to deliver economic growth which is beneficial to all.

We believe that West Norwood and Tulse Hill is uniquely placed to continue to evolve as a showcase of many of the principles and aspirations set out in the Mayor's 'City for all Londoners'. This promotes 'good growth' (vibrant town centres, better streets, greater supply of affordable workspace, growth in enterprise, and development of creative, science and technology-based sectors), enhanced housing supply, strong cultural and community capital and capacity, and better social integration.

4.2 Responding to Borough Priorities

For the council to effectively engage and influence the future evolution of West Norwood and Tulse Hill, the response needs to be linked to the borough's overall priorities. The objectives which underpin the vision link directly to those set out within 'Future Lambeth: Our borough plan' - the council and partners' vision and priorities for the borough over the next five years. These are:

- Inclusive Growth - providing an environment where businesses can start, grow and flourish through new space, as well as establishing a stronger and more supportive business community;
- Strong and Sustainable Neighbourhoods - ensuring that the places which make up West Norwood and Tulse Hill remain distinctive and diverse by supporting a range of new uses and enhanced public realm to support increased consumer footfall and spend. Ensuring that activities are strengthened during the day and in the evening; and
- Reducing Inequality - supporting the West Norwood and Tulse Hill community to benefit from change, with a focus on 'narrowing the gap' through the creation of training, skills and employment outcomes for local residents – particularly those facing barriers to employment. Capitalise on the strong communities that exist locally to give all residents an active role in the future of the area.

Recent achievements in the Area (top left) Feast, (top right) public realm improvements, and (bottom left) shopfront improvements along the High Street.

4.3 Fundamental Principles Underpinning the Vision

Achieving the vision for a vibrant local economy rooted in community strength will mean delivering against the actions outlined later in this report. It will also mean, at times, making some tough decisions and taking some risks.

There are a number of fundamental principles which underpin the vision and will need to drive the response:

- Identity – West Norwood and Tulse Hill needs a stronger identity and greater recognition as a great place. To do this, it needs to better articulate its distinctiveness, preserving and building on the character, heritage, cultural diversity and community spirit which we think make it unique;
- Commercial Diversity – To become more productive and resilient, West Norwood and Tulse Hill needs to become a more diverse employment hub; an area which not only accommodates successful businesses, but also supports new ideas;
- Modernisation – Some aspects of the local area, such as the supply of retail and commercial space, will need to be improved and in some cases modernised to ensure that the area can better serve its community and accommodate economic growth;
- Usability – The town centre needs to become more attractive and user friendly as a place for residents and visitors, where movement between places is supported by better designed public spaces;
- Responsibilities and Risk – West Norwood and Tulse Hill needs to try new things and new approaches. This means partners taking on new responsibilities and, in some cases, taking managed risks to enable change where this supports the general objectives of the project. Partner responsibilities are considered in detail in the next chapter; and
- Flexibility – This report has been developed at a time of uncertainty. Looking ahead, partners will need to be continually alert to changing economic and social conditions, monitoring local evidence and responding to specific opportunities and challenges that may emerge.

4.4 What does Success Look Like?

Success will largely be judged by the look and feel of West Norwood and Tulse Hill. The productive dialogue and conversation already taking place can be continued forward, to track changes in a qualitative sense.

In addition, there are a number of measurable indicators which will also help to provide tangible evidence that positive progress is being made towards the vision.

Based on our detailed research into the current context and performance of the area, success should be measured in terms of:

- An increase in **civic pride and satisfaction** with the town centre, as measured by the perceptions of the community towards the area;
- A more vibrant town centre, measured by **vacancy levels, footfall and the diversity** of the retail and evening offer;
- An increase in the number of **jobs** in the area, with a high proportion of these jobs being taken by local and Lambeth's residents.
- Improvements in **labour market performance** – measured by local skills levels, local employment levels, the number of residents claiming benefits, and overall prosperity;
- Evidence of **improved interaction** between local schools and community groups and local and Lambeth businesses (e.g. mentoring, work experience placements and internships);
- A **bigger and more diverse business base** with growth in sectors which are important to London's future economy (such as creative and technology-focused industries);
- **Retention and growth of existing companies**, particularly larger employers within the Commercial Area;
- Higher **levels of enterprise and an increase in people starting their own business** in the area;
- An **improved external identity**, as measured by the number of businesses looking to move into the area and recognition of positive change taking place locally among regional partners;
- The **positive transformation** of specific locations and sites which have been identified as needing action (in particular the Commercial Area and Central Retail Area);
- **Improved, cleaner and safer streets** which prioritise pedestrians and cyclists, as measured by satisfaction of different user groups; and
- Even **greater level of participation and collective action** locally, tracked in collaboration with local community groups such as Feast, the Norwood Forum and the Norwood Planning Assembly.

Performance against these measures should be tracked on an ongoing basis, with regular reports and dialogue on progress being made. An annual West Norwood and Tulse Hill progress event could provide an ideal platform for this, providing a forum for the local community and wider partners to get together, reflect on progress and plan ahead.

Shopfront improvement schemes, which have helped improving the external identity of the area

4.5 Actions to Achieve the Vision

A broad range of actions have been developed to support this vision. These include actions to support the evolution of specific locations and sites (Chapters 7-10), and a set of wider socio-economic actions to support delivery (Chapter 11).

While all of the actions are important in the long run, there are a number which it will be important to focus initial attention on. These initial actions will help to establish local dialogue, put in place partnerships, and generate initial momentum on which future delivery can build. These initial actions are set out in Chapter 12.

5

A Collaborative Approach

5. A Collaborative Approach

5.1 Introduction

The strength and willingness to engage the West Norwood and Tulse Hill community has been instrumental in the successful evolution of the area in recent years.

In supporting the delivery of this report, it is vital that principles of collective action, collaboration and partnership are at the heart of efforts to work towards agreed objectives and aspirations for the area.

West Norwood and Tulse Hill is already home to a number of organisations which have the capacity, commitment and expertise to take a lead in aspects of delivery. This means there is potential to continue to innovate in delivery models and mechanisms and to take a truly collaborative and community-led approach to delivering this report.

This section outlines roles for partners in achieving this.

5.2 The Role of Lambeth Council

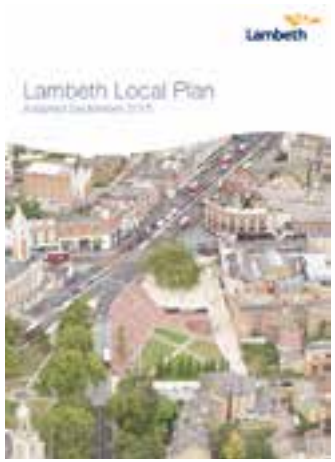
The council will continue to have an important role to play in West Norwood and Tulse Hill, providing early coordination, strategic oversight, leadership, delivering statutory functions and, where necessary, directly intervening to catalyse or lead delivery.

Responsibilities include:

- Provide oversight of this report, bringing partners together to develop projects and lobbying for further investment to the area;
- Support day-to-day communication and information flows between partners – in particular between education providers, businesses, community representatives and people investing in the area;
- Ensuring that statutory services continue to be delivered effectively in the area and in line with the activities of wider partners such as Station to Station;
- Ensure that new development complies with planning policies and the aspirations of this report in providing high quality residential and business spaces and enhancing the overall environment for current and future communities;
- Where necessary, applying wider powers the council has available to deliver against the objectives of the document – this might include enforcement action against unauthorised uses, or direct intervention to catalyse or stimulate development on important sites;
- Be open to new ideas, ensuring that the local community maintains a strong influence in the area;
- Supporting the activities of local neighbourhood planning groups, sharing evidence and information to enable planned development;
- In partnership with local community organisations and tenant and resident associations (TRAs), support outreach to seldom heard groups to ensure future growth and change is as inclusive as possible;
- Monitor performance to keep track of progress and success and to provide the evidence to support future renewal of the report's objectives and delivery;
- Facilitating the transformation of the Central Retail Area (Site 18); and
- Providing facilitation and administration support for partners bringing forward the transformation of the West Norwood Commercial Area.

In the unlikely event that landowners do not bring forward planning applications on their land consistent with this report and the Local Plan (2015) at the time of applying, the council may adopt more of a lead developer role in the delivery of Site 18. This could entail a more significant role in land assembly, potentially through the use of its compulsory purchase order powers and/or direct delivery through partnership with developers.

Working with wider partners such as Station-to-Station, and ensuring proposals in the area are in accordance with the Local Plan.



5.3 Feast

Over the past five years, Feast has established itself at the heart of the West Norwood and Tulse Hill and has set a mission to "make West Norwood an even better place for everyone".

Feast has already helped to change perceptions of the area both locally and across London, animate the town centre, stimulate enterprise and promote values of social inclusion via outreach work.

During consultation, Feast has highlighted that they are keen to continue this role in the future, in particular, ensuring that the community values they have established are maintained and strengthened even as the area evolves.

Responsibilities include:

- Continue to deliver and improve the monthly Feast. Feast aims to curate the range and quality of traders (balancing new offers with established favourites), provide a programme of free entertainment and children's activities, give a platform to local entertainers, community groups and new start-up businesses, and extend the welcome and conversations offered by the many volunteers at Feast;
- Continue to prioritise outreach activities with local community groups and schools to ensure Feast retains its reputation for engagement and social inclusion. Immediate plans include extending the Family Wellbeing hub at the Leisure Centre, and approaching local groups and interests in an open-minded spirit to see what potential there is to work together;
- Ongoing engagement with other town centre partners such as Station to Station to ensure consistent communication and mutual agreement on delivery plans / activities;
- Where relevant, and reflecting their expertise gained over the past five years, involvement in the fine-tuning of future schemes before they get implemented, with a focus on "making small spaces work well" to support a vibrant retail offer. Factors such as positioning of street furniture, pavements, kerbs, parking restrictions, signage, electricity supplies, shutters and blank walls are all influential in town centre trading;
- In partnership with local creative organisations and businesses (such as Poetry Slabs and ACME studios), continue to evolve as a focal point for creative activity in the area, including exploring options to lead the coordination of new public art which promotes West Norwood and Tulse Hill's distinctiveness and identity; and
- Supporting efforts to develop distinctive strategies for the north of the Commercial Area as well as changing perceptions of the area. This could include Feast pop-up hubs in the Commercial Area to bring local businesses out into the open.

Monthly Feast

The Portico Gallery (top), where both new and established, trained or untrained artists can exhibit and sell their work and where groups and individuals can aspire to excel by exhibiting, practicing, training and teaching. And (bottom) works of local poetry collaborators - Poetry Slabs

5.4 Other Community Groups

In addition to Feast, there are many other local community groups in West Norwood and Tulse Hill, which all play important and incredibly varied roles in the area.

These include the Norwood Forum, the Norwood Action Group, Friends of Norwood Cemetery, the Portico Gallery, the South London Theatre, the Community Shop and more local projects such as Poetry Slabs and Open Orchard.

It is important that these groups continue to play an active role in the area, working with Station to Station and Feast to ensure that their activities are understood, communicated and where necessary supported as part of wider efforts to strengthen the vibrancy and vitality of the area.

5.5 StreetWorks

The StreetWorks team, with the Norwood Forum, the Tulse Hill Forum, and the wider community at its heart, has an important role to play in ensuring that the proposals for improvements in and around Tulse Hill are delivered. It is important that the value and importance of the project continues to be communicated externally to ensure that Transport for London funding continues to be ring-fenced to improve this location.

Given the long-term nature of the project, it is important that StreetWorks continues to engage with Feast and Station to Station to ensure consistent communication with businesses and residents, sharing of information, and mutual agreement on delivery plans / activities.

In the longer term, the StreetWorks legacy working group will have an important role to play in lobbying and developing innovative plans for future transport, movement and public realm projects in the area.

StreetWorks also has a strong legacy in terms of skills, training, and capacity building: at least one apprenticeship has been created, and there has been significant focus on training (both formal accredited and informal), and building capacity of local schools to involve students in leading projects. The legacy group can help to ensure that the capabilities and capacities developed in recent years are retained and put to productive use in support of this report.

Above: Legible London sign as part of StreetWorks project. below: StreetWorks community-led project

5.6 Neighbourhood Planning Groups

Neighbourhood Planning presents an exciting opportunity for the local community to formally influence future change and development in the area.

The Norwood Planning Assembly and Tulse Hill Forum have already developed strong levels of support and buy-in from their geographic areas.

Strong and positive dialogue and relationships with the council and with local community groups will ensure that, once developed, local neighbourhood plans are representative of the community, align with Lambeth strategic planning policy, and provide a robust and accessible mechanism for local people to participate in Planning.

Extract of the Norwood Planning Assembly: Neighbourhood Map - Please refer to the norwoodplanning.org for more information.

5.7 Station to Station BID

While the Station to Station BID is only in its early set up stages, it has a vital role to play in supporting the area to evolve and improve in the coming years.

Station to Station has set out an indicative programme of activity, focused around four platforms: marketing, managing, growing and advocacy. These platforms reflect the BID's core responsibilities around town centre management and business representation.

Responsibilities for Station to Station include:

- Ensuring that the West Norwood and Tulse Hill business community has a stronger voice on the future of the area;
- Bringing together partners in the Commercial Area for the first time to help the area improve and achieve its potential;
- Ongoing and proactive engagement with other town centre partners such as Feast and StreetWorks to ensure consistent communication with businesses and residents and mutual agreement on delivery plans / activities; and
- Leading the delivery of a range of new projects to enhance town centre vitality – from marketing and promotion to business support.

5.8 Developers and Investors

There are a number of development opportunities in West Norwood and Tulse Hill – from already committed schemes such as the Library and Cinema project, to potential future developments such as at Site 18.

Any development has the potential to impact on the physical, economic and social make-up of an area. It is therefore vital that developers and investors understand aspirations for the area, and via delivery, aim to uphold and strengthen the area's uniqueness. These include:

- Proactive dialogue with the council to ensure aspirations for sites and development are understood;
- Where appropriate, communication with the local community to outline plans and aspirations. Public meetings such as those organised by the Norwood Forum provide an opportunity to test ideas and gather feedback;
- Buying into the aspirations of this report – including the delivery of workspace to support SMEs, and supporting local employment and supply chain initiatives within new schemes; and
- Potentially providing sponsorship and funding to support the delivery of the social and economic projects outlined in the next section.

5.9 Local Residents

Local people are already highly active via the community groups identified above. As the area evolves in the future, it is important that local people are encouraged to continue to play an active role – both via wider community groups and organisations, but also individually. This will require ongoing innovation, proactively working with harder to reach groups to build capacity and engage a more diverse set of voices.

In practical terms, for residents this means continuing to engage in discussions about the future of the area (via the Norwood Forum, neighbourhood planning groups and Feast), coming up with new ideas, continuing to support local events and initiatives, trying new things, supporting local businesses, and, where possible sharing skills, time and expertise to the benefit of the wider community.

5.10 Local Businesses

Buy-in and engagement from local businesses is integral to this report: businesses are the visible 'face' of the town centre, and hold the key to delivering many of the aspirations identified, including jobs and training opportunities; a more diverse and vibrant town centre offer; and upholding principles around fairness and equity.

While Station to Station can support businesses to deliver against these goals, individual businesses have a role to play, particularly in:

- Engaging with Station to Station in a positive and proactive way;
- Employing local people and supporting local apprenticeships and work experience where possible;
- Being open to new markets and business opportunities, and being willing to adapt business models where necessary;
- Providing support for other businesses via sharing of skills and time;
- Buying local produce where possible to support local supply chain development; and
- Signing up to principles around fairness and equity (e.g. the London Living Wage).

5.11 Landlords and Local Agents

While new development will deliver some of the positive change which has been identified within this report, it is important that the area achieves maximum value from its existing assets. To do this, local landlords (and their agents advising them), need to become more involved in the ongoing conversation about the future of West Norwood and Tulse Hill, ultimately supporting the delivery of the strategy and specific projects. This should include:

- Proactive dialogue with the Council to ensure that aspirations for the area are understood and bought into;
- Collaboration with each other and with organisations such as the BID to jointly sell and market West Norwood and Tulse Hill;
- Investing to improve the visual appearance of properties (such as restoring / renewing shopfronts);
- Offering greater flexibility and certainty over lease terms to support new businesses to move into the area;
- Taking a longer-term view over the evolution of the area, with an aim of protecting existing business diversity, area character and distinctiveness; and
- Bringing vacant units back into use – where relevant this might include temporary uses (in line with planning policies) to change perceptions and test new uses on the high street.

5.12 Wider Strategic Partners

Wider strategic partners such as the GLA, Transport for London and Network Rail also have an important part to play in the delivery of this report:

- Network Rail and Govia – supporting aspirations set out in this report to improve the two stations, the quality of the rail services, and wider property assets in the area (e.g. making better use of the railway arches);
- Transport for London – continuing to support and fund the delivery of the StreetWorks project, and working with Lambeth Council to explore additional enhancements to the strategic network in the future; and
- GLA – acting as a partner for Lambeth Council in aspirations to enhance town centre vitality, strengthen the performance and role of the Commercial Area, and secure new investment and development.

Tulse Hill Station (above) and West Norwood Station (right) provide an important connection to the centre of London

6

Spatial Approach and Principles

6. Spatial Approach and Principles

6.1 Introduction

Underpinned by a clear understanding of the current and historic context, and outcomes from the consultation process, the vision identifies and integrates solutions to ensure the future benefit to its local and surrounding communities.

In preparing this report for West Norwood and Tulse Hill, it responds to the physical constraints of the area, and reflects the comprehensive evidence base and consultation process we have undertaken.

The result is therefore robust and deliverable.

6.2 Enhancement and Opportunity Areas

This report is supported by four delivery components. These are:

- Tulse Hill and Knolly's Goods Yard - enhancement area;
- Central Retail Area i.e. Site 18 - opportunity site;
- Central Cultural and Heritage enhancement area; and
- West Norwood Commercial Area opportunity site.

They outline various enhancements or opportunities for improvement.

6.3 Spatial Principles

Finally, it is framed together by a series of interdependent principles. These principles bring together and integrate policies for the development and use of land with other programmes which influence the nature of places and how they function. When they are overlaid a framework for change is created. The principles in the framework are interdependent, but work collectively to deliver a high quality, efficient and sustainable town centre ensuring the future success of West Norwood and Tulse Hill.

The Framework comprises:

A) Land Use;

B) Urban Design Framework;

C) Scale and Massing;

D) Public Realm Improvement; and

E) Transport, Access and Movement.

Further details are set out in the next pages.

Key

Enhancement Areas - are areas with unique character that have been or are currently improving. Future growth and/or public realm improvements will be encouraged.

Opportunity Site - are sites which present a great opportunity for regeneration. In keeping with the character of the surrounding area, they could be subject to significant transformation.

West Norwood and Tulse Hill Boundary.

Enhancement Areas and Opportunity Sites

A) Land Use

The proposed ground floor uses includes:

New residential development:

- At the Central Retail Area; and

New and/or retained commercial development:

- Knolly's Goods Yard;
- The area around Tulse Hill station; and
- The West Norwood Commercial Area where it will continue to provide a focus for employment and industrial activity. Protected as a Key Industrial Business Area (KIBA) in the council's Local Plan (2015), the commercial area and particularly the northern portion of it could provide a focus on arts, manufacturing and creative uses, subject to meeting the requirements of the relevant policies on the Local Plan (2015).

Enhanced Leisure, Recreation and Community uses:

- A new 4-screen cinema and refurbished library along Norwood High Street; and
- Refurbished South London Theatre.

New retail provision:

- At the Central Retail Area.

Improved public realm:

On open space, the council has identified a need for more open space to serve the growing population, but there is no land available to deliver a large park for example. Therefore it is necessary to need to meet this need principally by safeguarding existing open space and improve its quality and access, as well as linkages between open spaces. Additional increases in the quantum could be pursued in the line with the requirements set out in the Local Plan (2015) on major development sites as opportunities arises. Meanwhile, opportunities exists:

- Around the area by Tulse Hill station;
- Along Norwood Road and the High Street;
- Around West Norwood Station;
- West Norwood Commercial Area; and
- Knolly's Goods Yard.

B) Urban Design Framework

The urban design principles that inform the future of the area include:

- Using the existing built and natural heritage of West Norwood to create a more positive sense of place;
- Enhancing the setting of listed buildings and landmarks;
- Identifying opportunities to create new landmarks to enhance the area's character and distinctiveness;
- Reducing the number of blank walls and promoting active frontages along public areas;
- Promoting new public squares and

(top) South London Theatre and (bottom)computer generated image of the new 4-screen cinema and refurbished library along the High Street

meeting spaces;

- Providing greater provision for pedestrians and cyclists on street;
- Improving the public transport network including bus reliability and access to the railway stations; and
- Enhancing green space to improve amenity and ecological value.

These are illustrated on the diagram to the right.

C) Scale and Massing

Development should be appropriately designed, make efficient use of land and respect the height, scale and massing of existing and adjacent buildings;

- New development should add interest and activity and address the street directly at pavement level; and
- A number of landmark building opportunities have been identified to support legibility and help build on the area's identity, whilst respecting local views, heritage assets including their setting.

Further guidance is set out in the Local Plan (2015).

Infill development, Clerkenwell London

- Key Industrial and Business Area.
- Opportunity site for employment uses
- Employment use
- District Centre and Primary Shopping Area
- Retail-led opportunity site
- Residential-led opportunity site
- Mixed use: residential, retail and employment
- Mixed use: residential, retail and employment
- Artists' studios
- Existing community facility
- Main access road
- Improvements to public realm
- Improvements to pedestrian connections
- Improvements to cross roads
- Improvements to public space
- Site of Nature Conservation Importance
- Railway line
- Railway Station
- West Norwood and Tulse Hill Boundary

Strategic Approach Diagram - illustrating key uses and principles

D) Public Realm

The proposed measures to create a coherent public realm within the area seek to:

- Reduce the impact of traffic on the town centre environment by positioning street furniture and tree planting to create a more attractive buffer between pedestrians and traffic, improving cycle parking, removing pedestrian guard rails and creating level pedestrian crossings;
- Where possible, reallocate road space to provide greater space for pedestrians and cyclists;
- Prioritise sustainable transport modes, ensuring they operate effectively and efficiently to help reduce congestion, poor air quality and the dominance of vehicular traffic within the area;
- Improve the quality of the footways by providing a range of seating areas and using consistent paving;
- Ensure all elements of the public realm are compliant with Disability Discrimination Act (DDA) guidelines so that the buildings and spaces are designed to be accessible both to people with physical impairments as well as those with mental or intellectual impairments;
- Create public squares and spaces where people can relax and socialise, providing opportunities for public art, landscaping, planting and seating, and maximising the potential for public events and gatherings, adding diversity and interest to the townscape;
- Create a positive sense of place by enhancing the existing built and natural heritage of West Norwood;
- Enhance green space by establishing a pedestrian-friendly green space network, connecting a series of existing, reinstated and new spaces that unfold across West Norwood and promoting a cross circulation to complement the strength of the linear movement within the town centre; and
- Improve visual amenity by removing clutter, protecting and enhancing key views, upgrading the quality and state of repair of paving, planting and street furniture.

Public realm improvements, Depford High Street

Pedestrian spaces, Brighton

E) Transport, Access and Movement

Building on analysis of the current transport and movement context (see chapter 3), and a review of relevant transport policy (see chapter 2 and the separate evidence base report), overarching transport and movement priorities for West Norwood and Tulse Hill are introduced below. Specific projects and interventions are then outlined in the following chapters.

Transport and Movement Priorities

In line with the aspirations of the Mayor's emerging vision for transport and movement, there is an opportunity to support the evolution of West Norwood and Tulse Hill from an area which is comparatively car-centric and congested, to one which embraces sustainable travel and a 'healthy streets' approach. The following overarching priorities are recommended to support such aspirations:

- **Improve road safety:** particularly for vulnerable road users such as pedestrians and cyclists along the corridor and in particular the Tulse Hill gyratory;
- **Improve the pedestrian and cyclist environment and wider connectivity:** including east-west routes and alternative 'quiet' north to south routes, connectivity and wayfinding to the corridor, wider educational, health and leisure services, local attractions and surrounding residential neighbourhoods;
- **Buses:** address the impact of buses on air quality through introduction of low emission buses, improve bus and station interchange and east-west bus connectivity to wider residential areas, schools and other attractors to encourage the greater take up of this sustainable mode of travel for longer trips;
- **Congestion and Impacts on Air Quality:** mitigate and manage the impact of the private vehicles, deliveries, servicing and freight vehicles and rat-running on the network, existing and future development sites. Ensure the existing network provides for reliable, efficient and safe movement for essential journeys;
- **Parking:** address the parking stress in and around existing attractors and effectively manage parking as part of future development to better provide for local businesses, disabled users, car clubs and electric / low emission vehicles; and
- **Sustainable transport capacity and accessibility:** lobby key stakeholders to improve rail capacity and accessibility to Tulse Hill and West Norwood station. Improve bus services to reduce overcrowding, and provide 'mini-radial' routes for buses to access wider residential areas, health, educational and leisure services.

These priorities are shown in the diagram on page 53. The council also has the opportunity to lead the way with the Mayor's emerging vision for transport and movement and transform the area from one of a car-centric to a car-light / free, sustainable, healthy place.

Specific Transport and Movement Projects

Overarching access and movement opportunities for West Norwood and Tulse Hill are summarised in the diagram to the right; specific projects and interventions are then set out throughout the rest of this report. This includes:

- West Norwood Commercial Area and Norwood High Street – projects to improve streetscene and access and movement throughout the area. Please refer to Chapter 7;
- The Central Retail Area (Site 18) – aspirations to improve permeability and connections between Norwood Road and neighbouring residential areas. Please refer to Chapter 8;
- Tulse Hill area – ensuring the successful delivery of the StreetWorks programme, improvements to Tulse Hill Station, and further improvements to the streetscene on West Norwood Road as well as the Tulse Hill gyratory major scheme. Please refer to Chapter 9;
- West Norwood Heritage and Cultural Area – further improvements to the streetscene and provision for pedestrians and cyclists, improvements in east-west access, and enhancements to the appearance of West Norwood station. Please refer to Chapter 10; and
- Town centre wide transport and movement initiatives – including locally specific strategies for parking and deliveries, servicing and freight, and area wide interventions to improve access for pedestrians, cyclists and public transport users. Please refer to Chapter 11.

Key partners in delivering these projects are outlined where relevant, and include Lambeth Council, StreetWorks, Transport for London, Network Rail, Govia and Station to Station BID.

Pedestrians and Cycles

- Strengthen links for pedestrians and reduce barriers, improve wayfinding and encourage more trips by foot / cycle
- Improve pedestrian crossing
- Improve the leisure centre's legibility and access from Knight's Hill and from surrounding residential areas
- Educational and leisure facilities - improve pedestrian and cycling access, bus interchange and cycle parking facilities
- Create a new 'quiet' north-south link through Site 18 to connect Lansdowne Hill and York Hill
- Strengthen east-west cycle routes to link to the proposed north-south Quietway 7 Cycle Route and beyond
- Strengthen two way pedestrian and cycle movements and cerate alternative north-south 'quiet' route
- Potential cycle parking hubs near key local attractors

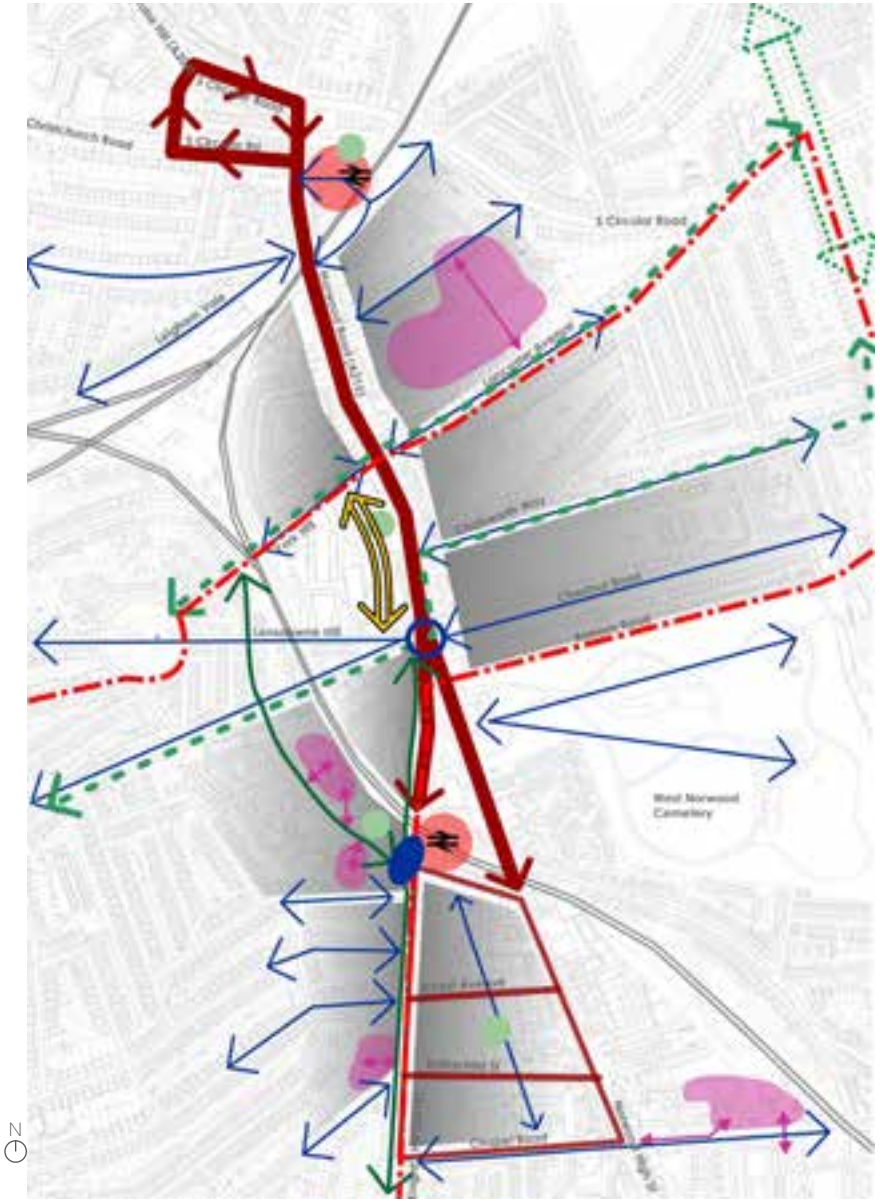
Roads

- Improve accessibility and reliability of buses
- Possible extension of Bus Route 315
- Reduce pinch points for pedestrians and cyclists and improve sense of place

Parking, Waiting and Loading

- Improve town centre and residential parking to assist businesses / local residents and pedestrian / cycle environment.
- Improve station profile, accessibility, connectivity and bus interchange.

- Quietway 7 Cycle Route - Elephant & Castle to Crystal Place - Lambeth Council and TfL (2015-2018)



Access and Movement Opportunities Diagram

7

Opportunity Site: West Norwood Commercial Area and Norwood High Street

7. Opportunity Site: West Norwood Commercial Area and Norwood High Street

Summary: Supporting the evolution of West Norwood as a hub for creative enterprise, innovation and industry

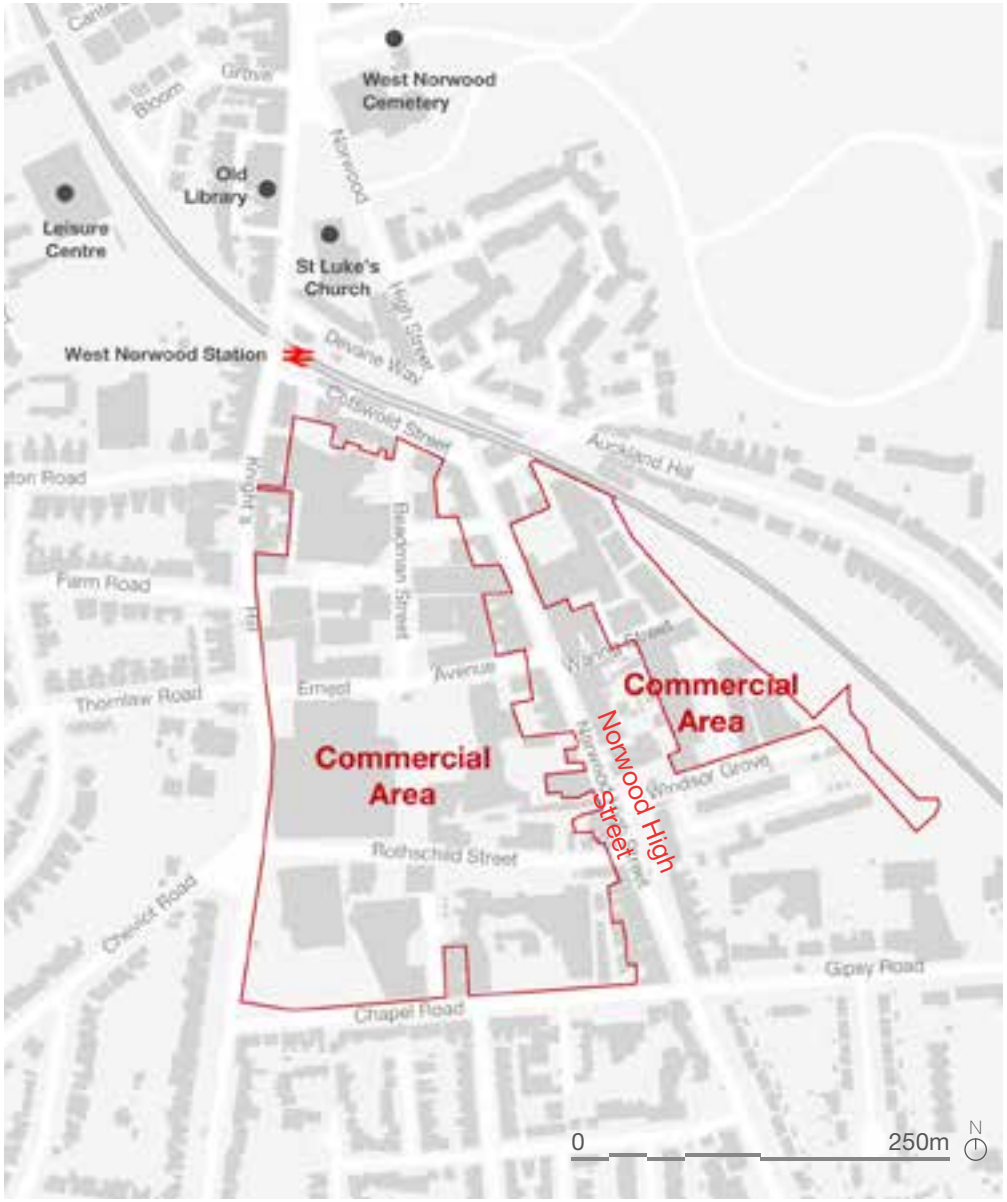
The West Norwood Commercial Area and Norwood High Street are located at the south end of the town centre. The council's Local Plan safeguards the Commercial Area for business, industrial, storage and waste management uses under Policy ED1, while Norwood High Street which runs through the area is separately designated as part of the wider town centre.

We believe that this part of West Norwood and Tulse Hill has the potential to become South London's Creative Enterprise Zone: a prominent hub for a range of creative activities and industry, providing jobs for local residents, helping to enhance the area's identity, and improving links with the wider community.

To achieve this, it will be necessary to encourage a more diverse mix of spaces and activities (encouraging new small and creative business to set up or relocate to the area while working to retain and support existing light industrial businesses and activities), enhance the quality, visual appearance and connectivity of the area, and create a more positive external identity and image.

An initial action for the council and local partners is to work with the GLA's regeneration, economic and business policy and culture teams to articulate the opportunity and explore the potential for the area to be designated as one of London's new Creative Enterprise Zones.

The ultimate objective is to help the area to evolve as a more balanced, sustainable and productive employment hub, which is a valued part of a vibrant, creative and cohesive West Norwood and Tulse Hill.



(Right) Map shows West Norwood Commercial Area as identified in the Local Plan (2015) and as safeguarded as a Key Industrial Business Area (KIBA). The boundary shown in this diagram is consistent with the Policies Map to the Local Plan (2015).

7.1 Introduction

The West Norwood Commercial Area and Norwood High Street have an integral role to play in the economic vitality and success of West Norwood and Tulse Hill. Taken as a whole, it is the part of the area where there is the potential to create the most jobs, as well as being a location which could help better define West Norwood and Tulse Hill's identity in the future.

This chapter provides a detailed health check of current context and performance, sets out a vision for how the area could evolve in the future, and identifies the projects and actions which need to be delivered in support of this.

While the opportunity is treated as a whole within this chapter, it is important to note that the area contains two separate locations defined within local planning policy:

- The West Norwood Commercial Area – Lambeth's largest industrial area and formally designated as one of the borough's KIBAs; and
- Norwood High Street – a road of linear retail frontage, which sits outside the KIBA designation but which is designated as being part of West Norwood and Tulse Hill town centre.

7.2 The Area Today

Covering an area of around 10 hectares, and providing around 50,000 sqm of commercial floorspace, the West Norwood Commercial Area is located at the south end of the town centre.

The Commercial Area comprises of two parcels of land bisected by Norwood High Street: a triangle of land between Knight's Hill, Norwood High Street and Chapel Road, and, to the east of this, a smaller triangle of land broadly bounded by Norwood High Street, Windsor Grove and East Place.

Royal Mail, Windsor Grove, West Norwood

7.2.1 Policy Background

The Commercial Area is designated within Lambeth's Local Plan (2015) as a Key Industrial Business Area (KIBA); it is in fact the largest KIBA within the borough.

The Lambeth Local Plan (2015) states that the 'KIBAs are Lambeth's 'Locally Significant Industrial Sites' as defined in the London Plan 2011 and represent the borough's strategic reservoirs of land for business use'.

Policy ED1 states that "development in KIBAs will be permitted only for business, industrial, storage and waste management uses, including green industries and other compatible industrial and commercial uses (excluding large scale retail) ancillary to, or providing for, the needs of the KIBA". Residential uses are not permitted within KIBAs.

Policy PN7 in the Local Plan (2015) supports commercially-led redevelopment in the West Norwood Commercial Area, to provide an increase in the range, quality and flexibility of business premises and encourage a variety of employment uses.

The Local Plan (2015) also states that KIBAs are particularly appropriate for new waste management uses. The West Norwood Commercial Area is identified as one of the 14 KIBAs most suitable for these uses in the Local Plan (2015) and in the Evidence Base (2013) to support the emerging Lambeth Waste Plan.

Extract of diagram 7 from Lambeth's Local Plan showing Key Industrial Business Area at West Norwood

Industrial development, Windsor Grove, West Norwood

7.2.2 Current Characteristics and Performance

Review of information from a range of sources has helped to provide a detailed picture of the current characteristics, performance and economic health of the Commercial Area.

Economic Characteristics

There are currently 40-50 businesses in the Commercial Area, providing a total of around 700 jobs. It should be noted that around half of these jobs relate to the Norwood Bus Garage and that many of these employees (drivers) will spend only a limited amount of time in the West Norwood Area. Taking this into account, full time on-site employment is estimated to be in the region of 400-500 jobs.

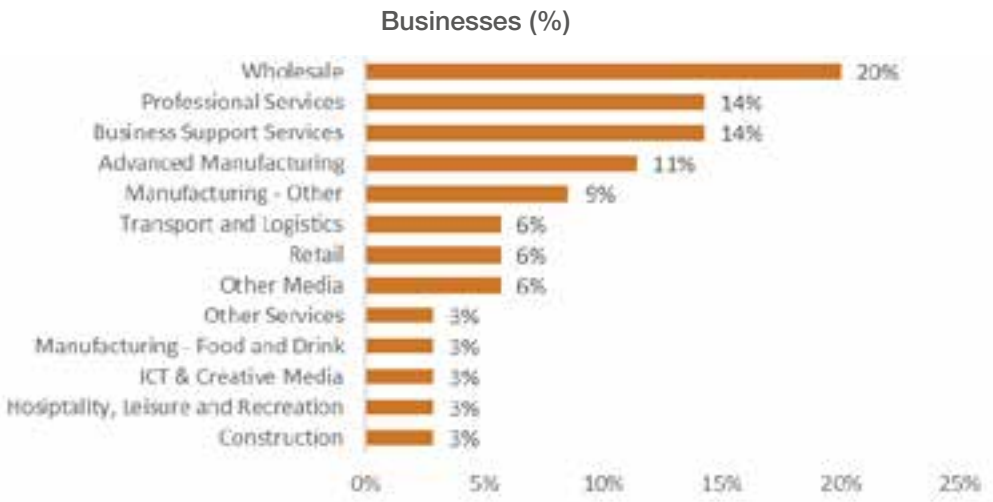
Strong occupancy, but comparatively low economic intensity.

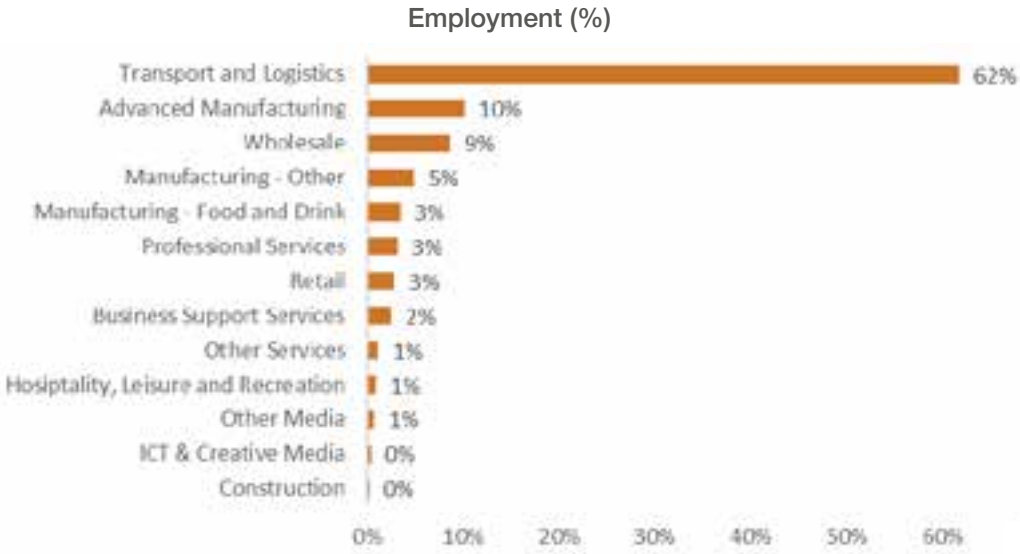
In terms of vacancy rates, the Commercial Area is currently performing comparatively well.

Despite strong occupancy, the density of economic activity in the Commercial Area is currently low. This mainly reflects how land is currently used across the Commercial Area: buildings are predominately single storey in nature, there are two derelict sites and parts of the area are used inefficiently.

Based on UK employment density averages, current floorspace in the Commercial Area could be accommodating over 50% more jobs. If the land was used more intensively (e.g. two storey buildings and redesign of underused plots), the employment capacity would be considerably greater again. As a simple and local comparison, the nearby Parkhall Business Centre provides a fifth of the amount of space that the Commercial Area does, but a similar number of jobs (around 400).

Aside from low economic intensity, there is also evidence of a weakening of performance in recent years: vacancy rates are slightly higher than they were in 2010 (5.5%), and ONS employment data suggests that jobs on the Commercial Area have declined by 100 (20%) since 2009.





West Norwood Commercial Area Business activities by Sector and Employment by Sector Source: IDBR, 2014

A broad mix of sectors and business activities.

There is a broad mix of activities accommodated in the West Norwood Commercial Area. Around 39,088 sqm (78.8%) of floorspace is in B use classes. Non B-Class uses in the Commercial Area include a mix of uses which comply with the KIBA designation, including the Norwood Bus Garage, and uses which are classified as being 'ancillary' to employment uses (e.g. builders merchants such as Travis Perkins).

Consultation has also highlighted a small number of potentially unlawful uses that are being investigated by planning enforcement.

While the area is best known for a concentration of industrial / manufacturing activities (including both heavy industrial and now more creative making activities), it is also home to a number of warehousing / storage companies, trade retail / building merchant activities and motor trades.

According to business rates data, around 20% of businesses are operating in the manufacturing sector, including a mix of 'general' manufacturing', higher value manufacturing and food and drink manufacturing.

The wholesale, professional services and business support services are also represented, whilst there are a number of creative and community activities within the Commercial Area. These includes the Portico

West Norwood Commercial Area: A Diverse Mix of Businesses

Gallery, the ACME Studios which provides space for artists.

According to the same data source, employment related to the bus garage accounts for over 60% of all employment in the Commercial Area. Manufacturing (around 100 jobs) and wholesale (around 50 jobs) activities account for the majority of the rest of employment.

Home to High Profile Businesses

The Commercial Area is home to a mix of businesses, many of whom have maintained a long standing presence in the area.

By far the largest employer within the Commercial Area is Arriva at the Norwood Bus Garage. Other larger and / or long established employers include Mylands (paint manufacturing), Milton Lloyd Limited (fragrance manufacturing), the Blackbird Bakery and Winn & Coales (Denso). At the moment, knowledge and recognition of this distinctive mix of businesses is limited across the wider community.

Norwood High Street: An Under Performing Part of the Town Centre

Norwood High Street runs through the Commercial Area and, in policy terms, is part of West Norwood and Tulse Hill town centre (sitting outside the KIBA policy designation).

As highlighted in Chapter 3, in recent years this part of the town centre has been performing relatively weakly: vacancy rates are exceptionally high (nearly a third of all floorspace, compared to 10% across the town centre as a whole), and conversion of premises to residential uses has resulted in a loss of floorspace for town centre uses. Anecdotally, this part of the town centre experiences comparatively low footfall levels, which, over time has impacted on levels of demand and overall vitality.

The Built Environment: Land and Property

The Commercial Area has developed in an ad hoc way over the last 80-100 years. Reflecting this, it has a highly fragmented pattern of ownership, with no dominant landowner or management organisation.

While the Lambeth Employment Land Review (2013) states that the condition of the premises is good to fair, the age and quality of the premises across the area varies significantly. As noted previously, many of the buildings are single storey, constraining the economic capacity of the area and a number are in need of renovation or improvement.

Research suggests that recent investment and development in the Commercial Area has been limited and there is an overall lack of modern industrial space. The most modern units are in the Windsor Centre on Advance Road; these were developed around 15 years ago and provide good quality floorspace, within a stronger physical setting.

There are also two vacant plots within the West Norwood Commercial Area which offer development potential, these include:

- The corner of Chapel Road and Knight's Hill – a former Lambeth College site in private ownership which has been vacant for 18 years; and
- 19-21 Chapel Road – a disused site in private ownership which has been subject to a recent outline planning application for change of use from commercial to residential (15/01793/OUT). This was dismissed at appeal in November 2015 on the basis that it was contrary to Local Plan (2015) policy ED1. The protection of employment use within the KIBA was given significant weight by the Inspector, who also noted the unacceptable (unneighbourly) effects arising from commercial uses.

Outside the Commercial Area, there is also a vacant plot at the corner of Norwood High Street and Windsor Grove which offers potential for redevelopment.

Land at the corner of Chapel Road and Knight's Hill

The Wider Environment: Streetscene and Connectivity

The public transport accessibility level (PTAL) for the area is rated as good with West Norwood station (relatively swift and regular links to both London Bridge and Victoria in central London) located to the north of the commercial area and local bus services provided on Knight's Hill and West Norwood High Street.

More locally, analysis highlights that the Commercial Area is constrained by relatively weak levels of permeability for pedestrians and cyclists which impact both on movement into the area from surrounding areas, but also movement through the area.

Consultation with local businesses and the community (see below for more detail) has also questioned the appropriateness of the Commercial Area for industrial uses which require heavier vehicle flows: access to and space within the Commercial Area, along with congestion across the wider area, all mean that access can be problematic and inefficient.

Parking has been identified as a further challenge. Within the commercial area, unrestricted parking is haphazard and impedes access for all users. The streets of the Commercial Area (which are not controlled by parking restrictions) are heavily used for parking – both from local employees (anecdotally this particularly relates bus station employees), and also from users of West Norwood Station. The high levels of street parking are considered detrimental to the appearance and permeability and environment of the area.

Consultation with the local community has highlighted a number of wider environmental challenges including litter and fly tipping, the appearance of the buildings, the sense of safety, the poor quality of the public realm, weak access and permeability, and adverse effects of certain heavier industrial uses in proximity to residential areas.

These environmental challenges affect both the Commercial Area and Norwood High Street.

Wider Considerations – Identity and Representation

The Commercial Area currently lacks a sense of identity; there is no cohesive signage or branding, wayfinding is weak, and there is no overarching online presence.

This is in part as a result of the fact that there is no dominant landowner or management organisation within the Commercial Area, and the fact that historically, there has been no business group responsible for representation and lobbying on behalf of the area.

Commonplace, online consultation

As a result, in recent years there has been no concerted effort to understand the challenges faced by the Commercial Area, and to develop and deliver responses to secure its improvement.

7.2.3 Community Insight

Feedback from Businesses and Landowners

A number of consultation events were held to discuss the Commercial Area, including with local businesses and landowners.

At these sessions, there was general positivity about the potential of the West Norwood Commercial Area: it was described by local businesses as a 'hidden gem' which has a great deal of value to be unlocked given its size and access into London. Landowners confirmed that they do not struggle to rent space and are typically able to achieve good rental values.

Despite this, there was a sense of frustration that nothing has happened to improve the quality of the Commercial Area despite successive rounds of consultation over the past 20 years. There was agreement that the Commercial Area is currently under-used and that there is a huge amount of potential for improvement. Specific challenges for the Commercial Area include:

- Loading restrictions: highly enforced parking (lorries / vans often ticketed for loading);
- Vehicle access (narrow roads and too much parking) makes it difficult for lorries / vans to enter and load;
- Parking is a challenge in its own right as a large number of bus drivers, commuters and town centre users are thought to park in the area; and
- Some expressed the view that the Commercial Area is no longer suited to 'heavier' industrial uses which rely on significant heavy goods movements. There was agreement, however, that it remains ideal for other types of commerce (lighter industry and ancillary uses such as motor trades and builder's yards) given its strong location.

There was also agreement that there is potential to encourage more creative uses and space for small business in the northern part of the Commercial Area and along Norwood High Street, although concern was registered on potential adverse impacts for existing leasehold businesses (e.g. rising rents making the area un-affordable).

There was also agreement that the West Norwood Commercial Area needs to develop a better identity and image, and that closer partnership working in the future between businesses and the council could help to achieve this. The new Station to Station BID was identified as a potential lead for this.

A number of landowners are interested in the potential to redevelop their plots / premises to introduce better quality space at a greater density, and introducing a mix of uses. There are however, viability challenges to overcome: to provide modern accommodation many of the premises would require redevelopment (rather than refurbishment); this may not be viable unless there is uplift in commercial values, or unless plots could be substantially intensified.

Existing bus depot

Feedback from the Wider Community

The Commercial Area and Norwood High Street were both popular topics of discussion during consultation, with numerous people providing feedback on what they think about the area, and what they would like to see improved.

"The KIBA is massively underutilised."

Norwood High Street is neglected. Shops are empty and the shop fronts are dilapidated. The area feels unsafe at night."

"The ACME art studios is full of creative people doing wonderful things."

"…[the Commercial Area] needs more smaller units for local businesses and artist live/ work spaces would help with the mix of the area."

Likes

Positive comments largely focused on a number of community and creative activities within the area:

- The Portico Gallery was highlighted as a great community asset which holds numerous events for the community.
- The Bzz Garage Garden project at the Norwood Bus Garage was highlighted as a good example of community engagement, and one which has helped to improve the appearance of the area.
- The ACME Studios on East Place has been highlighted as providing affordable and flexible studio space for artists.

Dislikes

Negative comments received reiterate and reinforce many of the challenges outlined within the data, including:

- A general perception of space / land within the Commercial Area being under-used; the vacant site on Chapel Road and Norwood High Street / Windsor Grove were the focus of numerous negative comments.
- Accessibility and traffic, with comments focused around poor linkages with the town centre and high volumes of traffic.
- Concerns about the quality of the environment, particularly littering and fly-tipping.
- Concerns about the impact of certain industrial uses / activities – the factory on Rothchild Street in particular was the focus of negative comments relating to noxious fumes.
- The environment and run down character of Norwood High Street (particularly the junction with Windsor Grove).

Suggested Improvements

While some suggestions were made to introduce a greater range of uses to the area, many of the comments recognised the ongoing value of the area as an employment location. These comments generally agreed that light industry is more appropriate than heavier industry.

Suggestions for the future included:

- Space should be provided to attract smaller start-up businesses to locate, particularly where these are local residents.
- Linked to this, there were suggestions around introducing live/work units (e.g. on Norwood High Street), which could support new creative and artistic activities, by providing accessible living arrangements.
- Encourage new creative or artistic businesses to locate in empty units, either through subsidised rent or rent-free accommodation.
- Renovating the railway arches to create new workspace with proper infrastructure.
- Supporting the Portico Gallery to remain in the area.
- Enhancing the environment of the Commercial Area by introducing more greenery, new public spaces, enhanced access routes and better wayfinding.
- Community meanwhile uses to improve the appearance and use of the Commercial Area (particularly at weekends when commercial footfall is particularly low). These included community planting schemes, opening up vacant areas for temporary spaces (e.g. local markets, art events, craft stalls, outdoor films / theatres, play spaces) and temporary or permanent public art projects (such as Poetry Slabs or working with Mylands to introduce colour).

7.2.4 The Commercial Area in the Wider London Context

Responding to London's Future Economic Context

To achieve its potential, the Commercial Area will need to define its position in the context of Lambeth, South London and London as a whole, defining what its offer is in the case of each.

Growing Demand: London's Economic Trajectory

The GLA predicts that future economic growth across London will be strong. They project growth of over 250,000 jobs in the period to 2023, and over one million jobs by 2041.

The London Plan encourages broad-based growth. It continues to support the success of long standing economic sectors such as financial and business services which position London globally, whilst also prioritising the leisure services and retail sectors which underpin London's attractiveness as a place to live, work and visit. In addition to this, there is a focus in the London Plan on helping to build the conditions for new sectors to emerge, such as the technology, media and telecommunications sectors which can help enhance London's position as a thriving, resilient and diverse city economy.

The GLA and London Enterprise Panel (the LEP) are targeting a number of sectors for growth in the coming years. These include:

- **Creative activities:** The London Enterprise Panel's Agenda for Jobs Growth sets out ambitions to establish a 'creative engine', building on London's strengths in academia, museums and galleries and entrepreneurial clusters;
- **Finance and Business:** The London Economic Development Strategy has ambitions to make London's economy the most competitive business environment in the world, with further ambitions to promote London as the world capital of business;
- **Low carbon / green industries:** There are ambitions to make London one of the world's leading low carbon capitals by 2025 and a world leader in carbon finance. The development of the circular economy is one area of focus and is particularly relevant for London's industrial areas: this aims to reduce the wastage of materials and components in the productive process through more efficient resource management, product design and output utilisation; and
- **Science and Technology:** The London 2020 Vision notes the importance of the high value bio-tech, nano-tech and green-tech sectors which are increasingly choosing to locate in London. These will help spur research and development, and help with the ageing population of the UK (and the developed world).

Focus on Small Business and Open Workspaces

The London LEP's Agenda for Jobs and Growth sets out an aim to make London 'the best place in the world to be an entrepreneur, whether starting up or scaling up a business'.

In support of this, in recent years the GLA has placed a large amount of focus on 'places of work', recognising that affordable and appropriate work places are essential for London's economy to continue to grow. They have been working with the Boroughs to increase the supply of appropriate workspace across London – focusing particularly in town centres and industrial areas.

There has been particular focus on Open Workspaces, including incubators, accelerators, co-working spaces, artists' workspace and makerspaces, "where affordable rents, flexible terms, shared facilities, and networking opportunities provide the right conditions for entrepreneurs, creatives, and small businesses to grow and flourish".

Most recently, the new Mayor Sadiq Khan emphasised his commitment to helping to secure London's affordable workspace by working with all London's boroughs to support and help create affordable workspace in their local areas. He has announced the creation of the Workspace Providers Board which will advise on securing workspace, including through the planning process, and creating new space, for example through identifying sites for building new developments or refitting empty space in existing buildings.

Pressure on London's Industrial Land

Recent years have seen increasing pressure on the supply of industrial land in London. A combination of factors including increasing land values (residential land values are now typically three times higher than industrial) and the challenge of identifying additional land for housing have resulted in the 'chipping away' of strategic employment land – both on an ad hoc and more strategic basis.

The London Industrial Land Supply and Economy Study 2015 highlights this trend: the trend rate of release of industrial land for 2010 to 2015: almost three times the London Plan recommended rate. If this trend continues, then the total stock of industrial land in London will decline by a further 33% over the period to 2041.

The study notes that care is needed at a local level to be clear on what industry is being protected and to ensure that policies are sufficiently robust and unambiguous, and then are protected with vigour. It also acknowledges the need to improve industrial areas to reduce potential blight, hope values and issues over bad neighbour activities with other sensitive land uses damaging industrial activities and viability.

Industrial Area Evolution: Creative Responses and Precedents

Increasing consideration is now being given to the future of industrial areas in London, and the GLA and Boroughs are taking proactive and creative approaches to managing their economic evolution:

- There is increasing interest in the concept of Creative Enterprise Zones and Innovation Districts. These are areas where identity and activity is refocused towards specific sectors (e.g. creative making or science and technology) or institution (e.g. a research institute, R&D facility or university). Where these plans exist, strong focus is placed on promoting the delivery of higher quality environments which offer proximity to attractive amenity, transport and housing; and
- More practically, there is an increasing focus on densification. A number of London Boroughs are now developing strategic frameworks to support densification (e.g. 'building up') which allows redevelopment and new uses to be introduced while reinforcing and strengthening core employment activities and functions.

There are strong local precedents from across London of the proactive approach being taken to rethink industrial areas and employment uses. Examples include the Blackhorse Lane Creative Enterprise Zone, an industrial area which has rapidly developed momentum around a creative enterprise identity. Other examples include the Barking Artists Enterprise Zone, Matthews Yard (Croydon) and Great Western Studios (Westminster). There are also strong precedents internationally – examples include the Creative Enterprise Zone (St Paul, USA) and Kodbyen (Copenhagen).

Baltic Triangle Liverpool – industrial area supported to develop as a creative hub

Meatpacking / Kodbyen, Copenhagen –regeneration of an area providing mixed amenity while retaining traditional uses

Case Study: Blackhorse Lane Creative Enterprise Zone

Context

- Traditionally a hub for manufacturing, recent years have seen strong growth in creative making activities;
- The idea of a 'Creative Enterprise Zone' has swiftly gained traction and has been placed at the heart of the Borough's new Economic Strategy;
- A number of early wins have been secured including the retention of employment floorspace, the provision of new workspaces to support creative enterprise at Blackhorse Workshop and Gnome House, and achieving buy-in from the GLA to support Creative Enterprise Zone aspirations; and
- There is early evidence of clustering and growth in creative activities and new business start ups, as well as strongly enhanced community and business perceptions about the area.

Learning Points

- Identity and perception – Blackhorse Lane has rapidly managed to generate momentum around a fresh identity; this is helping to transform perceptions towards the area;
- Economic diversification – supporting evolution towards a more balanced and sustainable economy, reflecting wider London growth trends;
- Responding to changing space demands by providing bespoke and flexible space;
- Amenity – the creation of a strong amenity offer to support / attract enterprise; and
- GLA investment – close partnership working with the GLA to develop and share aspirations and to work towards collective goals.

7.3 Supporting the area to evolve as a hub for creative enterprise, innovation and industry

There is clear consensus on the economic and social importance of the West Norwood Commercial Area. Our aspiration for the area aims to build on this to ensure that it becomes even more successful and productive in the future, and that it contributes fully to wider aspirations for West Norwood and Tulse Hill.

7.3.1 The Opportunity and Vision

If West Norwood and Tulse Hill is to achieve its economic potential, the Commercial Area and Norwood High Street need to perform better.

We believe that this area has the potential to become south London's Creative Enterprise Zone: a place synonymous with creativity and productivity, a location of choice for business in south London, and a valued and well-integrated part of the wider West Norwood and Tulse Hill area.

To achieve this, it will be necessary to:

- Enhance the quality, visual appearance and connectivity of the area;
- Create a more positive external identity and image;
- Support the provision of a larger amount of commercial space across a more diverse and modern mix of typologies and sizes;
- Sustain a more diverse mix of activities: encouraging new small and creative businesses to set up or relocate to the area while working to retain and support existing businesses;
- Support growth and clustering in the sharing, social value and green economies; and
- Strengthen physical, social and economic links between the area and the community, providing new space and jobs for local residents and strengthening demand for town centre shops and services.

The ultimate objective is to help the area to evolve as a more balanced, sustainable and productive employment hub, which is a valued part of a vibrant, creative and cohesive West Norwood and Tulse Hill.

7.3.2 What is the case for change?

The evidence highlights that the Commercial Area plays an important role in providing space for employment in the south London context.

Demand for space is strong, and in the context of increasing pressure on industrial space elsewhere in London, this demand can be expected to increase in the future. The council's KIBA designation therefore continues to be important in ensuring that space continues to be protected for employment uses.

Despite this, there is evidence that the area is not currently achieving its full potential:

- Economically, inefficient use of space means that the area currently supports a much lower number of jobs than might be expected. The type of space in the area also means it is currently not well placed to secure growth in Lambeth's and London's creative and technology-focused growth sectors;
- As a result of challenges around the quality of the environment, access, and uses, the area currently has weak links to the wider town centre and to the local community, impacting on the overall cohesiveness of West Norwood and Tulse Hill as a place;
- Running through the Commercial Area, Norwood High Street is a poorly performing part of the wider town centre; high vacancy and a weak streetscene are acting as a blight to the wider area.

In this context, there is a case for targeted intervention to address these challenges, supporting the Commercial Area to better realise its potential, and helping Norwood High Street to become revitalised as an economic hub in its own right.

Our vision for the area directly reflects the evidence regarding the current local context, but also an understanding of how industrial areas are evolving and adapting across London in response to a range of property and economic pressures and trends.

To achieve the vision, a number of spatial and wider socio-economic actions have been identified. These actions are all underpinned by strong evidence regarding the rationale for intervention; further detail on this is provided later in the chapter.

7.3.3 Spatial Vision

To support the vision, we are proposing a zoning approach to help concentrate actions. These include:

- Encouraging the development of a hub of creative enterprise in the north of the Commercial Area;
- Enhancing the south of the Commercial Area as a hub for light industrial and manufacturing uses; and
- Redefining the role of Norwood High Street by exploring the removal of its town centre designation to provide more flexibility and encourage creative and artistic activities to the area.

Supporting this zoning approach are aspirations to enhance quality of the environment across the area: this means improving connections to and through the Commercial Area, rethinking parking provision to provide more space for productive activities and the provision of more public amenity and open space.

While the proposed de-designation from the town centre will enable more flexibility on Norwood High Street, the Commercial Area will need to evolve within the parameters regarding uses and activities set by its KIBA status.

7.3.4 Overarching Principles to Achieve the Vision

There are a number of overarching principles which will help the vision for the Commercial Area to be achieved. These are outlined below.

A sector focused approach

Based on the evidence, a sector targeted approach could help to address current weaknesses in the performance of the Commercial Area. This should support existing industrial uses within the Commercial Area, while establishing a more balanced mix of activities which reflects the wider evolution of the London economy:

- **Light industry and manufacturing** – reflecting continuing demand and pressure on industrial land elsewhere, ensure that the Commercial Area continues to act as a hub for manufacturing and light industry:
  - Retaining long established 'heavier' industrial employers such as Mylands and Denso; and
  - Enhancing the role of the Commercial Area as a hub for lighter industries serving the local population – including building trades, food and drink manufacturing, wholesale, motor trades and green industries (e.g. recycling and reuse).

- **Small business and creative enterprise** – building on the existing base of creative activity in the area and clear evidence of demand, encourage the development of the Commercial Area as a vibrant hub for small and creative business, focusing on developing a reputation for creative enterprise and innovation – ranging from creative services to makers and artists.

Enhancing the supply of commercial space

To support these sector aspirations, a long-term focus should be placed on working with local landowners to revitalise and increase the supply of space within the Commercial Area.

The focus should be on encouraging the provision of more modern space across a broader range of sizes and typologies, suitable for the mix of businesses and activities identified previously.

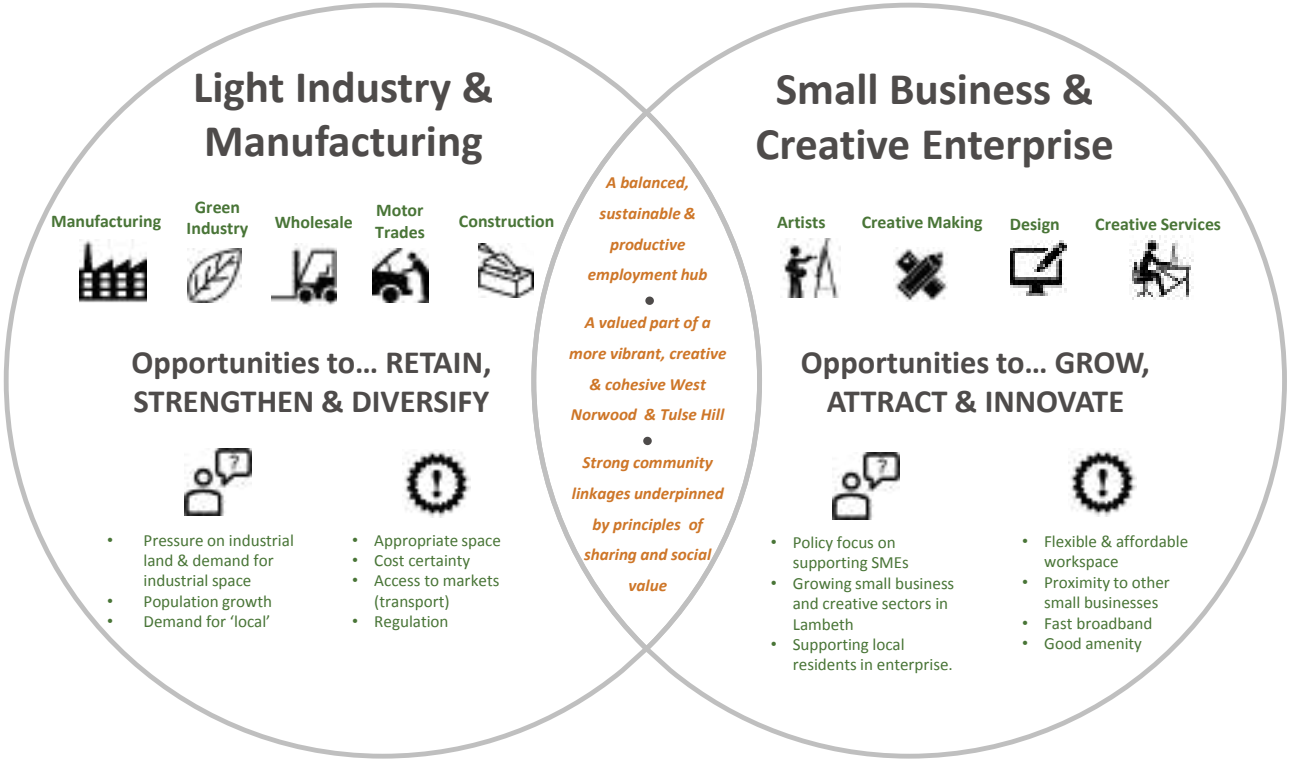
This will need to be achieved both through the redevelopment of existing premises where opportunities exist and by bringing sites which are currently vacant back into use.

Given the current fragmented and largely low rise nature of the Commercial Area, intensification of sites has a potentially key role to play in increasing the efficiency and productivity of land use, and enhancing development viability.

It is likely that a long-term approach will be needed, with shorter-term focus on softer interventions which aim to build momentum and underpin and enhance the strength and reputation of the area as a vibrant employment location. Public sector investment / intervention (such as through the engagement of compulsory purchase, where necessary) may also be required to help to catalyse development initially.

Area-wide enhancements in environment and connectivity

Reflecting the evidence, area wide enhancements in connectivity and movement in the area are an important priority. This means:



- **Improving connectivity to the area** -
  - Improving pedestrian and cyclist connectivity and wayfinding to / from and within the commercial area;
  - Providing greater space for pedestrians and cyclists within the commercial area through the rationalisation / relocation of parking and appropriate traffic calming measures;
  - Improving road layouts, facilities and road safety for large vehicles to access the commercial area safely;
  - Improve bus connectivity with the commercial area and interchange with West Norwood station.
- **Enhancements to movement within the area** -
  - Rationalise, relocate and regulate parking within the commercial site to improve the environment and legibility for other users particularly pedestrians, cyclists and large vehicles to access the site safely;
  - Ensure that new developments incorporate appropriate levels of on-site parking and facilities for deliveries and servicing to reduce the impacts of vehicles on surrounding roads; and
  - Ensure Internal routes are designed to enable all road users to access and move around the site efficiently and safely.

A longer-term aspiration would be the establishment of a 'central spine' through the area. This would include the creation of a new pedestrian and cyclist access route between Ernest Avenue and Rothschild Street, significantly improve connectivity through the commercial area and the site's overall identity, legibility and relationship with sustainable modes of transport including West Norwood station and local bus services.

Improvements to the Environment of the Commercial Area

Over time, the character of this area will change. Careful design will offer scope for more intensive forms of development with a mix of industrial and other employment uses. Certain types of employment uses including those with a creative and/or cultural character could successfully operate outside of the Commercial Area in close proximity to residential uses and be compatible with new homes nearby.

Careful planning will ensure that employment uses can successfully operate together and that issues such as design, noise, light, air quality, materials, movement and access arrangements are appropriately addressed.

A new network of urban green spaces through the area will provide physical and visual connections within and beyond the area, which will soften the boundaries and relationships between different uses.

In the shorter term, improvements to the environment can be sought through enforcement action and regulation, and community led greening and art activities (e.g. meanwhile uses).

In the longer term, redevelopment of commercial space will provide opportunities for higher quality design, public realm upgrades, reconfiguration of parking space, and improved access through the area.

Supporting Existing Businesses

The diversity of the current business base is a real strength for the area. Working closely with landowners to re-configure space while aspiring to retain existing and in many cases long standing businesses is therefore of central importance.

Strong partnership and locally-led approach

A strong partnership approach will be vital in supporting the commercial area to improve. Given the strength of the local community, it is important that this is locally led – involving the BID, businesses and landowners primarily, but also wider community representatives where relevant.

7.3.5 Three Locations for Improvement in the Commercial Area

In setting out the potential for improvement, the Spatial Vision (see map at 7.3.3) identifies three different zones within the area:

A) The Creative North of the Commercial Area,

B) The Productive South of the Commercial Area, and

C) Norwood High Street (outside of the KIBA designation).

These are considered in turn over the following pages, with indicative proposals of what could be achieved at each location. It should be noted that these are representative of what could be achieved. The finer detail of proposals and schemes would need to be developed in partnership with the local community.

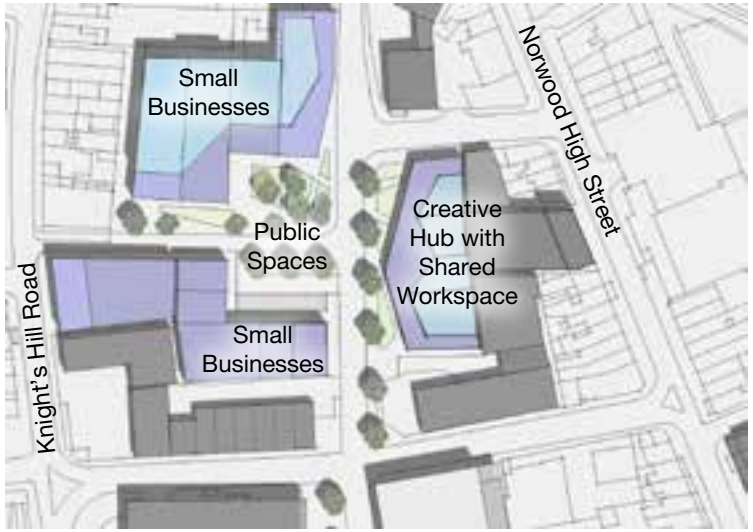
Area A:

The north of the Commercial Area

The area to the north of Ernest Avenue should be supported to develop as a hub of creative enterprise – potentially, South London's Creative Enterprise Zone. This builds on proximity to West Norwood Station and the amenity of the town centre, and evidence of demand from small businesses and creative industries in this part of south London.

This will need to be achieved over the long term by working with landowners to renew and intensify existing employment space, provide new employment space and improve to the overall environment.

The area should look to accommodate modern and flexible small business units, and flexible shared workspaces which provide a supportive environment for creative start-ups and businesses. In doing this, it would also become a more social and amenity space, providing greater capacity for people to interact.



Conceptual illustration: Knight's Hill Square and Beadman Street illustrating the area's potential to act as the heart of a future creative hub. Early engagement with local landowners in the area has highlighted an interest in collaborating to support the area to evolve

Precedents

BuildingBloqs: Innovative shared manufacturing space in Enfield

Great West Studios: new build Westminster facility offering affordable studio space

Shared workspace as a meanwhile use for an old industrial building,

Bootstrap: affordable space for start-ups and social enterprises via a community value model

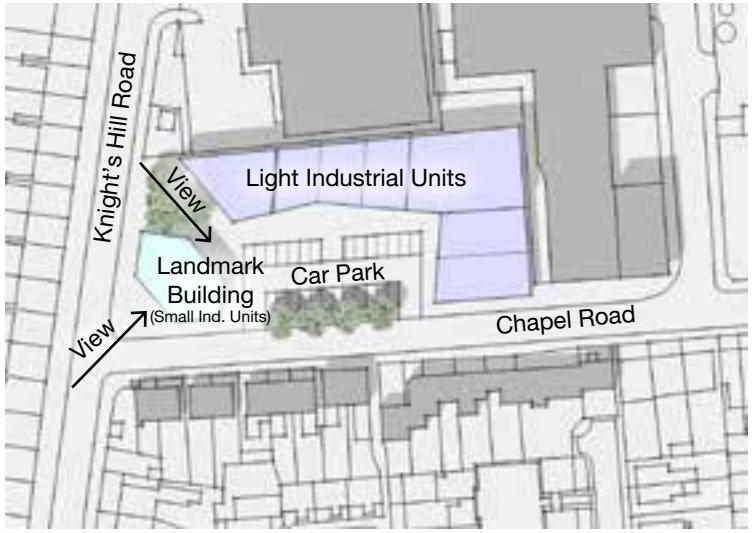
West Norwood Commercial Area, conceptual illustration for a light industrial redevelopment

Area B:

The south of the Commercial Area

The area south of Ernest Avenue is already the hub for light industry and manufacturing and should be supported to retain and strengthen this role. This means supporting existing business to stay in the area, and where necessary, working with industrial business to minimise any adverse environmental impacts.

Over time, the intensity and productivity of the area should be supported to increase, through the renewal and intensification of existing space, the provision of new space and improvements to the overall environment. The area should look to accommodate modern light industrial uses which can be flexibly adapted to a range of different industrial uses.



Landmark Project: concept illustration for the provision of modern light industrial units on the currently vacant Chapel Road site

Precedents

Flexible small industrial units in Herne Hill

New mixed commercial space delivered in Belvedere

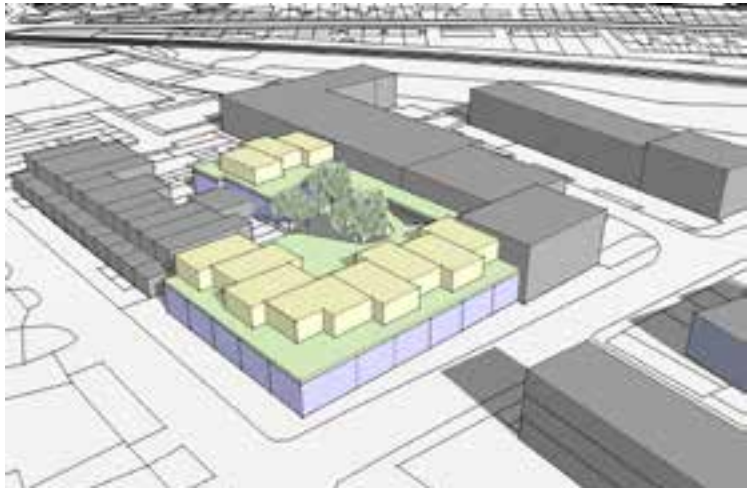
Area C:

Norwood High Street

As mentioned previously, Norwood High Street is not within the KIBA designation. Historically, Norwood High Street was the area's main shopping parade but now is characterised by an extremely high vacancy rate area, a poor and shrinking amenity offer, and a poor physical environment. Looking ahead, we think there is an opportunity to redefine and revitalise the role of Norwood High Street through art and creativity, building on proximity to the Commercial Area, and the heritage and cultural area in the town centre (see Chapter 10).

This can be achieved over time through the renewal of existing high street space to encourage independent retail, makers, artists and creative designers to locate in the area.

De-designation from the town centre would provide more floor space for different uses to emerge, while provision of new live-work space could help seed creative and artistic activity. Further improvements to the overall environment will be needed.



Landmark Project: concept illustration for indicative live work unit proposal for the currently derelict site at the corner of Norwood High Street and Windsor Grove

Precedents

Mixed used development with warehouse in King Cross, London

New build live work units at Dragonfly Place in Brockley

Bow Arts – live work space for artists reusing existing accommodation

Norwood High Street, illustrative sketch for a live work development

7.3.6 Specific Areas for Action

In addition to the indicative diagrams illustrating what could be achieved spatially, there are a number of specific, practical actions which will help the Commercial Area evolve and realise its potential. These are outlined on the following pages.

The approach to action is underpinned by a core principle that it needs to build on existing business and community strengths. This will mean local businesses taking a greater lead on future delivery, working more closely together in partnership.

This will be an iterative approach and, as such, actions are split into two groups:

- Shorter-term actions (years 1 and 2) – focusing on improving dialogue and representation, promotion and celebration, immediate actions to improve the environment (e.g. enforcement and meanwhile uses), and testing / piloting new spaces and ideas; and
- Longer-term actions (year 3 onwards) – subject to the outcome of initial activity, resources and funding viability, further efforts to revitalise the physical environment, and to strengthen the local economy by modernising existing space and providing new space.

Delivering the Actions: A Need for Collaborative Approach

As with the future for the area as a whole, close partnership working will be required to take the aspirations for the Commercial Area forward. Given the nature of the area, local businesses and landowners have an integral role to play as active and engaged partners:

- Station to Station – given its remit to represent business in West Norwood and Tulse Hill, the new BID is crucial to the success of this report. To ensure that the Commercial Area is the focus of the attention it needs, it is important that a dedicated sub-group of Commercial Area businesses and landowners is formed. Once established, this group has an important role to play in many of the actions identified, providing a day to day link between the council, businesses and wider community and in driving the design and delivery of projects and actions as the emerge;
- Businesses, landowners and agents – consultation has highlighted that there are numerous businesses and landowners who are interested in the future of the Commercial Area and in playing an active role in helping it evolve. It is important that these businesses and landowners engage with and commit to the objectives of this report and play a proactive and positive role in helping to shape the future of the area. It is also important that commercial agents are encouraged to buy into the vision for the Commercial Area and play an active role in supporting new, small and creative enterprise to take up space;
- Lambeth Council has an important role to play in providing strategic oversight and leadership to guide delivery of this report. Where necessary, the council may also consider using its compulsory purchase order powers to play a more direct role in stimulating development; and;
- The wider community – it is important that the West Norwood community is supported to play a more active role in the area, identifying opportunities to better integrate the Commercial Area with the wider town centre area, and participating in new activities and projects as they emerge.

Area for Action	Description and Activities	Rationale	Lead Partners	Outcome
Shorter-Term Actions (1 to 2 years): Representation, Identity and Promotion				
Business Representation	Establish a strong and effective representative group to guide the evolution of the Commercial Area. The most obvious mechanism for this would be a sub-group of the BID if sufficient buy-in from Commercial Area businesses can be achieved. Alternative mechanisms could include a trust or shared management structure. To ensure ongoing buy-in from a range of businesses, this should include an annual Chair role rotated among Commercial Area businesses.	Absence of business representation in the past, means that there has been no coordinated approach to improving the Commercial Area.	• Station to Station BID • Businesses • Lambeth Council • Landowners	An active and regularly meeting representative group.
Developing and promoting the area's identity as South London's Creative Enterprise Zone	Create a new coherent identity for the Commercial Area as South London's Creative Enterprise Zone. This should be informed by local community stakeholders to ensure alignment with wider town centre activities. Initial projects include: • Working with the GLA's Culture, Regeneration and Economic and Business Policy team, to explore the potential for the Commercial Area to be formally designated as one of London's new Creative Enterprise Zones; • Agreeing a consistent name / brand for the Commercial Area reflecting both current strengths and emerging aspirations (this might be the "West Norwood Creative Enterprise Zone", or something more specific such as the "West Norwood Design and Making Quarter"); and • Developing branding and signage to encourage the adoption of a clear new identity.	Lack of identity or brand for the Commercial Area, impacting negatively on perceptions from the local community.	• Station to Station BID • GLA • Businesses and Landowners • Feast • Parkhall Business Centre • Lambeth Council • Commercial Agents	Clear identity and branding for the area, which achieves buy in from businesses, local stakeholders and the wider community.

Area for Action	Description and Activities	Rationale	Lead Partners	Outcome
Shorter-Term Actions (1 to 2 years): Environmental Improvements				
Improving streetscene	Deliver projects focused on significantly improving the appearance of the environment: • Short term measures to improve the quality of the environment, such as exploring options to address fly-tipping and litter issues; • Engage local artists to create pieces on walls within the northern part of Commercial Area to begin to change perceptions of this part of the area; and • Build on the success of past projects such as the Bzz Garden Garage, explore opportunities to accommodate meanwhile community projects (e.g. sharing, growing, greening or public art projects) to make use of vacant and underutilised spaces in the Commercial Area – these sites include the Chapel Road Site, the Windsor Grove site and a number of areas currently used for parking.	Concern from the community and businesses about the appearance of the area, impacting on image and perception.	• Station to Station BID • Lambeth Council • Feast	Shorter-term improvements in the quality of the environment.
Enhancing movement and access	Prepare an area-wide parking and deliveries strategy to plan for, manage and mitigate the impacts of existing and future development on the road network, safety, local environment and air quality. Initial actions should include engagement with Arriva (anecdotally a major contributor to street parking locally), and work to examine the full extent and impact of West Norwood Station commuter parking and potential partnership solution. Measures should look to reduce the number of trips to and from the site, particularly large vehicles and in the peak travelling times. In addition, explore wider opportunities to enhance movement and access to the Commercial Area. This should include: • Options to improve road safety on Knight's Hill, Norwood High Street and connecting routes; • Where appropriate, this could include re-configuring and reallocating road space to better provide for pedestrians and cyclists. However, careful consideration and management is required if larger vehicles are to continue to access the commercial area in an efficient and safe manner; • Options to increase the number of bus stops and level of services / routes to encourage more local trips to and from the commercial area; • Options to improve bus / station interchange and pedestrian / cyclist accessibility to West Norwood station; • Options to rationalise, relocate and regulate parking within the commercial area to better provide for existing and future local needs; and • Options to review and design internal routes so that they enable all users to access and move around the site safely, this is particularly important if large vehicles continue to require access to the site.	Concern from the community and businesses regarding the level of on street parking related to the Bus Garage and West Norwood Station, and about the strength of access to and through the area.	• Station to Station BID • StreetWorks • Lambeth Council • TfL • Arriva	Improved connectivity to the commercial area and improved environmental quality within it.

Area for Action	Description and Activities	Rationale	Lead Partners	Outcome
Shorter-Term Actions (1 to 2 years): Spaces for Industry and Enterprise				
Increasing landowner engagement	Direct dialogue between the council and landowners (such as the owner of the Chapel Road site) to understand aspirations and to discuss options for, and viability of, bringing forward development.	Long-standing vacant sites in the area; impacting adversely on overall productivity and use of space.	• Lambeth Council • Station to Station BID • Landowners • Norwood Planning Assembly	Longer term – more space for employment.
Enforcement action against unauthorised uses	A consistent approach to enforcement in the Commercial Area, ensuring that uses conform with the KIBA designation. This will require a sensitive approach: in some cases it may be necessary to support displaced uses to relocate elsewhere in the borough.	Evidence that commercial space is being occupied by non-employment activities impacting on the productivity of the area.	• Lambeth Council • Landowners • Lambeth BIDs	More space in the Commercial Area available for employment uses.
Test workspace projects	Test demand for new shared workspace for creative enterprise. Options include: • Using underutilised space (in partnership with local businesses and interested landowners) to increase effective use of space and employment density in the Commercial Area. An immediate opportunity is to test flexible workspace within the Portico Gallery (without adversely impacting on current community uses): the space is currently underutilised and provides the type of characterful space which might prove attractive to creative enterprises; and • Using vacant sites – securing meanwhile use of vacant sites to accommodate temporary workspace projects. Projects such as Library of Things and Community Shop provide successful examples of the reuse of vacant space locally. Further afield, container projects delivered at Pop Brixton and LJ Works provide further examples of what can be achieved (albeit on a larger scale).	Current lack of space suitable for start-ups / micro businesses in the Commercial Area; evidence of strong demand and a growing creative sector locally and across Lambeth.	• Lambeth Council • Landowners • Businesses • Station to Station BID.	Delivery of a pilot workspace project providing flexible space for creative start-ups.

Area for Action	Description and Activities	Rationale	Lead Partners	Outcome
Shorter-Term Actions (1 to 2 years): Sector Development and Community Linkages				
Developing economic linkages	Projects to develop closer economic links between the Commercial Area and the town centre. These include: • Local supply chains – supporting supply chain links between Commercial Area businesses and businesses elsewhere in West Norwood and Tulse Hill. Raising awareness through new branding with networking supported via Station to Station will help strengthen to develop collaborations; • Employee spend – improve signage and information to encourage the 500 local employees to visit the town centre more often (e.g. at lunch time or after work).	Anecdotal evidence that there is currently limited interaction between businesses in the Commercial Area and the wider area and that there is limited employee spending in the wider town centre.	• Station to Station BID	More interactions and networking between local businesses leading to supply chain development; higher levels of footfall and town centre spend.
Developing the sharing, social value and green economies	Further develop the local sharing and social value economies: • Initially, this should focus on community and business initiatives to share time and expertise, by linking existing businesses with existing education providers and community organisations such as the Community Shop; • Where new workspace is provided (either meanwhile or permanent), community lease clauses should be deployed to encourage tenants to commit time or expertise to supporting local projects or residents – either with time or sharing of experience / expertise; • Test the rationale and feasibility of supporting existing social value and sharing economy providers to cluster on Norwood High Street. Depending on their own growth aspirations this could include the Community Shop and the Library of Things: both of these are innovative projects which could benefit from a more visible and accessible location and which would contribute strongly towards place making aspirations for this part of West Norwood and Tulse Hill; and • Encourage efforts to develop the local green economy – including working with manufacturers to explore how waste products can be reused, and exploring the potential to accommodate other recycling and reuse activities in the area.	The sharing economy has an important role to play in supporting enterprise and delivering social value. West Norwood and Tulse Hill also has a strong base of activity in the area, and the aspirations of local community organisations such as Feast provide an opportunity to develop this further.	• Station to Station BID • Businesses • Feast • Library of Things • Community Shop	Increased visibility and accessibility of services which deliver social value locally.

Area for Action	Description and Activities	Rationale	Lead Partners	Outcome
Culture and the community	Change perceptions of the Commercial Area by bringing events, culture and the community into the Commercial Area via: • Programmed events – this could include Business Open Days, or an occasional (or permanent if successful) Commercial Area Feast Hub focused around making and industry; • Installation of public art either permanently or as meanwhile uses on vacant or underutilised sites (engaging local artists such as Edmund de Waal or those in the Acme Studios); • Engaging with community assets located in the Commercial Area such as the Portico Gallery and Emmaus to ensure they have the support they need to remain in the area; and • Ensuring Commercial Area businesses are linked into existing open door art initiative such as Dulwich Artists Open House and Open Lambeth.	Links between the Commercial Area and the community are currently weak, resulting in negative perceptions about the value of the area; the active local community has significant value to add through its skills and appetite to improve the area.	• Station to Station BID • Feast • Businesses	Increased use of the Commercial Area by the local community.
Employment and Skills	Create new opportunities for work experience, mentoring, apprenticeships and employment by establishing links between local businesses, schools and community projects (such as the Community Shop and the Foodbank). Actions should build on the existing activities of Lambeth Working and the Education Business Partnership.	Supporting residents to engage and access these opportunities can help to address localised socio- economic challenges.	• Lambeth Working • Local providers and community organisations • Station to Station BID	More job and training opportunities for local people.

Area for Action	Description and Activities	Rationale	Lead Partners	Outcome
Shorter-Term Actions (1 to 2 years): Strategy				
De-designation of Norwood High Street	Via the Lambeth Local Plan review process, de-designate Norwood High Street from the town centre to enable a more flexible response to the street's future. A managed approach will be required to encourage a mix of more creative and innovative uses in the area, and to ensure a good amount of space is retained for creative enterprise and other commercial and leisure activities. Intervention may be required by the council and partners to catalyse / stimulate such activity and to protect spaces.	The need to revitalise Norwood High Street given high vacancy and low footfall.	• Lambeth Council • Developers	A revitalised Norwood High Street.

Area for Action	Description and Activities	Rationale	Lead Partners	Outcome
Longer-Term Actions (2 years plus): Spaces for Enterprise and Industry				
Delivery of shared manufacturing space	Delivery of a shared manufacturing space of 15,000-20,000 sqft, providing floorspace for makers and creative enterprises to test ideas, and small workshop units for individual businesses (ideally in the Knight's Hill Square area). Initial delivery considerations include: • Working with an external provider (such as BuildingBloqs, Machines Room) to determine appetite to invest; • Working with landowners to identify appropriate space and appetite to invest; and • Exploring opportunities to secure external funding to support delivery (e.g. GLA Regeneration Funding).	Current lack of space suitable for start-ups / micro businesses in the Commercial Area; evidence of strong demand and a growing creative sector locally and across Lambeth.	• Lambeth Council • GLA • Local landowners • Specialist shared space provider	Delivery of a shared manufacturing project to act as a hub for creative making and enterprise.
Delivery of shared workspace and flexible small business units	Delivery of flexible workspace for small creative enterprises, including individual small business units of between 100 and 1500 sq ft, and shared workspace (up to 10,000 sqft). Both could potentially be delivered as part of a multi-storey development (with shared workspace above more self-contained flexible business units below). The most appropriate locations for delivery are: • Knight's Hill Square – small businesses units and shared workspace; and • Norwood High Street – shared workspace and / or reinvigorated shop units to provide maker / seller space. Initial actions include: • Work with external providers (e.g. via the GLA Open Workspace Group) to determine appetite to invest; • Work with local landowners to identify appropriate space and appetite to invest; and • Explore opportunities to secure external funding to support delivery (e.g. GLA regeneration funding).	Current lack of space suitable for start-ups/ micro businesses in the Commercial Area; evidence of strong demand and a growing creative sector locally and across Lambeth.	• Local landowners • Lambeth Council • GLA	Delivery of a new small business space to support growth in the small and creative business base.

Area for Action	Description and Activities	Rationale	Lead Partners	Outcome
Testing of a Live Work Project	Testing and delivery of live-work space on Norwood High Street to support aspirations to reinvigorate the area and to support small creative enterprise. The derelict plot on the corner of Windsor Grove provides an initial opportunity. Initial actions include: • Explore potential locations / spaces to deliver a test project; • Test management models including 'tether' products which enable creative businesses to 'live, work and sell' on the High Street; and • Explore opportunities to secure external funding to support delivery (e.g. GLA Regeneration Funding).	The need to revitalise Norwood High Street given high vacancy and low footfall. Current lack of space suitable for start-ups / micro businesses in area; evidence of strong demand and a growing creative sector locally and across Lambeth.	• Local landowners • Lambeth Council	Delivery of a live work space supporting the wider renewal and revitalisation of Norwood High Street.
Modernise and Intensify Industrial Space	Where opportunities for intensification and redevelopment exist across the rest of the Commercial Area, support the delivery of modern and flexible space which suits the needs of businesses and which supports ambitions to intensify the number of jobs within Commercial Area. Initial priorities should include working with landowners of underutilised sites (such as Chapel Road) to explore options and feasibility of intensification / provision of new employment space engaging with developers which specialise in commercial space (e.g. Wrenbridge, Kalmars and Workspace Group) to test the market and appetite to invest locally.	The current commercial stock is relatively old and low intensity in nature impacting on the image and productivity of the area.	• Local landowners • Lambeth Council	Tangible improvement in the amount and quality of the commercial stock.

Area for Action	Description and Activities	Rationale	Lead Partners	Outcome
Longer-Term Actions (2 years plus): Sector and Business Development				
Marketing and Promotion	As the Creative Enterprise Zone develops and becomes established, promote the aspiration and key sites and define reasons to invest through the council's Investment & Growth work stream to position the area for investment. This should make linkages with the council's partnership with 3Fox International and MIPIM, inward investment website and magazine projects.	The competitive economic development environment in London means it is important to develop consistent and positive external facing messages to attract investment.	• Station to Station BID • Lambeth Council	Ongoing success in attracting new businesses to the area in target sectors.
Incentivise and nurture small business	Encourage start-up and small businesses to locate in the Commercial Area, particularly within the area closest to West Norwood Station, including: • Partnership working with the Parkhall Centre to develop linkages between these two employment hubs, including opportunities to provide 'grow-on' space; • Partnership working with other BIDs in Lambeth (and potentially south London) to articulate the aspirations of the Commercial Area and to explore opportunities to engage with businesses who are looking for new space; • Partnership working with local community groups to identify opportunities to support enterprise within the community; • Creation of a supportive environment for small businesses, in collaboration with existing local providers; and • Explore options to provide financial incentives to support relocation from elsewhere from target sectors, de-risk innovation, and support collaboration.	The significant challenges facing start-up and micro-businesses, including access to space costs, access to finance, and business support.	• Station to Station BID • Lambeth Council • Workspace Group • Landowners • Agents	Stronger levels of enterprise in the area, measured by business start-up, growth and survival

Area for Action	Description and Activities	Rationale	Lead Partners	Outcome
Longer-Term Actions (2 years plus): Environmental Improvements				
Public realm, access and streetscene	Deliver improvements to the environment and appearance of the Commercial Area – focusing on public realm and open space, wayfinding, regulated and well-thought out parking, street-scene and safe access through the area. Some of this might be achieved via reconfiguration of space during redevelopment; for other improvements, bespoke intervention and investment may be required. Where possible, future interventions should be delivered in tandem with relevant local businesses and artists (e.g. Mylands and London Signs).	Concern from the community and businesses about the appearance of the area; lack of integration with the wider town centre.	• Developers • Lambeth Council • Station to Station	A much stronger physical environment which is integrated with the wider town Centre.
Enhancing movement and access	Building on earlier scoping work, deliver improvements to enhance movement and access to the Commercial Area. This should focus on improving road safety, increasing the number of bus stops, enhancing pedestrian / cyclist accessibility, rationalising parking throughout the area, and providing stronger internal routes through the area.	Concern from the community and businesses regarding the level of on street parking related to the Bus Garage and West Norwood Station, and about the strength of access to and through the area.	• Station to Station BID • StreetWorks • Lambeth Council • TfL • Arriva	Improved connectivity to the commercial area and improved environmental quality within it.

Area for Action	Description and Activities	Rationale	Lead Partners	Outcome
Longer-Term Actions (2 years plus): Evidence and Strategy				
Ongoing Monitoring	Ongoing work to monitor and review uses in the Commercial Area – particularly those sites which are vacant. A pragmatic approach should be taken to help development to come forward in a way which aligns with aspiration for both the Commercial Area, but also West Norwood and Tulse Hill as a whole.	Importance of up to date evidence to respond to change and to inform policy, strategy and investment.	• Lambeth Council	A strong, robust and up to date evidence base shared by partners.

7.3.9 Next Steps

As identified above, there are a number of short-term actions for the next two years focusing on building initial momentum and laying the foundations for more significant changes and investment in the future.

The most important actions for immediate attention are:

- Via Station to Station BID, the council, business and Landowners, establish the partnership / representation mechanism to represent the Commercial Area and to take the ideas in this report forward;
- Once the partnership is established, develop a clear brand and promotional identity for the area;
- Working with local landowners and workspace providers to explore the potential to develop a pilot / meanwhile workspace project in the area; and
- The council and Station to Station BID to work with the GLA to explore the potential for future funding and Creative Enterprise Zone status.

8

Opportunity Site: Central Retail Area (Site 18)

8. Opportunity Site: Central Retail Area (Site 18)

Summary: Delivering a New Hub for Retail and Business in the Heart of the Town Centre

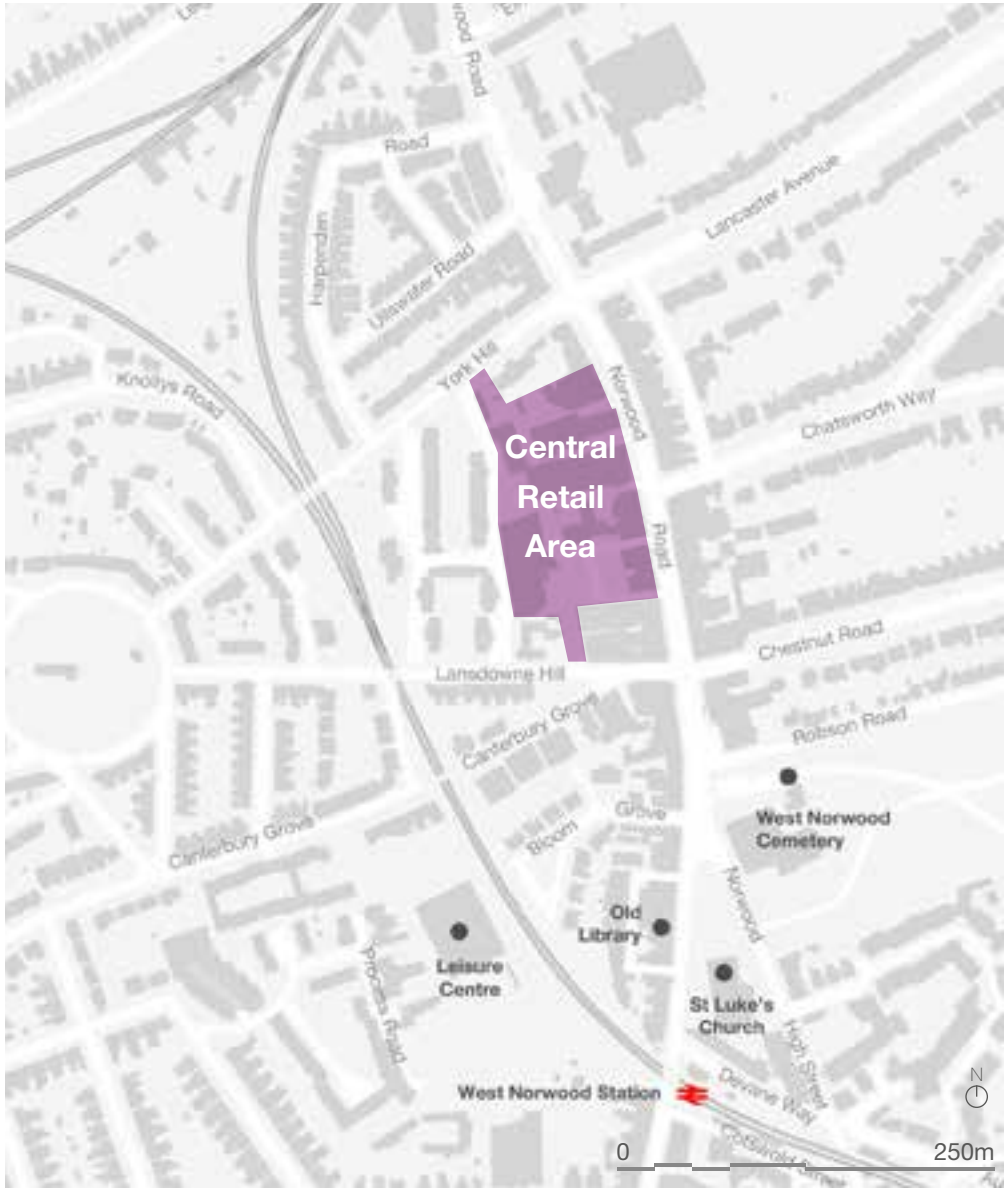
'Site 18' provides an exciting opportunity for regeneration at the heart of the town centre: providing new homes, creating new jobs and diversifying the local retail and leisure offer.

Given its central location and size, Site 18 is extremely important in terms of its overall impact on town centre appearance and image. In this respect, the council will consider engaging in compulsory purchase and direct development where necessary to stimulate the delivery of development within defined timescales.

Our research has highlighted that, due to the vacant sites and poor environment, the area currently has a detrimental effect on the overall character and performance of the town centre.

Redevelopment of the area provides an opportunity to create a new hub for the town centre to address these issues – helping to strengthen both the immediate area but also delivering socio-economic benefits across the town centre as a whole.

This new development could accommodate: new housing (including affordable housing), more variety in the retail and leisure offer, new space for small businesses, improved public realm and civic space, and improved connections across the area.



Central Retail Area location

8.1 Introduction

Site 18 is made up by the land located between 286 to 362 Norwood Road, York Hill and Lansdwone Hill. Located within the Knight's Hill ward, Site 18 is the subject of a Site Allocation Policy in Lambeth's Local Plan (2015) to achieve the Plan's strategic objectives under Policy PN7: West Norwood. Site Allocation Policy: Site 18 states that the council will support development on all or part of this site that:

(i) Is of an appropriate scale and form that respects the rich conservation value and heritage of the town centre, taking account of factors such as building heights and the setting of adjacent development and locally-important views;

(ii) Provides a finer grain development rather than a single block;

(iii) Addresses the opportunity to provide landmark buildings associated with this key town-centre site;

(iv) Ensures heights on the Norwood Road frontage reflect the heights of the existing buildings on the eastern side of Norwood Road, avoiding a canyon effect;

(v) Provides development on the western edge of the site appropriate to reduce impact on the York Hill estate;

(vi) Improves permeability and linkages through the site including the introduction of a north-south alternative link through the site mainly for pedestrians and cyclists to improve connectivity between Landsdowne Hill and York Hill;

(vii) Provides a new access to Norwood Road ensuring pedestrian priority and minimising the impact on the public realm;

(viii) Allows for improvements to Norwood Road for the widening of pavements;

(ix) Includes a public space that is preferably aligned with Chatsworth Way opposite the site to provide a focal point to the town centre with sufficient space for town-centre users;

(x) Replaces the smaller retail units on the Norwood Road frontage; and

(xi) Explores the potential for a local energy network within the development.

Significant opportunity exists for improvements focused on a retail-led scheme including housing, and a new public space to provide a main focal point for the town centre, and improved connections through the area.

8.2 The area today

8.2.1 Current Uses

This 1.9 ha site fronts Norwood Road and has access from York Hill and Lansdowne Hill. It is a brownfield site, including a mix of uses and a number of vacant buildings.

Parts of the Norwood Road frontage retain a Victorian character, but there is no heritage or conservation designation.

There is a cluster of vacant and underused sites including the former Brooks Laundry Site.

The Waylett Place car park (a small council owned car park), the B&Q store and access route to its carpark (located on top of the store itself), and the Texaco petrol station are also within the site boundaries.

Recently, there have been numerous pre-application discussions for alterations and improvements to various buildings on this site, but no planning application has been forthcoming.

Located in the Knight's Hill ward, the site benefits from a Public Transport Accessibility Level (PTAL) of 'Very Good'. However legibility, wayfinding and accessibility for pedestrians and cyclists through this site is very poor.

Land at the rear of Norwood High Street - Waylett Place

Laundry warehouse and car parking to the rear of Norwood High Street

Access to B&Q's car park

8.2.2 Landownership

On such a complex and important site the council alongside its regulatory role, could play a proactive facilitator role in order to achieve development in the area. The council presently owns a small portion of land within the Central Area, which is marked in orange and circled in red on the map to the right.

A key purpose of this report and its engagement was to facilitate and incentivise more collaborative discussions between the existing 20+ landowners and potential developers, in order to realise the council's long held ambition for a comprehensive redevelopment in this challenging area of the town centre. This has already yielded some success, with a single developer already pursuing a land assembly process in part of site with a pre-application meeting to be held in Spring 2017.

Whilst this is very positive, the council remains fully committed to encouraging the most comprehensive development as practically and viably possible on the site. As such, the council will continue to resist piecemeal developments, particularly those that may prohibit the future development potential of neighbouring plots. Where necessary, the council will consider using its compulsory purchase order powers to stimulate delivery of development.

The B&Q plot, because of its size, central location and boundary shared with other significant plots such as the former Brooks Laundry site, 15 York Hill and the Texaco filling station, means it holds the greatest potential to unlocking the area's true redevelopment potential. As such, the council continues to actively engage with the landowner.

This part of the report for the town centre aims to help bring forward a scheme and coordinated infrastructure delivery.

Land ownership map demonstrating highly complex ownership arrangements

Auto Specialists, Waylett Place

Waylett Place, access off Norwood Road

York Hill Estate to the west

Land at the rear of Norwood frontage, Waylett Place

8.2.3 Community Insight

Through the feedback received, the local community generally supports the principle of bringing forward development for Site 18 and are keen to see further improvements building on the momentum of growth generated so far. We asked the community what their priorities for future redevelopment were, recognising that there will inevitably be difficult choices to be made. The list to choose from included:

- Community influence over design;
- Prioritising affordable housing;
- Prioritising larger / family housing;
- Adding more diversity to the retail and evening offer;
- Delivery of new open space and better linkages; and
- Retaining the current Victorian façade.

While the response was broad, with all options receiving a good level of support, the most important priorities which emerged were "adding more diversity to the retail and evening offer" and "the delivery of new open space and better linkages".

This part of the town centre received multiple comments on Commonplace as well, with many focusing on the appearance and use of the former Brooks Laundry Site. The comments are summarised in the box to the right.

"The road joining the B&Q car park with Waylett Place and Norwood Road is run down…."

"A scruffy group of shops [on Norwood Road], in need of modernisation and cosmetic improvement."

"The site needs to be integrated into the heart of West Norwood…to ensure West Norwood families shop here and not in surrounding town centres."

Likes

- The independent feeling of this part of Norwood Road was commented on by numerous people, with many long-established businesses.
- Knowles of Norwood is seen as a positive recent addition to the high street, adding diversity to the evening offer.
- The presence of B&Q in this area, which is seen as an important asset for the local area.
- The Waylett Place car park was described as a convenient town centre car park by a number of members of the community.

Dislikes

- Numerous comments were received regarding the former Brooks Laundry Site, with concerns raised about this area being vacant and run down, with a poor quality of environment impacting on perception of safety.
- While the Waylett Place car park is seen as an important facility by some, others reported that it is underutilised. There was also concern that it is informally used for business purposes by a local motor repair garage.
- The quality of the environment for pedestrians and cyclists was a common topic of concern, with numerous intersecting roads and high levels of congestion.

Suggested Improvements

- A stronger and more diverse retail offer: there is demand both for more independent shops and more national multiples.
- Strong demand for a greater and more diverse range of places to visit in the evening.
- Strong demand for better and safer pedestrian and cycle links through the area and an enhanced physical environment.

8.3 The Rationale for Change

Given its size and central location, appropriate redevelopment of the Central Retail Area is extremely important for the future vitality and viability of West Norwood and Tulse Hill Town Centre. Accommodating a more modern and diverse retail offer within the site could have a very positive impact on town centre appearance and image.

Our research has highlighted that in its current state, including vacant and underutilised plots, poor quality environment and safety concerns, the area is having a detrimental effect on the overall character and performance of the town centre.

Redevelopment of either some or all of the site could help to address the current issues – strengthening both the immediate area but also delivering **socio-economic benefits** across the town centre as a whole by providing more housing, more retail, commercial and community space, enhanced public realm and open space, and better connections and access through the area.

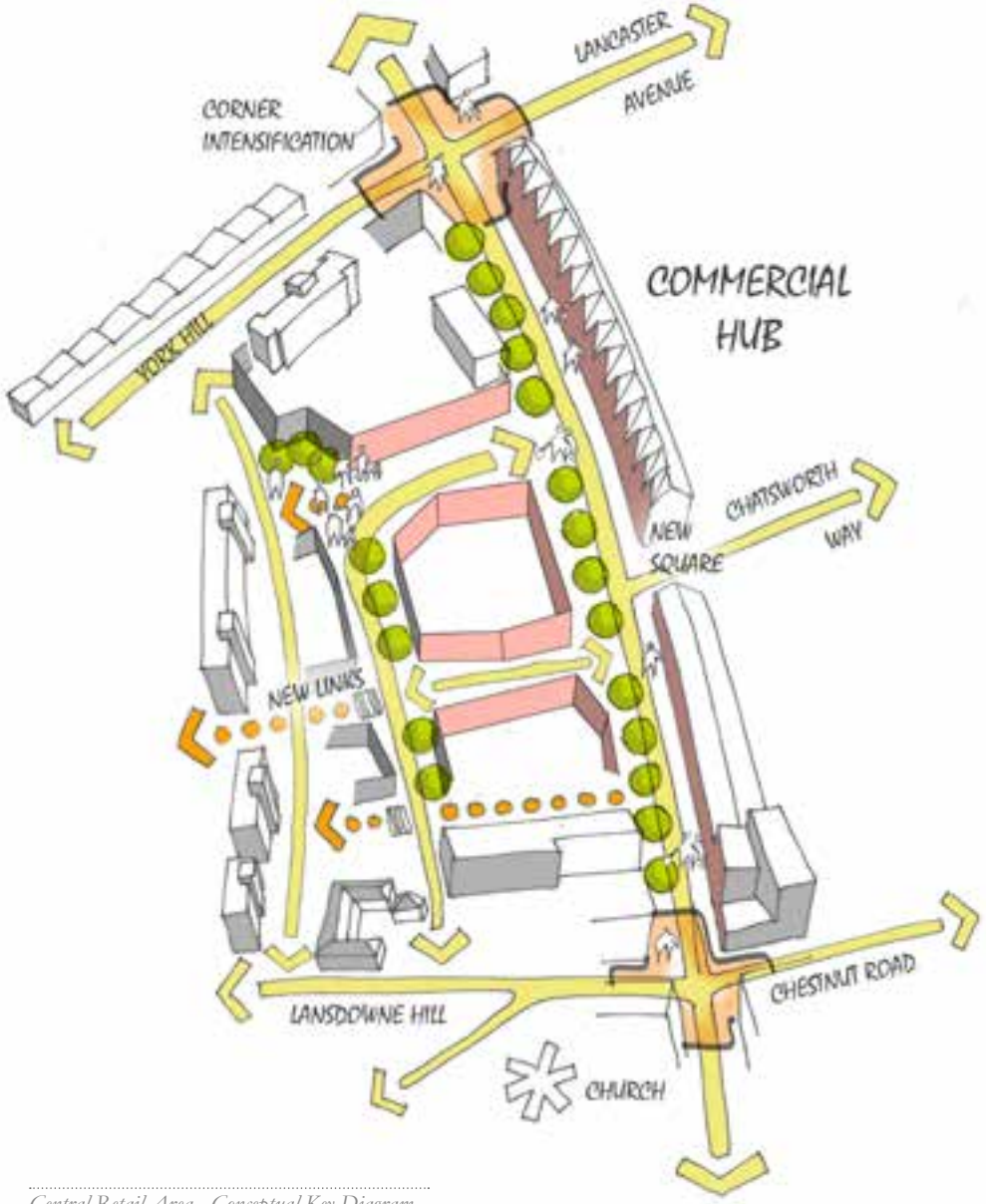
8.4 The Opportunity: A New Hub for Retail and Business in the Heart of the Town Centre

8.4.1 Vision for Development

The evidence demonstrates that the vacant and underused sites at the rear of the Norwood Road frontage could be reconfigured to make efficient use of land. Local community and other stakeholders have indicated their desire for more diverse retail such as independent shops and nationals, more places to visit in the evenings, and better and safer pedestrian and cycle links through the area. In response, our vision is to:

Encourage new development and land uses to ensure the Central Retail Area is better integrated into the wider area.

Retail-led development at ground floor, along with business and leisure uses, complemented by a mix of private and affordable residential units on the upper floors will help improve the public realm, and support local employment opportunities in this central part of Norwood Road.



Central Retail Area - Conceptual Key Diagram

The diagram on the previous page outlines the main elements of the framework for the Central Area and its immediate surroundings. Redevelopment of the area provides an opportunity to create a new hub for the town centre.

The key components are:

- New housing, including affordable housing;
- More variety in retail and leisure offer and potentially larger units;
- Potential to retain existing businesses such as B&Q;
- Improved public realm and civic space;
- Improved east-west connections through the site and an additional connection between Lansdowne Hill and York Hill to improve pedestrian and cyclist permeability;
- Improved quality of buildings along this central part of Norwood Road;
- Personal and road safety;
- Evening Economy; and
- Parking for commercial uses and disabled users as a priority.

8.4.2 Development Boundary

For the purposes of this report, the Central Retail Area is defined by Norwood Road to the east, Lansdowne Hill to the south, York Hill Estate to the west, and York Hill to the north. The site shown on the map to the right excludes the portion of land to the north and south, where development has already progressed. However, as part of the conceptual approach as defined in this report, visual and physical connections and access to the adjoining area should be improved. This ensures that the experience of walking and cycling throughout the area is enhanced by the creation of safe welcoming routes that connect to neighbouring communities, particularly to the York Hill Estate.

In exploring the opportunities for unlocking the site, the conceptual design explores the possibility of utilising the existing playground forming part of the York Hill Estate to improve connectivity. The playground, which is hatched in orange on the map provided to the right, forms part of the York Hill Estate, and is currently in the ownership of the council. Whilst it is outside of the Central Retail Area boundary, its inclusion in the scheme provides opportunities for enhancing the qualities of the wider area, subject to meeting the requirements of open space provision in the Local Plan (2015).

Due to the constrained nature of access into the site, the potential to incorporate a portion of the access road belonging to York Hill Estate could be considered. This has the potential to increase permeability from the north and maximise development potential.

8.4.3 Development Priorities

For the Central Area to become a new town centre hub in a future development, proposal will need to consider the following:

- Character: add interest and activity, and address the street directly at pavement level;
- Built Heritage: be of an appropriate scale and form and respect the rich conservation and heritage of the town centre taking account of factors such as building heights and the setting of adjacent development and locally important views;
- Grain: retain the urban grain rather than develop it as a single block;
- Landmark: provide landmark buildings of the highest design quality that contribute to the town centre;
- Linkages: improve permeability and linkages through the site including a parallel, alternative north-south pedestrian and cyclist link through the site to improve access from Landsdowne Hill to York Hill and surrounding residential areas;
- Parking: Where possible parking should be limited with the exception of commercial use (loading bays), disabled users, car clubs and electric vehicle bays;
- Norwood Road: provide greater footway space on Norwood Road to improve the pedestrian environment and access to bus stops;
- Street Frontages: make improvements to the public realm to help strengthen activity throughout the day and evening to support safer streets at all times of the day;
- New Public Space: include new public space that is preferably aligned with Chatsworth Way, to provide a focal point to the town centre with sufficient space for town centre users, in line with policies in the Local Plan (2015);
- New Housing: introduce an element of new residential development to ensure a sustainable mix of uses is delivered. This will help improve the relationship with the existing residential neighbourhood at York Hill estate;
- New Retail Units: either through the refurbishment where possible, or replacement of the existing retail units on the Norwood Road frontage with the focus on attracting greater diversity through a range of small and larger retail units, restaurants and cafes, and workspaces with direct access on to the street. Any new retail and/or commercial development should seek to complement (not compete) with existing businesses to ensure there is diversity and long-term sustainability, in line with policies in the Local Plan (2015);
- Supporting Existing Businesses: particularly micro and locally owned businesses to remain viable and grow; and
- Respecting Neighbours: piecemeal development of individual plots should be resisted. New development should seek to consolidate fragmented parcels of land to allow for sustainable development. All new developments should be carefully designed as to not prohibit the full development potential of their neighbouring land with a focus on liveability, community safety, protecting historic buildings and spaces with an improved sense of place.

8.4.4 What could be achieved?

Redevelopment of the area provides an opportunity to create a new hub for the town centre. The precise nature of any development would be subject to change as plans for individual plots are worked up in detail by respective applicants. However, a coordinated approach to development across the area could have a transformative impact on this part of the town centre delivering:

Raised side road crossing, Norwood High Street

Example of an improved route

Public realm improvements at Duke of York Square, King's Road

New housing

In a future development, redevelopment on the upper floors of the retail units is supported for residential uses. Our initial capacity estimates that the area has the potential to accommodate up to 280 residential units of varying sizes and tenures, including affordable housing in line with Lambeth's Local Plan (2015). This approach could help foster urban-living and help to animate the area outside of business hours.

Given its central location, and good access to public transport, car parking for new developments should be kept to a minimum, subject to the parking provisions set out in the London Plan and Local Plan, and the council's car parking standards.

Mixed use development offering new activities and housing in the city centre of Newbury with a focus on community safety and improved sense of place

Illustrative sketch, bird's eye view sketch of what the Central Retail Area could look like

Improved quality of buildings along this central part of Norwood Road – the current parades along this part of Norwood Road are relatively poor quality and offer limited heritage value. Redevelopment would offer the opportunity to improve the overall appearance of the Norwood Road frontage, with high quality design which adds value to the wider townscape.

A more diverse retail and commercial offer

Redevelopment of the area would provide the opportunity to deliver additional commercial space. The retail provision will meet the day-to-day needs of the existing and new community. As the area transforms and its population grows, the Central Retail Area has the opportunity to include larger retail, and food and drink units along Norwood Road. Flexible units within the development itself could be located along the secondary frontages along the main routes and be used by small businesses, such as start-ups for retail uses and / or office based activities and community uses. Alternatively, the space could be used to re-accommodate existing traders, and or to attract new businesses to the area.

Illustrative sketch, street view on Norwood Road of what the Central Retail Area could look like

Subject to borough-wide evidence, viability consideration, and community feedback, the council and future developers should seek to re-accommodate existing traders that offer special value to the area.

Improved connections north to south and east to west public realm

The site could accommodate up to 800 sqm of open space and more than 2,000 sqm of private garden / amenity space.

The aspiration is to improve connectivity and legibility for pedestrians and cyclists in the first instance, in and around the area as the illustrative drawings on the next pages. These connections draw people to the area, and its range of spaces and places encourages the ebb and flow of communities along its length. By breaking down existing barriers, new connections reveal opportunities to bind together new and existing communities such as the York Hill Estate.

There are other permeability solutions to the site. For example, a clear desire line could emerge directly opposite Chatsworth Way. This may be preferable to the sketches shown, however the locating of these routes is ultimately dependent on the land assembly and phasing of future development.

An illustrative sketch and plans show what the area could look like on page 96 and on this page.

Landscape strategy diagram for potential pedestrian links and green areas

Diagram indicating a variety of possible uses through the area

8.4.5 What would be the benefits?

A development of this nature could deliver a number of socio-economic benefits for the town centre as a whole, these include:

- Increasing town centre expenditure – by providing nearly 280 residential units, the development could accommodate a population of over 500 new residents. This will support efforts to increase footfall and spending in the town centre, helping to support existing businesses and create demand for new ones. We estimate that the new population could generate household expenditure of up to £0.7 million per annum in the town centre itself, and £1.5 million across Lambeth. This is enough to support 10 jobs across the town centre and 20 jobs across the Borough as a whole;
- Creating new employment and business opportunities – in addition, through the delivery of new retail and commercial space, the development would support new employment creation in the town centre area. In total, the site could accommodate between 210 and 350 jobs depending on the final mix of retail and office uses: two to three times the number of jobs currently located on site. These jobs would support an estimated total salary value of up to £11m per annum; and
- Generating income for future reinvestment – the delivery of the scheme would generate up to £3.8m in payments to the council via the Community Infrastructure Levy. This income would support further investment by the council – both in borough-wide programmes but also in projects across the Norwood area as prioritised in the Cooperative Local Investment Plan (CLIP).

8.4.6 Taking the Scheme Forward: A Phased Approach

Taking into account the complex nature of landownership arrangements, key elements of the Central Retail Area will be brought forward over differing timescales, depending on the nature of that element, delivery mechanisms, market considerations, funding availability and land assembly issues. The council will monitor and keep the delivery of the Central Retail Area under regular review to ensure development proceeds in a well phased and coordinated way.

Early phase priority in the delivery of the Central Retail Area is focused on the areas where ownership and existing circumstances indicate that delivery will be the most short term. This approach avoids potential delay from the need for complex cooperation agreements between the landowners and recognises that the delivery of later phases of development will depend on successful completion of earlier phases, i.e. building momentum incrementally as successive phases take advantage of rising sales values and the establishment of the Central Area as a town centre hub.

Based on discussions with landowners, and potentially interested developers, and fully understanding the lease terms of certain occupants, the map shown to the

right is indicative of how the site could be developed over five phases. A key requirement under this approach is to ensure each phase is designed to protect the full development potential of adjoining land in future phases. For example, the appropriate locating of residential windows will be critically important.

8.4.7 Delivery Options and Next Steps

Regeneration and development is a continuous process and this report builds on research and consultations which have taken place. This report is not the 'final-word'. It is a 'delivery manual' which indicates how the Central Retail Area could potentially come forward.

The council adopted its Statement of Community Involvement (SCI) in September 2015. The SCI sets out the council's commitment to involving local communities, businesses and other organisations in planning decisions. Accordingly, it highlights the importance of involving the community and other local stakeholders early on in the preparation of plans, as development proposals are likely to have the most immediate impact on people's environment and day-to-day lives.

The extent of consultation should be proportionate to the nature and scale of development proposed. The National Planning Policy Framework (NPPF) makes clear that early engagement has significant potential to improve the efficiency and effectiveness of the planning application system for all parties, and that the more issues that can be resolved at pre-application stage, the greater the benefits.

Accordingly, and in the spirit of co-operative working, the council strongly encourages developers to involve the local community from an early stage prior to submitting an application. Talk to the council before making a planning application to understand how Local Planning Policies apply and get an early idea of the feasibility of the project. For further information visit the council's website **https://www.lambeth.gov.uk/planning-and-building-control/planning-applications/pre-application-planning-advice-and-performance**.

- **Group 1** - Existing plots of activities or vacant plots to be developed straightforward
- **Group 2** - Existing plots of mixed uses to be developed straightforward
- **Group 3** - Existing plots of mixed uses to be developed straightforward
- **Group 4** - Existing plots of activities to be developed in long term
- **Group 5** - Sole landowner plot to be developed in long term
- Potential Development

Potential development layout and consolidated development plots

It is envisaged that development proposals at the Central Retail Area are likely to be private sector led and therefore the developers who come forward will be informed by this document and existing planning policy. The council will have a significant role in terms of their role as the Local Planning Authority and potentially in terms of the small area of land which is owned in the centre of the site. The design and provision of site infrastructure will also be a key aspect where the council can potentially have influence.

Land Assembly

Future development will need land assembly and whilst the private sector can lead this process, it is likely that some assistance will be needed in order to secure all legal interests in the land and in particular vacant possession (for instance where there are long-leasehold interest). This may therefore lead to the council becoming involved in the project as a partner, in order to facilitate effective ownership.

It is anticipated that such an approach from the private sector would enable the council to become involved in the delivery of the scheme and as such have some influence in terms of the overall design, mix and nature of the development.

Mechanisms such as a Development Agreements or Joint Venture agreements could be considered.

Attracting Investment

This document provides a new vision for the Central Area which is informed by local consultation and an assessment of the property market in terms of demand.

Maintaining a database of information including land ownership, development interest and dialogue with property owners can be significant in order to assist in securing future investment.

Retention and Relocation

Inevitably some existing businesses will be displaced by new development and it would be appropriate for the council to work closely with local businesses to develop an approach to relocation such that sustainable businesses can be moved and retained. There may be potential for some of the retail/leisure businesses to be accommodated in the new development (whilst being temporarily relocated). This will be dependent upon the approach that the developer takes with respect to providing commercial space and the terms upon which these are made available.

Mixed use development in Newbury revitalising the City Centre, led by the private sector

Example of the creation of strong linkages through an area

Improvements along high street ensuring a pedestrian friendly environment in Watford

9

Enhancement Area: Tulse Hill

9. Enhancement Area: Tulse Hill Station

Summary: Supporting Tulse Hill to Evolve as a More Vibrant Part of the Town Centre Benefiting from a Significantly Enhanced Environment

Tulse Hill is located at the north end of the town centre, and covers Norwood Road, Station Rise, Knolly's Goods Yard and the Tulse Hill Gyratory.

- This area provides an opportunity to strengthen the overall cohesiveness, useability and image of West Norwood and Tulse Hill, through the delivery of significant improvement to local pedestrian, cyclist and public transport accessibility and public realm environment;
- The community-led StreetWorks project provides an excellent opportunity to address a number of these challenges. Transport for London funding is being sought to review the Tulse Hill gyratory, with the aim of identifying measures to improve traffic flow, bus reliability, station accessibility, pedestrian and cyclist safety and accessibility as well as wider public realm enhancements, as well as the pedestrianisation of Station Rise;
- Close partnership working is now required to ensure that this scheme is delivered in a way which maximises the benefit for the local community and the wider area. This is an important priority in working towards the overall West Norwood and Tulse Hill vision; and
- Alongside these physical improvements, there is potential to enhance the wider commercial vitality and diversity of the area, not least building on existing strengths such as the cluster of creative activities located within Parade Mews.

Location of Tulse Hill and Knolly's Goods Yard area

9.1 Introduction

This area covers the Tulse Hill Station area and its environs, stretching from Tulse Hill gyratory in the north to Knolly's Goods Yard Employment Area to the south west. The area is also within the boundaries of the designated Tulse Hill Neighbourhood Forum.

Whilst Knolly's Good Yard is not safeguarded as KIBA, employment generating uses are protected under Policy ED2: Business, Industrial and Storage uses outside KIBA in order to maintain a stock of sites and premises in business use in addition to KIBAs. This means the loss of land or floorspace in business, industrial and storage uses will not be supported unless there is a clear and robust evidence which shows there is no demand for the floorspace.

Knolly's Goods Yard existing employment area

9.2 The Area Today

9.2.1 What's been Happening in recent years?

At the time of writing, the community-led StreetWorks project was leading on area major scheme to improve the environment around Tulse Hill station and West Norwood Road. The project funded through Transport for London's Major Scheme programme is to be completed on site by the Autumn of 2017.

The scheme encompasses Station Rise outside Tulse Hill station – and Norwood Road from Leigham Vale to Chestnut Road.

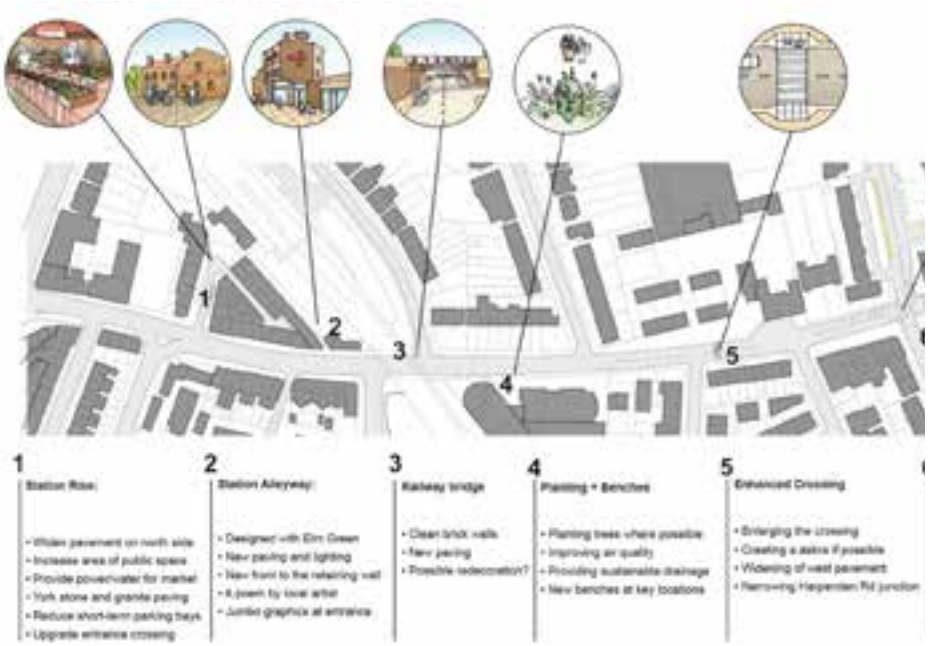
This scheme aims to:

- Improve the environment and accessibility around Tulse Hill station, creating greater space for pedestrians and cyclists and invoke a greater local community feel including potential space for street markets;
- Enhance the footways along Norwood Road, including isolated footway widening to improve pedestrian movement and reduce pinch-points;
- Improve east-west pedestrian connectivity and road safety through the introduction of a new zebra crossing near Harpenden Road;
- Improve pedestrian and cyclist road safety and priority through the introduction of a diagonal crossing at the junction with York Hill and Lancaster Avenue. Introduce loading bays to assist businesses on Norwood Road; and
- Introduce street trees and planting to improve the sense of place.

At the time of writing StreetWorks was also working closely with Transport for London to review the Tulse Hill gyratory which currently causes significant severance, particularly for pedestrians and cyclists. The community aspiration is to:

- Reduce the dominance of the private vehicle through changes in the way the gyratory operates, prioritising pedestrian and cyclist accessibility;
- Improve pedestrian and cyclist road safety; and
- Provide a much more coherent and inviting space for people to access the local area.

A scheme will be implemented on-street in 2020; subject to available funding for an extensive feasibility study and associated cost-benefit analysis by Transport for London, which was ongoing at the time of writing.



Norwood Road street enhancement by StreetWorks - August 2016 to summer 2017

9.2.2 Community Insight

This part of the town centre received multiple comments on Commonplace, with concern focusing on Station Rise and the Tulse Hill Gyratory:

"The approach to the station could be a really vibrant place."

"[the station area] isn't a pleasant entrance to the area."

"Parade Mews supports a diverse range of studios and other spaces… these uses need to be protected."

Likes

- There was agreement that Parade Mews offers a unique and diverse range of spaces, including studio and creative spaces.
- Similar to other locations across the town centre, there is a good sense of community and perception of strong social networks among residents.
- The good range of pubs in the area was also noted, particularly the recently renovated Tulse Hill Hotel.

Dislikes

- Congestion is an important challenge for the area, focused around Station Rise and the gyratory.
- Pedestrian/cycle access is weak throughout the area, and particularly around the gyratory.
- Station Rise is seen as an particular challenge. The approach is currently car dominated and offers very little public amenities.
- The cleanliness of the streets, particularly under the railway bridge and on Leigham Vale.
- The quality of some of the buildings in the area was a regularly mentioned weakness.
- The quality and diversity of the retail offer was also a weakness mentioned by numerous members of the community.

Suggested Improvements

- A greater diversity of independent shops, including a mix of day time uses and those supporting a stronger evening economy.
- Improvements to the quality of the public realm across the area. Station Rise was a particular focus for these comments, with strong demand for the street to be pedestrianised.
- Improved cycling infrastructure, particularly around main junctions and the gyratory.
- Efforts to improve the appearance of buildings in the area, such as the parade of units on the corner of Norwood Road and Leigham Vale.
- Addition of more artist and small business workspaces to complement those found at Parade Mews.

9.3 The Opportunity

9.3.1 Vision

The evidence demonstrates that the key strengths in this area include the artist studios and creative spaces at Parade Mews. Tulse Hill is also the main focus for the evening economy supporting a good range of leisure facilities including The White Hart, Tulse Hill Hotel and The Railway Tavern. Any new development should respect these buildings of cultural interest and heritage value which meet local and wider needs.

Congestion around the gyratory and the quality of the environment around Station Rise are main concerns. Local community and stakeholders have expressed their desire for improvements around the Station Rise environ, better cycling environment, a varied offer in retail and more space to support creative uses which led to the StreetWorks major scheme that is currently being implemented outside Tulse Hill station on Station Rise and Norwood Road, which is funded by Transport for London. Building on the momentum of improvements already happening in the Tulse Hill area and its connectivity into and out of London by all modes of transport, the diagram adjacent outlines the opportunities presented in a conceptual way.

Exhibition Road outside South Kensington tube station showing improvements which features a kerb-free surface, with tactile materials to distinguish boundaries between areas for pedestrians and vehicles, plus removing street clutter. Improvements also included removing the gyratory system around South Kensington station and reducing speed limits to 20mph.

West Norwood Culture and Heritage Area - Key Diagram

9.3.2 Priorities for Delivery

Projects for delivery include:

- The StreetWorks-led project encompassing Tulse Hill station and Norwood Road were already underway, which will transform the environment around Tulse Hill station and Norwood Road. Once complete, the Tulse Hill station scheme will help enable a regular community-led street market on Station Rise, building on the successful Twist pilot. This should focus on providing animation to the area, and supporting local enterprise and skills development via links with local schools and Feast and other community organisations;
- The ongoing Transport for London and StreetWorks led feasibility study which aims to identify significant measures to improve road safety and address the significant severance of the Tulse Hill gyratory;
- Through close working with Network Rail and partners the council continues to explore the potential for refurbishing the station building, providing step-free access, and improving entrances to improve this area as gateway into the town centre;
- It is recommended that creative uses on Parade Mews are retained, and the provision of new space is provided for creative industries and artists to flourish in Tulse Hill;
- Encourage businesses to upgrade and better maintain their shopfronts;
- Continue to work with landowners to bring forward sensitive refurbishments and/or redevelopment, through the introduction of additional artist studios in line with London Plan and Local Plan (2015) policies; and
- Via Station to Station, work with local businesses and traders to ensure buy-in to the BID, establish support needs, and identify opportunities to diversity or strengthen the quality of the retail and leisure offer;
- In addition to StreetWorks, the following movement and access measures will make important contributions to providing a better integrated movement environment:
  - Improvements to the signalised pedestrian crossings on Norwood Road and Avenue Park Road to improve road safety and pedestrian priority;
  - Traffic calming measures and junction improvements to aid pedestrian movement;
  - Improvements to wayfinding, particularly for pedestrians and cyclists along and across the corridor to access key attractors including local schools with ease;
  - Introduction of secure, high-standard and well located cycle parking near the station and other key local attractors including local schools;
  - Rationalisation, relocation and possible extension of the controlled parking zone around Tulse Hill station to encourage a switch to more sustainable modes of travel and improve the environment for local residents and businesses; and
  - Improvements to rail service frequency, reliability and rolling stock at Tulse Hill station and provision of step-free access to the station platforms.

Herne Hill station scheme where a major part of the design involved closing the station on Railton Road to through-traffic. A raised table outside the station and shared surfaces made of Yorkstone have provided a high-quality pedestrianised environment.

Improvements on Venn Street created a significant new expanse of public realm for Clapham, introducing a central paved section using Yorkstone. Recycled cobbles adjacent to this area demarcate the road and provide on-street car parking bays at either end

9.3.3 Development Principles

Opportunities for further enhancement may also be provided by new development in the Tulse Hill area in the coming years.

In order to achieve the desired opportunities outlined above, new development will need to:

- Public realm and connectivity: explore further public realm and area wide access and movement measures. Improve wider connectivity between residential areas, local services and schools that encourage more walking and cycling, improve east-west connectivity, notably for buses and reduce rat-running;
- Employment Uses: provide spaces to support creative and other employment generating uses in Knolly's Goods Yard and other appropriate areas in Tulse Hill;
- Character: add interest and activity and address the street directly at pavement level;
- Density: appropriately design, make efficient use of land and respect the height, scale and massing of existing adjacent buildings; and
- East-west connections: make improvements to the east-west connections in the area including support the further opening-up of this area for a range of new commercial and community uses.

Leytonstone station area, widened footways, realigned pedestrian crossings, improved access to green space, removal of excess street clutter, better signage and more cycle parking spaces.

Britannia Junction outside Camden Town tube station improvement scheme significantly improved the safety of pedestrians and cyclists by creating more space with a narrower carriageway.

Herne Hill junction - improvements through simplifying the junction, closing Railton Road and further improvements with a pedestrianised area acting as gateway to the scheme from the station

9.3.4 Delivery and Next Steps

In delivery terms, the most important priority for the Tulse Hill area is securing the successful delivery of the StreetWorks project. This will require close partnership work between the StreetWorks team, Lambeth Council and Transport for London to ensure strategic fit and commitment, and ongoing work between StreetWorks and the local community to ensure that the detail of the scheme matches local needs and aspirations.

Other important delivery considerations include:

- Working with the Tulse Hill Forum to provide support as they look to develop their Neighbourhood Plan (LEAD: Lambeth Council);
- Engaging in dialogue with businesses in Parade Mews to ensure their needs are understood and to establish any necessary actions to improve or protect the space (LEAD: Lambeth Council);
- Engaging with landowners and developers working in the local area to ensure that future development proposals align with the aspirations of this report – particularly the delivery of small business space, active frontages, and high quality design (LEAD: Lambeth Council);
- Working with local businesses to ensure buy-in to the BID, to understand any specific support needs, to identify opportunities to diversify the retail and food and drink offer, and to enhance the identity of the area through events and promotion (LEAD: Station to Station); and
- Working with Network Rail to explore potential to enhance the quality of facilities on offer at Tulse Hill Station, with a focus on step-free access, improved services into and out of London and rolling stock.

More detail on projects to support the economic vision are provided in Chapter 11.

Clapham Junction - Brighton Yard showing an example of redeisgned hardscape at Brighton Yard for step-free route into the station from St John's Hill, making it accessible for mobility impaired people and easing congestion in the subway and main entrance

10

Enhancement Area: West Norwood Heritage and Cultural Area

10. Enhancement Area: West Norwood Heritage and Cultural Area

Summary: Supporting the Development of West Norwood as a Hub of Culture and Heritage

The Cultural and Heritage Area is located at the south end of Norwood Road, and includes St Luke's Church, the Cemetery, the new Health and Leisure Centre and West Norwood Station.

Many of the projects identified in the 2009 Masterplan have come or are about to come to fruition. The Local Plan identifies that its approach to regeneration still remains valid. Specifically it supports community and cultural intensification, promotes the historic interest and heritage aspects of West Norwood cemetery; and supports public realm enhancements.

Contribution to the Vision:

- This area provides an opportunity to strengthen West Norwood and Tulse Hill's identity by further developing its reputation as a hub for culture and heritage, and by enhancing town centre arrivals.
- West Norwood and Tulse Hill benefits from a number of cultural and heritage asset which provide unique character and identity – most notably the West Norwood's famous Cemetery and Crematorium.
- The coming years provide an opportunity to considerably strengthen these assets and to develop a cultural and heritage hub in the southern part of the town centre. Specific opportunities include the forthcoming Picturehouse and Library scheme at Netttlefold Hall, improvements and new visitor facilities at the Cemetery and the restoration of the Old Fire Station for use by the South London Theatre.
- There are also opportunities to enhance town centre arrivals via improvements to West Norwood Station and its connectivity with wider roads and local attractors including the leisure centre, Picturehouse, library and cemetery.

West Norwood Heritage and Cultural Area

10.1 Introduction

Located at the southern end of Norwood Road, large parts of this area are protected by the West Norwood Conservation Area and Site of Nature Conservation Importance. The area is characterised by its heritage and cultural assets including West Norwood Cemetery and St Luke's Church, and is complemented by a range of community uses notably, the West Norwood Health and Leisure Centre and the South London Theatre.

The railway arches and land between the viaducts lie within the area. These are important assets to the area, which bring both identity and value to West Norwood and Tulse Hill. Any development in this area should consider any impact on the historic environment and enhance the setting and appearance of individual or groups of heritage assets within and adjoining the area.

West Norwood Health and Leisure Centre

Old Library

Old Fire Station / South London Theatre

St Luke's Church

10.2 The Area Today

10.2.1 What's been happening in recent years?

This area has been the subject to significant improvements both before and since the 2009 Masterplan, primarily driven by the Outer London Fund to improve the public realm in West Norwood and create a more inviting place to visit.

These series of improvements are making the centre of West Norwood greener and safer by putting the pedestrian first with wider pavements, better crossings and better wayfinding. The scope of the work concentrates on the area near West Norwood Cemetery, taking in three important roads: Norwood Road, Knight's Hill and Norwood High Street. The public space around West Norwood Station is also being altered, and St Luke's Church is being lit up. Art works are being installed throughout the town centre to enliven it, and reflect the interesting character and history of the area.

The investment has supported and helped to expand the West Norwood Feast - a monthly celebration of food, art and crafts run by the local community. Shop fronts have been improved to make the high street look better. Public realm in West Norwood has been upgraded, and junctions improved.

Both the West Norwood Feast and the Business Club are giving opportunities for local residents and traders to create fruitful partnerships and networks. The Feast has helped volunteers from across the community, including from economically, physically and socially disadvantaged groups, to come together to either run or take part in events.

The 4-screen cinema and library complex with bar and cafe was approved in 2016. This partnership between Picturehouse and the council sees an investment of over £6m into the regeneration of the town centre with the joint library and cinema to open in winter 2017-18.

In terms of movement and access, this area has undergone some public realm improvements as part of the Outer London Fund Round 2 programme.

These improvements encompassed West Norwood railway station. Footways were also re-paved, pedestrian crossings improved and 'Legible London' wayfinding signing has been introduced. However, the West Norwood station building remains unattractive and pedestrian access is constrained due to narrow footways. Parking and two-lanes of traffic dominate the local shops on Knight's Hill creating an unpleasant pedestrian and cyclist environment. There is parking pressure within the side roads and unsightly parking within the church grounds.

Buywise Pet Shop, Norwood Road

The Book and Record Bar, Norwood High Street

Frangipane Cafe, Knight's Hill

10.2.2 Community Insight

This part of the town centre received numerous comments on Commonplace, focusing on the strong community and heritage assets and the upcoming library and cinema scheme.

"The Health and Leisure Centre and swimming pool have been a fantastic addition to West Norwood. The variety of the offer is great."

"[the Cemetery provides] lovely big green space with interesting history."

"Refurbishments [to the South London Theatre] are due to start very soon…once finished it will be a hugely important addition to the community…."

"[West Norwood] station needs to look more welcoming…."

"St Luke's gardens are a very welcome green area…."

Likes

- The area around St Luke's Church is highly regarded by local people as a good public green space which provides an enjoyable and active public realm. The church itself plays an important community role.
- The new Health and Leisure Centre – identified as a great community asset.
- The Cemetery is seen as a valuable cultural and heritage asset, providing important green space.
- Proposed Library and Cinema development – several positive comments were provided regarding this forthcoming development and its potential to improve the leisure offer in the area.

Dislikes

- West Norwood Station: the current appearance of West Norwood station was identified as a weakness, particularly given its role as a gateway to the town centre. While providing strong connectivity, challenges were also identified around the quality of services from the station.
- Concerns about the physical appearance of certain parts of the area, particularly the public realm to the side of St Luke's Church.
- This part of Norwood Road suffers from issues of congestion, impacting on the quality of the environment for pedestrians.

Suggested Improvements

- Improving the appearance of the car park to the side of St Luke's and further improvements to the green space to the front (e.g. tree lighting and getting the church clock working).
- Improving the appearance of West Norwood Station (and services from it) to create a better sense of arrival for the area.
- Regulate, rationalise and relocate parking to provide more space for pedestrians, cyclists and businesses to operate.
- Creating better access to and through the Cemetery, and, supporting efforts to make it more widely used by the community.
- Improving the facilities on offer at the Health and Leisure centre – e.g. a crèche, café, better visibility from Norwood Road.

10.3 The Opportunity

10.3.1 Vision

The evidence demonstrates that the area has fantastic heritage assets, varied offer in pubs and niche retailers, good community facilities such as the West Norwood Health and Leisure Centre, and the forthcoming 4-screen Picturehouse, and refurbishment of the Theatre.

In addition to the emerging community provision, there is also an opportunity to explore new opportunities for the creative industries through making better use of the railway arches and the land between the viaducts for the development of small workspaces.

Although the area is served by West Norwood station with good connections in to and out of London, the local community and the council continue to lobby Network Rail to improve service reliability and increase rolling stock from this station. The appearance of the station, bus interchange, and its connectivity with the Norwood High Street and other attractors are poor.

The local community and stakeholders have indicated their desire to see the appearance of West Norwood station and the surrounding area enhanced.

In response, our vision is to:

> Celebrate the cultural and heritage offer of West Norwood's key built and natural assets, including West Norwood Cemetery and St Luke's Church through enhancements to help create a stronger identity and sense of place. Existing community facilities will be improved. These changes will take place in a careful way that links development with facilities, whilst respecting the historic character of West Norwood respecting the scale of existing buildings and opportunities.

Key to the delivery of this aspiration will be working in partnership with a range of stakeholders and organisations to ensure local priorities are fully integrated into the delivery of this report.

Computer generated image of the new 4-screen cinema and refurbished library along Norwood High Street

Cultural and Heritage Area Conceptual Key Diagram

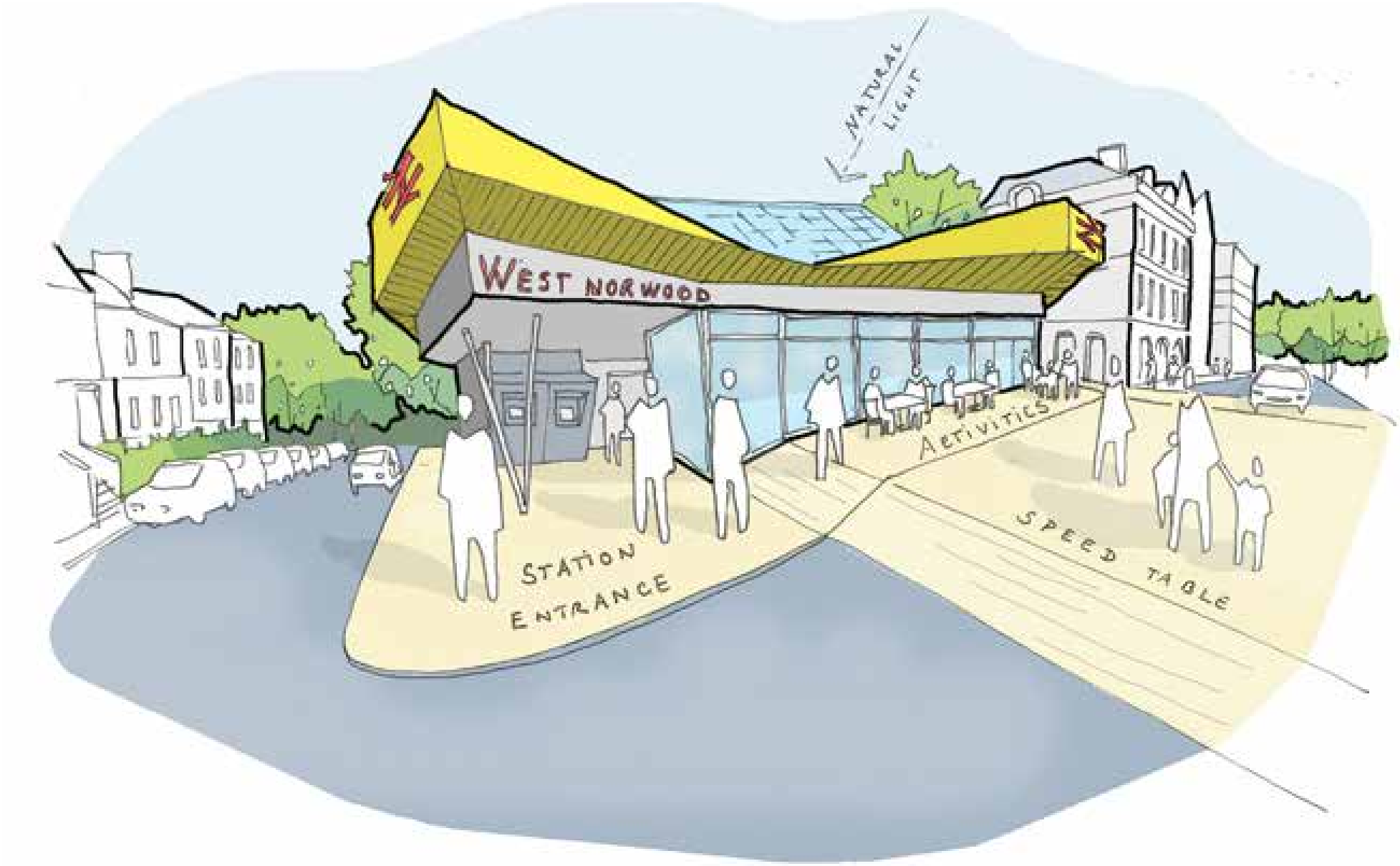
10.3.2 Priorities for Delivery

Projects for delivery include:

- Securing the successful delivery of a number of proposed schemes which have the potential to be transformational in terms of the local culture and heritage offer: the Picturehouse Cinema and Library scheme, the West Norwood Cemetery HLF scheme, and the South London Theatre HLF scheme. It is important that these are delivered in a way which complements this vision and which secures the buy-in and participation of the local community;
- West Norwood station: support improvements to West Norwood station building and its surrounding environment including bus interchange making sure that it is fully integrated with the surrounding high street, local bus services and nearby attractors. While funding is not currently in place, the council should continue to lobby and support the principle of the long term objective to improve the environs of the station, improve the services and accessibility, prioritising pedestrians, cyclists and bus interchange. Additionally, the council has a landholding within the vicinity of the station. To support its overall appearance, there is an opportunity to explore the potential of introducing a small cafe at the entrance of the station.
- Exploring the potential to improve the visibility of the Health and Leisure Centre from Norwood Road either via better signage, improved sight-lines, or installation of public art;
- Via Station to Station, work with local businesses and traders to ensure buy-in to the BID, establish support needs, and identify opportunities to diversify or strengthen the quality of the retail and leisure offer.
- Ensure that Feast continues to develop in this part of the town centre, both via the continuation of the monthly market, but also via involvement in the wider curation of cultural activities in the area, with a focus on outreach and ensuring participation and inclusion.
- In addition, the following movement and access measures will make important contributions to providing a better integrated movement environment:
  - Improve the quality of pedestrian and cycle routes to and from the commercial area and connecting neighbourhoods including addressing the barrier of the railway line to the west of the area;
  - Maximise movement space for pedestrians and cyclists through reallocation of road space and rationalisation of car parking;
  - Rationalise parking and loading and throughout the wider area to help alleviate parking stress and improve the environment for pedestrians and cyclists to access the area; and
  - Improve east-west connectivity including footways, crossings and wayfinding for pedestrians and cyclists, including the railway footbridge at Canterbury Grove and where possible enable greater pedestrian / cyclist movement through the cemetery.

Strand, Aldwych and Lancaster Place, where the improvements sought to enhance the heritage setting by reducing street clutter and using high-quality materials. This included: two formal crossing points; a single stage, scramble crossing; widened footways; a Pelican crossing; and the introduction of a right turn from the Strand into Lancaster Place. These revisions to the junction have prioritised pedestrian movement, while shortening bus journey times by up to three minutes.

Oxford Street East where the redevelopment maximises the useable space and includes an innovative street layout called 'smooth stops'. This approach removes the need for bus lay-bys, so retaining space for pedestrians and smoothing traffic flow. This is reinforced by a median strip to provide safe, informal crossings, a consistent kerb line and a dedicated street furniture zone.



Illustrative sketch of what West Norwood Station could look like: new activities and building renovation could make the station attractive and public realm improvements could enhance pedestrian access

10.3.3 Development Principles

Opportunities for further enhancement may also be provided by new development in the area in the coming years. In order to achieve the desired opportunities outlined above, new development will need to address or consider:

- Character: add activity and interest to the streets they face;
- Built Heritage: key landmark buildings should be enhanced wherever possible through Heritage-led improvement scheme. The impact of the Grade II* Listed St Luke's Church is a key consideration. There are other notable heritage assets in the area, including Conservation Areas, and statutory and locally listed buildings, which should be considered as development comes forward;
- Density and Detail: building heights should generally be in keeping with the local context given its sensitive conservation context. The use of detailing, and materials that harmonise with the local palette of materials should be considered;
- Green Infrastructure: retain and enhance existing green infrastructure, in particular where mature trees exists between the railway line, new development should seek to positively enhance this structure; and
- Access and movement: development should incorporate and encourage sustainable modes of travel, ensuring pedestrians, cyclists and, where appropriate, other forms of sustainable transport, notably buses, can access development with ease. Where parking is required, it should be restricted for disabled users, car club, electric vehicles and loading needs.

Stratford High Street

Richmond Town Centre

Wandsworth Town station improvements

10.3.4 Delivery and Next Steps

In delivery terms, the most important priority for the area is securing the successful delivery of the Cinema, Cemetery and South London Theatre schemes. Close partnership working will be required by those leading delivery and Lambeth Council, local community organisation (such as Feast) and Station to Station will need to ensure that these are delivered in a way which complements this vision and which secures the buy-in and participation of the local community.

Other important delivery considerations include:

- Working with Network Rail, Transport for London and the train operating company to explore potential to enhance the appearance of West Norwood Station (LEAD: Lambeth Council), introduce step-free access, and improve rail services, reliability and rolling stock from West Norwood station;
- Working with Transport for London and the GLA to obtain funding to improve the pedestrian and cyclist environment and access to sustainable travel;
- Through close working with businesses and the local community establish a local parking regime that helps to support local needs, reduce congestion and improve access for pedestrians, cyclists and buses within the area;
- Working with the Norwood Planning Assembly to provide support as they look to develop their Neighbourhood Plan (LEAD: Lambeth Council);
- Engaging with landowners and developers working in the local area to ensure that future development proposals align with the aspirations of this report – particularly the delivery of small business space, active frontages, and high quality design (LEAD: Lambeth Council);
- Working with local businesses to ensure buy-in to the BID, to understand any specific support needs, to identify opportunities to diversify the retail and food and drink offer, and to enhance the identity of the area through events and promotion (LEAD: Station to Station); and
- Ensuring that Feast are supported to continue to develop and improve the monthly market, and are given an opportunity to take a lead role in curating culture and arts in this part of the town centre, with a focus on outreach activities to ensure broad participation.

More detail on projects to support the economic vision are provided in the following Chapter.

Examples from elsewhere

Cafe outside Hoxton station

Shopfront and signage improvement scheme, Lambeth

Outdoor space transformed, Watford

Town Centere improvement scheme, Hounslow

11

Wider Actions to Support Social and Economic Improvement

11. Wider Actions to Support Social and Economic Improvement

While the opportunity and enhancement areas provide a focal point for future action, there are a number of wider actions to be taken forward by partners to deliver against the vision for West Norwood and Tulse Hill.

These actions range from ensuring the successful delivery of existing programmes of activity such as StreetWorks, to supporting the planned activities of organisations such as Station to Station BID and Feast.

There are also a number of new areas for action in response to challenges and opportunities which have been identified in the data and via community consultation.

The Norwood Cooperative Local Investment Plan (CLIP)

It should also be noted that at the time of writing, the council is working with communities to produce seven area CLIPs, to cover the whole of the borough.

CLIPs set out people's priorities to inform how Neighbourhood Community Infrastructure Levy (NCIL), and other relevant funds, should be invested in local improvements.

The Norwood CLIP is being prepared alongside this report and covers the whole of the Thurlow Park, Knight's Hill and Gipsy Hill wards.

The CLIP will provide further evidence of projects with strong local support on an ongoing basis. This will provide a solid basis upon which future funding can be levered.

11.1 Inclusive Growth

This focuses on enhancing the vibrancy and vitality of West Norwood and Tulse Hill: supporting businesses to start, grow and flourish, and encouraging more people to spend time and money in the town centre.

This responds to feedback from the local community that they want to see a town centre with a broader range of shops, amenities and things to do, and more opportunities to work or establish businesses locally.

11.1.1 Support for High Street Businesses

Overview	**Retail and business support for traders on Norwood Road.** Via the BID, provide business support / advice to help businesses adapt their products and services to better meet the needs of new and emerging markets. This could include regular networking events along with more direct forms of training and support. In the longer term, landlords and businesses should be supported to improve the appearance of their shopfronts and shutters to create a more vibrant streetscape.
Rationale for Action	Research has highlighted a concern that existing businesses could be adversely affected by changing customer markets and potential rent vises. There is also however, a perception that certain local businesses could play a more active role in efforts to increase footfall by improving and adapting their offer. In the context of area change and competition, helping town centre businesses to adapt and grow can play an important role in retaining West Norwood and Tulse Hill's independent character and supporting businesses to stay in the area.
Lead Partners	• Station to Station BID • Landlords/Freeholders
Outcome	Increase in footfall and turnover as businesses are better able to adapt to changing markets.

11.1.2 Enhancing Town Centre Diversity

Overview	**Investment and aftercare support package for companies looking to locate to West Norwood and Tulse Hill.** This includes: • Partnership work between Lambeth Council, Station to Station, landlords and local property agents ensuring that there is consistent information and lines of communication for dealing with enquiries from businesses looking for space; • Encourage local landlords to provide more flexible and short-term leases in order to enable new uses and the reanimation of vacant spaces; • Feast and Station to Station working with property agents and landlords to identify long-standing vacant premises and options to bring these back into use as temporary community space or work space; and • Enforcement action by Lambeth Council to ensure that Norwood Road shop units are being used in accordance with their high-street use classes.
Rationale for Action	Vacancy rates in the town centre are higher than average including a number of long-standing vacant units used for storage activities. There is strong demand from the local community for a more diverse mix of retailers in the town centre and more places to visit in the evening.
Lead Partners	• Station to Station BID • Landlords • Local agents
Outcome	Short and longer-term reduction in vacancy; more entrepreneurial culture in town centre; more diversity in the retail and leisure offer.

11.1.3 Business Representation and Advocacy

Overview	**Ensure the smooth establishment of the BID and ensure that its early actions are linked to this report.** This includes: • Ensuring that there is strong local buy-in to the BID, with local businesses throughout the town centre encouraged to play an active role; • Establishing a BID sub-group to provide representation for the West Norwood Commercial Area; and • Engaging with the GLA Industrial BIDs group for learning and knowledge sharing.
Rationale for Action	While Station to Station has been established, it is important that the momentum that has been created continues to enable businesses to support the delivery of this report. The Commercial Area specifically has lacked representation in the past.
Lead Partners	• Station to Station BID • Lambeth Council • GLA • Local businesses
Outcome	• Greater business involvement in local decision making.

11.1.4 Attracting Higher Levels of Footfall and Spend

Overview	**Additional events and marketing to increase visits to the town centre.** This includes: • A regular programme of town centre events delivered by Station to Station (in partnership with Feast) to attract new footfall. These might include themed events (e.g. Christmas Lights) or new street markets (e.g. building on the Twist pilot on Station Rise in Tulse Hill); • Town centre marketing activities: focusing on upcoming events, but also providing information on local traders and services (e.g. a town centre directory), and wider town centre activities; and • Encourage local residents and local businesses to buy local. In particular, encouraging increased footfall in the town centre by businesses and employees in the West Norwood Commercial Area and the Parkhall Business Centre. This could include local discount schemes for local residents and businesses.
Rationale for Action	There is evidence that West Norwood and Tulse Hill currently retains low levels of spend from the local population, suffering from proximity to strong neighbouring centres such as West Dulwich and Brixton, and a lack of high street identity.
Lead Partners	• Station to Station BID • Local retailers • Parkhall Business Centre
Outcome	Increase in footfall and turnover; longer term better diversity in the retail and leisure offer.

11.1.5 Spaces and Support for Creative Enterprise

Overview	**Protecting, promoting and developing workspace to create a more diverse commercial eco-system, ensuring that there is a strong and supportive environment for people looking to set up new businesses in the area.** This includes: • Engaging with local workspace providers such as Acme Studios, Workspace Group and Parade Mews to understand current levels of demand, aspirations for the future, and any support required; • Exploring the potential to test a daytime workspace offer within the Portico Gallery (without compromising existing community uses); • Working with developers to deliver flexible SME workspace within new developments – such as at Site 18, and proposed future development at Tulse Hill; and • Working with landowners of vacant or underused buildings in the town centre to deliver new temporary or permanent spaces.
Rationale for Action	There is currently limited space for small businesses and start-ups in the town centre and the Commercial Area. Despite this, there is evidence of strong demand (as highlighted by the success of the Parkhall Business Centre), and anecdotal evidence that local residents are travelling to other town centres to use workspace.
Lead Partners	• Lambeth Council • Workspace providers • Station to Station BID • Developers • Landlords
Outcome	Stronger levels of enterprise, more diverse and varied business activities in the town centre.

11.2 Strong and Sustainable Neighbourhoods

This focuses on enhancing the West Norwood and Tulse Hill environment while ensuring that the area remains distinctive and diverse.

This responds to feedback from the local community that quality of the town centre environment and connectivity within the area are currently a challenge.

11.2.1 Enhancing Town Centre Accessibility and Environment for all Users

Overview	**To improve movement and accessibility and connectivity across the town centre, specific actions for different modes are recommended:** **Pedestrians and Cyclists:** • Improve wayfinding, strengthen and create new alternative networks, particularly for east-west routes to encourage more local trips by foot; • Connect east-west cycling routes to surrounding quietways providing where necessary infrastructure and signing to improve road safety and legibility. One such alternative 'quiet' route could be between Elmcourt Road and Rosendale Road connecting with the Cycle Quietway 7 and beyond; • Other key cyclist routes that require consideration include York Hill, Lancaster Avenue, Lansdowne Hill and Chestnut Road in the town centre as well as the route from St Julian's Farm Road through the commercial area to Auckland Hill; • The local community including cycling groups in Tulse Hill and West Norwood should continue to lobby and campaign for the introduction of appropriate measures to encourage novice cyclists and children to cycle to educational, health and leisure facilities; • Measures should be put in place to nurture children cycling in the Julian's Primary School and Thurlow Park areas through reducing rat-running; • Complementary cycling measures could also include: cycle maintenance training courses for people not in education, employment or training and cycle maintenance and social ride clubs for young people and families; and • Working with developers to support the delivery of open space and enhanced public realm within new developments.
	Rail: • Improve the quality of the environment around West Norwood station; • Improve station / bus interchange at Tulse Hill station and West Norwood station; • Working closely with Network Rail, Transport for London and other key stakeholders, the council should continue to lobby for increased rail capacity on the railway, as well as provision of step-free access to Tulse Hill station; and • Continue to lobby for devolution of local rail services to TfL.
	Buses: • Extend / create new corridor for low emission buses that all buses going through the area. This is happening to the Brixton / Streatham corridor (by the end of 2017) as part of the Mayor's strategy; • Working with London Buses and Transport for London undertake a review of bus services, frequencies, routes, accessibility, reliability and location of stops within the area. The aim of this being to streamline the number of buses and bus stops on Norwood Road to improve bus reliability, ease traffic congestion, improve the environment, air quality and reduce the conflict between waiting passengers and pedestrians on narrow and confined footways; • Identify east-west 'mini-orbital' bus routes to improve access to wide neighbourhoods, educational, health and leisure facilities; and • Lobby Transport for London to prioritise low emission buses within the area.

11.2.1 Enhancing Town Centre Accessibility and Environment for all Users (cont'd)

	Roads: • Continue to work with TfL and StreetWorks to develop the case to improve the Tulse Hill gyratory for pedestrians, cyclists and buses; • Review and address rat-running vehicles within the area as identified by the local community; and • Explore and if necessary mitigate against potential knock on impacts on the Tulse Hill area if the proposed extension of the London Low Emission Zone is confirmed (the proposed boundary for the extension is the South Circular). The findings from the Commonplace consultation provide details on specific locations of concern for the local community across these different modes. This evidence base should be used in tandem with other sources of evidence to develop and refine responses.
Rationale for Action	Despite being well connected into and out of London there is concern about the quality and reliability of the rail services. There is also concern about movement within the area: roads are congested (particularly Norwood Road), and there is scope to improve pedestrian and cycling environments, particularly on a number of the main junctions which link Norwood Road into neighbouring residential areas.
Lead Partners	• Lambeth Council • Transport for London • Streetworks • Southern • Network Rail
Outcome	Rationalised and fully accessible streets that prioritise pedestrians, cyclists and sustainable travel. Improved east-west connectivity for all modes and reduced reliance on private vehicles to access the area.

11.2.2 Develop an Area-Wide Strategy to Plan for Parking

Overview	**Develop a specific parking strategy for the Tulse Hill and West Norwood area. This should aim to:** • Reduce the impact of commuter and visitor parking notably around West Norwood station, the leisure centre and cinema site; • Reduce the impact of parking on traffic flow, particularly buses; • Create more space for pedestrians, cyclists, public realm and street trees to encourage more local trips by walk and cycle to the area; and • Increase the supply of car club bays, low-emission / electric vehicle bays, disabled user bays, carer bays and loading bays. The future parking strategy should consider: • Ensuring adequate supply: While there is a need to encourage a modal shift from travel by private car to public transport, cycling and walking, there remains a need for sufficient levels of conveniently located car parking in order to support retail, business and leisure uses and to attract foot loose commuters; • Rationalisation of supply – in instances of excess supply, rationalising provision to levels reflective of demand through tariff management, intensification or consolidation of parking in strategic locations, to help improve land use efficiency; • Strategic locations: ensuring there are car parks within reasonable walking distance of key town centre locations. Public car parking should be in locations that are convenient for delivering people into existing and planned activity areas where the impact on the highways network can be mitigated, and at key interceptor locations to aid the distribution of traffic flows into and out of the town centre; and • Quality parking provision: improve the quality of parking such that it is: convenient to access and use; safe and secure for use; easy to find; sufficiently attractive in terms of charges and enforcement in order to support town centre vitality; and, suitable for / prioritise disabled users, carers, people with children, car clubs, electric vehicles and deliveries.

11.2.2 Develop an Area-Wide Strategy to Plan for Parking (cont'd)

Rationale for Action	Presently, car parking provision in the town centre is substantial and reflective of past action supporting car-use. Off-street provision is scattered across the town centre, with several car parks operating below the capacity offered. This represents poor use of valuable land resource. That said, recent development sites including the leisure centre and proposed cinema and library sites are planned as 'car free' developments which is likely to increase parking demand on largely unrestricted streets. In addition, parking was one of the common topics of community concern highlighted on Commonplace. This included concern about the level of parking for town centre visitors, and concern about the impact of visitor parking on residential streets in the area. While the Norwood Road Major Scheme will go some way to addressing some of the parking issues - notably the impact of parking on the footways, pedestrians and cyclists on Norwood Road, - a car parking strategy will help to plan holistically for the future.
Lead Partners	• Lambeth Council; • Streetworks; • Transport for London; and • Station to Station BID.
Outcome	A clear, evidence-based parking strategy which helps partners to understand parking issues in the area and plan holistically for the future. In the long-term the strategy will help to deliver more efficient land use, more accessible streets, improved air quality and congestion, and continued town centre vitality.

11.2.3 Proactive Management of Deliveries, Servicing and Freight

Overview	**Develop a town centre and area-wide delivery, servicing and freight strategy to mitigate, manage and plan for future changes and address congestion, air quality issues as well as assist local businesses to operate and thrive. The overarching principle for deliveries and servicing plan for the area should be to reduce the impact of these types of movements in the town centre and facilitate efficiency improvements thus minimising congestion and benefitting environmental quality. The approach should be sufficiently flexible to be able to embrace the changes that may occur within the town during the period of growth.** **In addition, the strategy should aim to:** • Reduce unnecessary trips, particularly during peak journey times and where possible, reduce the impact of LGV's and HGV's on Norwood Road, and Norwood High Street; • Improve existing delivery and servicing arrangements and make wider improvements as part of new developments, particularly reducing the visibility of servicing activity through development layouts and screening; • Identify measures to increase the take-up of more sustainable modes to undertake deliveries and servicing, particularly for last-mile trips, including electric / low emission vehicles and cycles; • Address rat-running on inappropriate residential streets / routes; • Improve road safety and introducing measures to protect vulnerable road users from large vehicles. Reduce conflict by locating off-street servicing areas away from pedestrian desire lines, especially on Norwood Road; • Manage access by potentially restricting peak-hour deliveries and servicing access, especially in pedestrian-dominated locations; • Provide off-street servicing to all new developments; • Minimise travel distances for trolley use, particularly for on-street servicing; and • Recognise ongoing changes to the delivery and servicing environment and practices and providing for that change in developing forward-looking designs.

11.2.3 Proactive Management of Deliveries, Servicing and Freight (cont'd)

Rationale for Action	Servicing, deliveries and freight have a significant impact on the West Norwood and Tulse Hill road network, reflecting a number of factors including its town centre function, its industrial locations, and its proximity to the South Circular. These movements impact on the local area in terms of congestion and air quality levels, and the quality of the town centre environment for other users. Despite this, ensuring effective and efficient access for delivery and goods vehicles has a crucial role to play in supporting the functioning and activities of local businesses – both on the high street and in the Commercial Area.
Lead Partners	• Lambeth Council; • Streetworks; • Transport for London; and • Station to Station BID.
Outcome	A strategy to help Lambeth Council and partners plan manage, plan for and mitigate for delivery, servicing and freight locally. In the long-term, the strategy will help to address congestion and air quality issues as well as supporting town centre vitality by helping local businesses to operate and thrive.

11.2.4 Building Community Capacity (cont'd)

Overview	**Reinforce West Norwood and Tulse Hill's community strength, increase participation, and embrace cultural diversity in its broadest sense.** This includes: • Supporting and strengthening hubs of community activity such as the Portico Gallery and the Community Shop. In the first instance, ensuring partners are aware of the role that these hubs play and support their activities; • Supporting the development of wider community projects and initiatives – from major initiatives such as Feast, to smaller projects such as Open Orchard and Poetry Slabs. Focus should be on community outreach and helping to strengthen social inclusion; and • Supporting the delivery of new community spaces (e.g. youth clubs and community centres) within new development.
Rationale for Action	Research has highlighted that West Norwood and Tulse Hill is distinctive for the strength of its community. There is concern that new development and area change will adversely impact on this sense of community.
Lead Partners	• Feast; • Portico Gallery; • Community Shop; • Community organisations; • Developers; and • Lambeth Council
Outcome	West Norwood and Tulse Hill retains its position as one of London's strongest communities, recognised for collective action, innovation and outreach.

11.2.5 Strengthening Culture and Heritage Identity

Overview	**Strengthen West Norwood and Tulse Hill's cultural and heritage identity by continuing to protect, support and enhance its unique assets.** These include: • West Norwood Cemetery – delivery of the Heritage Lottery Fund project to provide a new visitor centre, enhanced access and wider improvement works; • South London Theatre – restoration of the Old Fire Station site on Norwood High Street as South London Theatre home, including support for fundraising activities in the short term; and • Picturehouse and Library development – ensure that the Picturehouse and Library fulfils its potential as a new cultural and leisure hub for the area. Encourage Picturehouse to engage with the community (via Feast, the BID and Norwood Forum) to communicate their plans and to hear about community aspirations for the area.
Rationale for Action	• West Norwood and Tulse Hill already has a number of heritage assets, and there are unique opportunities in the pipeline to strengthen these further.
Lead Partners	• Friends of West Norwood Cemetery; • Picturehouse; and • South London Theatre.
Outcome	West Norwood and Tulse Hill retains its position as one of London's strongest communities, recognised for collective action, innovation and outreach.

11.3 Reducing Inequality

This focuses on ensuring that regeneration, development and economic growth in West Norwood and Tulse Hill benefits the existing community.

This responds to concern from the local community that future change and 'gentrification' will disadvantage existing communities and local businesses.

11.3.1 Support for Young People

Overview	**Link young people in West Norwood and Tulse Hill to training and employment advice, focusing on careers, mentoring, work experience and apprenticeships.** Specific activities should include: • Ensuring local schools are linked into the new Lambeth ESF 14-19 Careers Clusters Programme, which will support schools and colleges to design high quality careers guidance and curriculum informed by labour market information and employer needs; • Ensuring local schools and providers are linked in to Lambeth Apprenticeship Ambitions. This is a 16-19 year old awareness-raising programme run in partnership with Lambeth College and London South Bank University, which targets young people and their parents, in addition to working with employers to increase vacancies for young Lambeth residents. Locally, this could look to identify opportunities to offer shared apprentices amongst local businesses, particularly in the Commercial Area; • Building upon Lambeth's Education Business Partnership activities, work with Station to Station and local businesses to provide work experience or mentoring opportunities for students and young people; and • Work with Feast to explore opportunities to provide structured opportunities for young people to test ideas and to gain business experience.

11.3.1 Support for Young People (cont'd)

Rationale for Action	While West Norwood and Tulse Hill is home to a varied base of employers, consultation suggests that these are relatively 'hidden away'. Building links between these businesses (along with other businesses across the Borough) and local schools can play a valuable role in raising aspirations and supporting the career development of young people.
Lead Partners	• Local schools; • Lambeth Working; • Lambeth FE providers; • Station to Station; and • Apprenticeship Training Agency.
Outcome	More work experience and other training opportunities for young people.

11.3.2 Support for West Norwood and Tulse Hill's Residents Facing Barriers to Employment

Overview	**Provide visible and consistent brokerage to connect West Norwood and Tulse Hill residents to training and employment opportunities – both locally in the town centre and Commercial Area, but also elsewhere in the Borough.** This should include initial engagement between local stakeholders including social housing providers and community organisations, to understand who is facing challenges, what barriers they face, and what support they have access to locally and any gaps. Lambeth Working provides a strong and existing mechanism to help connect residents to new opportunities: the programme has been set up to broker training and employment opportunities in Lambeth's construction, hospitality, health and social care sectors. Lambeth Working can also work with local partners to increase awareness of European Social Fund (ESF) programmes available to Lambeth residents (including those already being delivered and those which are planned), that aim to increase labour market participation, promote social inclusion and develop the skills of the future and existing workforce. Locally, close partnership between local education providers, community organisations and the BID can help to ensure residents are aware of Lambeth Working, and that all providers are giving consistent training and employment signposting and brokerage advice.

11.3.2 Support for West Norwood and Tulse Hill's Residents Facing Barriers to Employment (cont'd)

Rationale for Action	The evidence base highlights a number of local labour market challenges, including above average levels of unemployment, and concentrations of comparatively high relative multiple deprivation. Supporting local residents facing barriers to work has an integral role to play in addressing localised socio-economic challenges and ensuring inclusive growth in line with the aspirations of this document.	
Lead Partners	• Lambeth Working; • Local schools; • Lambeth College;	• Morley College; • Station to Station; and • Job Centre Plus.
Outcome	More job and training opportunities for local people.	

11.3.3 Supporting Local People to Access Opportunities in Lambeth and London Growth Sectors

Overview	**Provide opportunities for local people to learn and experience local and London growth sectors.** As part of the Borough-wide activities, work with local schools and Lambeth College to ensure that West Norwood and Tulse Hill residents are aware of opportunities in higher value science, technology, creative and professional growth sectors across Lambeth, equipping them with the requisite skills to access them. Facilitate links to higher level apprenticeships (level 5 and 6) across all sectors, including hospitality, leisure and retail. In doing this, the benefits of workforce training and apprenticeships should be communicated to the business community. Provide training and 'taster' sessions to demonstrate the skills and activities which might be important in the local economy in the future. This could include specific manufacturing workshops and creative workshops and masterclasses.	
Rationale for action	Lambeth is targeting growth in a number of higher value creative, professional and scientific growth sectors in coming years. It is important to help local residents to engage in these opportunities to respond to localised socio-economic challenges (e.g. concentrations of unemployment, and below average skills levels).	
Lead Partners	• Local schools; • Lambeth College; • Morley College;	• Lambeth Council • Station to Station • Local businesses
Outcome	Broader opportunities available for local people looking to up/re-skill.	

11.3.4 Developing the Local Sharing Economy

Overview	**Provide further resource, space and impetus to support the scaling of the local sharing economy.** This means building on recent and ongoing initiatives and assets such as the Library of Things, Emmaus and Open Works, and working with local community and business organisations to develop West Norwood and Tulse Hill as a noted centre for the sharing economy. This might include initiatives to share skills / expertise, share time, or share space, either linked to new SME workspaces in the area, or to existing community hubs / initiatives such as Feast. Work with local organisations to identify opportunities to support local people who are currently disengaged from the local labour market to access voluntary and intermediate employment opportunities to improve skills and employability.
Rationale for action	The sharing economy has an important role to play in supporting enterprise and delivering social value. West Norwood and Tulse Hill also has a strong base of activity in the area, and the aspirations of local community organisations such as Feast provide an opportunity to develop this further.
Lead Partners	• Feast • Library of Things • Community Shop.
Outcome	Increased visibility and accessibility of services which deliver social value locally.

11.3.5 Promoting Fairness and Equity

Overview	**Promote positive business and employment practices in West Norwood and Tulse Hill.** Work with local businesses and community organisations to ensure that principles of social inclusion, fairness and equity are a stable part of living, working or running a business in West Norwood and Tulse Hill. Promote fair trade principles, and working with local employers to encourage adoption of the London Living Wage. Consider developing a suite of rewards (potentially through publicity, kite mark or business rate reduction) to encourage businesses to adoption of the London Living Wage.
Rationale for Action	Fairness and equity are an important strand of the council's ambition and fairness for all principles. Fairness and equity has an important role to play in social integration, and can directly support local residents via higher earnings and greater levels of mutual respect and trust.
Lead Partners	• Station to Station BID • Feast.
Outcome	West Norwood and Tulse Hill is distinctive in London as a location which values fairness and equity.

12

Delivery: Priority Actions and Resources

12. Delivery: Priority Actions and Resources

12.1 Introduction

In an age of significant resource constraints, realism is needed regarding the capacity for partners to deliver. That said, the existing momentum in the area and existing partnerships provide a strong platform on which to build – both in the first year of delivery and beyond.

12.2 Priority Actions

A broad range of actions have been proposed throughout this report: including specific actions to support the evolution of the Opportunity Sites and Enhancement Areas (Chapters 7-10), and a set of wider socio-economic actions to support delivery (Chapter 11).

While all of the actions are important in the long run, there are a number which it will be important to focus initial attention on. These initial actions will help to establish the dialogue, put in place partnerships, and generate initial momentum on which future delivery can build.

The priority actions are:

- Ensuring that Station to Station is fully and effectively functioning as swiftly as possible, and is aligned with the activities of organisations such as Feast and StreetWorks;
- Delivery of Station to Station's first year programme of activities including events and town centre marketing and promotion;
- Delivery of the StreetWorks Norwood Road Major Scheme, and ongoing work with Transport for London to develop gyratory project;
- Working with Station to Station BID and landowners to identify vacant town centre units and explore options to bring these back to market (either temporarily or permanently);
- Establishment of a BID sub-group or partnership for the Commercial Area, with initial focus on ensuring buy-in from businesses and landowners, and identifying short-term areas for action (such as branding and identity);
- Work with the GLA to articulate the opportunities for the Commercial Area and to explore the potential to secure Creative Enterprise Zone status;
- Partnership work between the council and the landowners to explore potential for a pilot workspace project within existing Commercial Area premises;
- Partnership work between Lambeth Council, landowners and providers to identify longer-term opportunities to deliver new SME and creative workspace in the Commercial Area;
- Action by the council to identify unauthorised uses on Norwood High Street and in the Commercial Area and to take enforcement action where necessary;
- Further work by Lambeth Council to explore the potential de-designation of Norwood High Street from the town centre; and
- Facilitative work between the council, landowners and developers to progress development options for Site 18.

12.3 Resources to Support Delivery

Delivery of the ideas in this report will need to draw on resource from a broad range of organisations.

Many of the actions lie within the direct remit of identified partners and can be delivered by levering value from a refocusing of existing activity or via strengthened partnership working. That said, there are certain projects which are likely to require the allocation of new funding to proceed.

Local Resource

Local resource which can be used to support delivery includes:

- Lambeth Council – the investment and growth and planning teams have a role to play in providing oversight, helping to facilitate connections between local partners and guiding delivery in line with aspirations set out in this document. Where necessary, the council may also be able to use wider powers and funding to stimulate or catalyse delivery. More generally, existing borough-wide programmes of activity such as the Education Business Partnership and Lambeth Working provide a strong platform to build up on;
- Station to Station – via the BID levy, Station to Station has an annual budget to support its operations and its delivery of targeted interventions. Allocation of this resource will be defined by the Station to Station steering group, in line with the priorities set out in their prospectus; and
- Wider community – more generally, the wider community continues to provide a valuable resource in its willingness to engage and commit time and expertise to running community programmes and events.

Developer Contributions

Developer contributions can play a role in supporting aspirations for investment in the area, including via S106 agreements, and Community Infrastructure Levy (CIL) payments.

Focus should be placed on levering maximum value from new developments via the design and planning process – this means working with developers from the outset to communicate aspirations for what schemes should deliver.

CIL payments generated by developments will support improved infrastructure across the borough. Locally retained CIL (known as neighbourhood CIL) will be invested in projects across the Thurlow Park, Knight's Hill and Gipsy Hill wards, prioritised for investment in the Norwood CLIP.

External Funding

Certain projects will require external funding to support delivery. This includes both capital intensive projects, such as the testing of workspace projects and further enhancements to the public realm, but also revenue projects, such as building organisational and community capacity and delivery of support.

Reflecting public sector resource constraints, external funding is more limited than has previously been the case and is subject to high levels of competition. Possible sources of funding to explore include:

- Mayor of London Regeneration Funding – West Norwood has previously benefited from investment from the Mayor of London's Outer London Fund. Projects to support the economic diversification and strengthening of the Commercial Area are likely to be a good fit for future rounds of investment (as yet unconfirmed), reflecting alignment with the wider priorities of the Mayor and GLA. There is also potential to access co-funding from the GLA's SpaceHive project to deliver smaller community focused projects;
- Heritage Lottery Fund – both the South London Theatre and Friends of West Norwood Cemetery have already succeeded in accessing funding from the Heritage Lottery Fund to deliver capital projects in the town centre. It is important that the council supports these partners to ensure that the funding remains committed and deliverable; and
- Transport for London, Network Rail and Southern Rail – Transport for London has already committed significant investment in the area to deliver the StreetWorks project. Additional investment has been provided by Southern. It is important that the council (and Station to Station) continues to work closely with TfL to ringfence this funding, obtain other funding, and identify areas for future delivery. In addition, it is important that the council works closely with Network Rail and Southern to deliver enhancements to their infrastructure in the area, including the appearance of West Norwood, step-free access at Tulse Hill Station, and the appearance of the Auckland Hill arches.

To access external funding, strong evidence on the rationale for investment and the objectives of delivery is likely to be required. Evidence collected to underpin this report provides an excellent foundation in this respect.

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