

west norwood town centre masterplan

final report

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A Foreword

This masterplan has been developed over the course of 2008 and early 2009 with the help of local residents, business people, Councillors, officers and other stakeholders. It is the product of a significant collective effort that demonstrates the depth of feeling and pride that many local people have for West Norwood.

The masterplan sets out an agenda for change across West Norwood over the next 15 or so years. By undertaking the necessary strategic planning now, West Norwood should be well positioned for the future. Key proposals for a new leisure centre, new primary school, refurbished or redeveloped library and additional retail will encourage more people to visit and spend time in the town centre. Improvements to the streets, pavements and open spaces will contribute to the improved enjoyment of the centre's facilities and incremental residential development should also help contribute to a diversification and increase in the area's local economy.

Lambeth Council, working with public and private sector partners, has a vital role to play in taking this masterplan forward. The masterplan will help support core services and deliver key strategies through physical change to West Norwood. Moreover, community involvement in the proposals will need to continue to build on the good work already undertaken to ensure full ownership of change in the town centre.

Resident engagement has been phenomenal and has helped shape this masterplan. In addition input from Transport for London (TfL), London Development Agency (LDA), Network Rail, Lambeth Primary Care Trust, Metropolitan Police, London Fire Brigade, EDF and Thames Water is gratefully acknowledged.

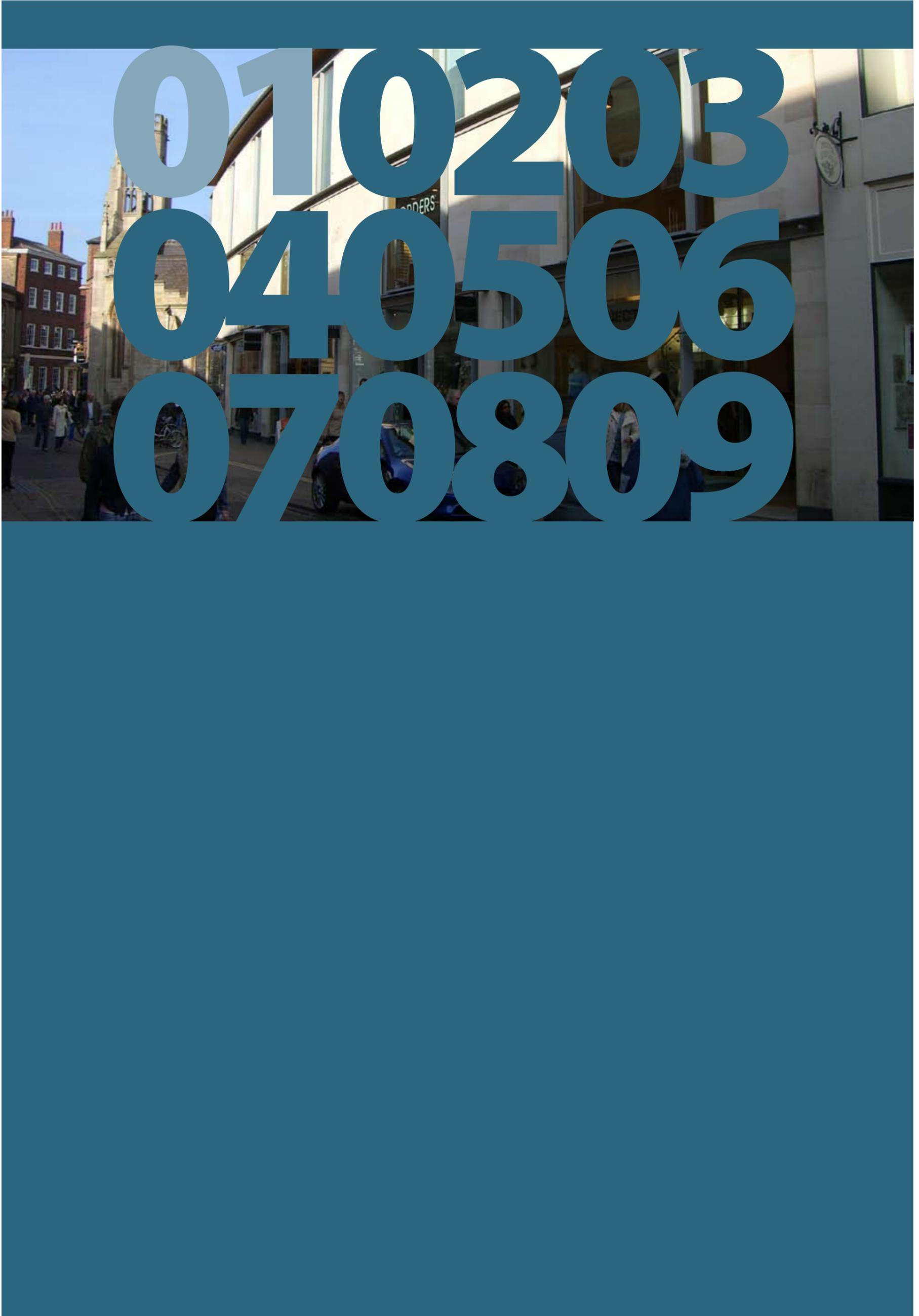
Please read this document. We hope it will engage and excite you about the potential change in the area. Then keep an eye out for further consultation and get involved in shaping the future of your area.

Councillor Lib Peck

Cabinet Member for Housing and Regeneration

Figure 1.1 Illustrative Masterplan





01

A VISION FOR WEST
NORWOOD

Vibrant and successful town centres play a critical role in the life of local communities. They offer the best way of providing easy access for local people to jobs, shops, and other facilities and services. Strategies to promote town centres and develop new or stronger roles for them are encouraged by the Government. The London Plan encourages councils to focus shops, leisure, commercial activity, community facilities and housing in town centres to ensure that more people live and work in them and that they are more attractive as places to visit. This helps to strengthen the local economy, making town centres more attractive and strengthens their position within the communities they serve.

Lambeth Council has commissioned this masterplan to provide a framework for regeneration in West Norwood over the next fifteen years.

There is no 'one size fits all' approach to revitalising town centres. This masterplan takes into account and promotes the individual character and strengths of West Norwood. It has been developed in close consultation with local communities and other stakeholders, and provides the framework to deliver the Council's and communities' aspirations by maximising opportunity sites to release funds and deliver the infrastructure, facilities and services, public realm, and associated regeneration benefits. As well as improving services for local residents it will, over time, help to attract new people and investment to the area whilst maintaining its existing character.

The masterplan is guided by a vision that has been agreed with local residents, businesses and stakeholders for the area, which states that:

'West Norwood will be well known for its high quality of life and the pride local people have in being residents. West Norwood will be a popular town centre, with a good range of shops in a pleasant environment, with sustainable transport options, while new schools and leisure facilities will be a focus for community activity. Norwood's arts attractions will be popular with locals and visitors alike and its cemetery will become an attraction which helps put the area on the map. West Norwood will also be seen as a good place to do business, with a lively and dynamic trading estate contributing both to the local economy and identity.'

The Masterplan has translated this vision to provide a framework where West Norwood will become a sustainable district centre with a good range of services that supports the local economy and the Borough-wide offer. There will be new shops and a better range of restaurants and cafes for people to enjoy. A market will take place weekly providing a focus for interest on the High Street. There will be new jobs and homes, which will bring more people to the town centre and result in a better range and quality of shops and facilities. The homes will be mixed in type and ownership, providing homes for families wherever possible, making use of the upper floors of buildings for apartments where desirable. Mixing tenure and building types will help bind existing and new populations to create one integrated community. The new jobs will be in the new shops and in the rejuvenated commercial area, encouraging entrepreneurs and small business to locate in West Norwood.

At the same time the quality of the environment will be improved with a new public space at the heart of the town centre. The railway stations will be improved to encourage their better use. People will still want to travel by car to West Norwood so a new accessible 'town centre' car park will be provided and controls introduced to encourage people not to park in the surrounding residential areas. Sustainable travel options will also be promoted and new development will be expected to provide proposals that minimise the impact of traffic. New pedestrian crossings will be provided and the centre will become a nicer place to walk around on foot.

New schools will be built continuing initiatives like the re-provision of Elm Green School, which is already underway. There will be a new cultural hub focused on a refurbished or redeveloped Library and Nettlefold Hall. Other improvements will include a new customer service, leisure and primary care trust centre at Norwood Hall, support to refurbishments at South London Theatre and improvements to the streets and pavements creating more attractive routes and links between activities.

West Norwood will become more energy efficient and 'green' with the development of combined heat and power systems, reuse of grey water and green roofs. New infrastructure will embrace the latest technology.

A new ecology park will be established on land that is currently not accessible to communities. A green link will be created running from Norwood Park into the heart of the town centre. This will be well managed and form a key part of the Borough's bio-diversity plan complementing Norwood cemetery as an area of ecological interest, whilst ensuring careful management of this valuable asset.

The heritage of West Norwood's key built and natural assets, including West Norwood Cemetery and St. Luke's Church, will be celebrated and enhanced through the masterplan and help create a stronger identity and sense of place.

Above all facilities for existing communities will be improved. Where plausible the co-location of different services will be encouraged. New people will bring further benefit in supporting shops, places to work and the evening economy.

These changes will take place over the next 15 years in a careful way that links development with facilities and strives for contemporary architecture balanced with the historic character of West Norwood respecting the scale of existing buildings and opportunities. A key outcome of the masterplan will be working in partnership with a range of key stakeholders and organisations to ensure local priorities are fully integrated into the delivery of the masterplan.

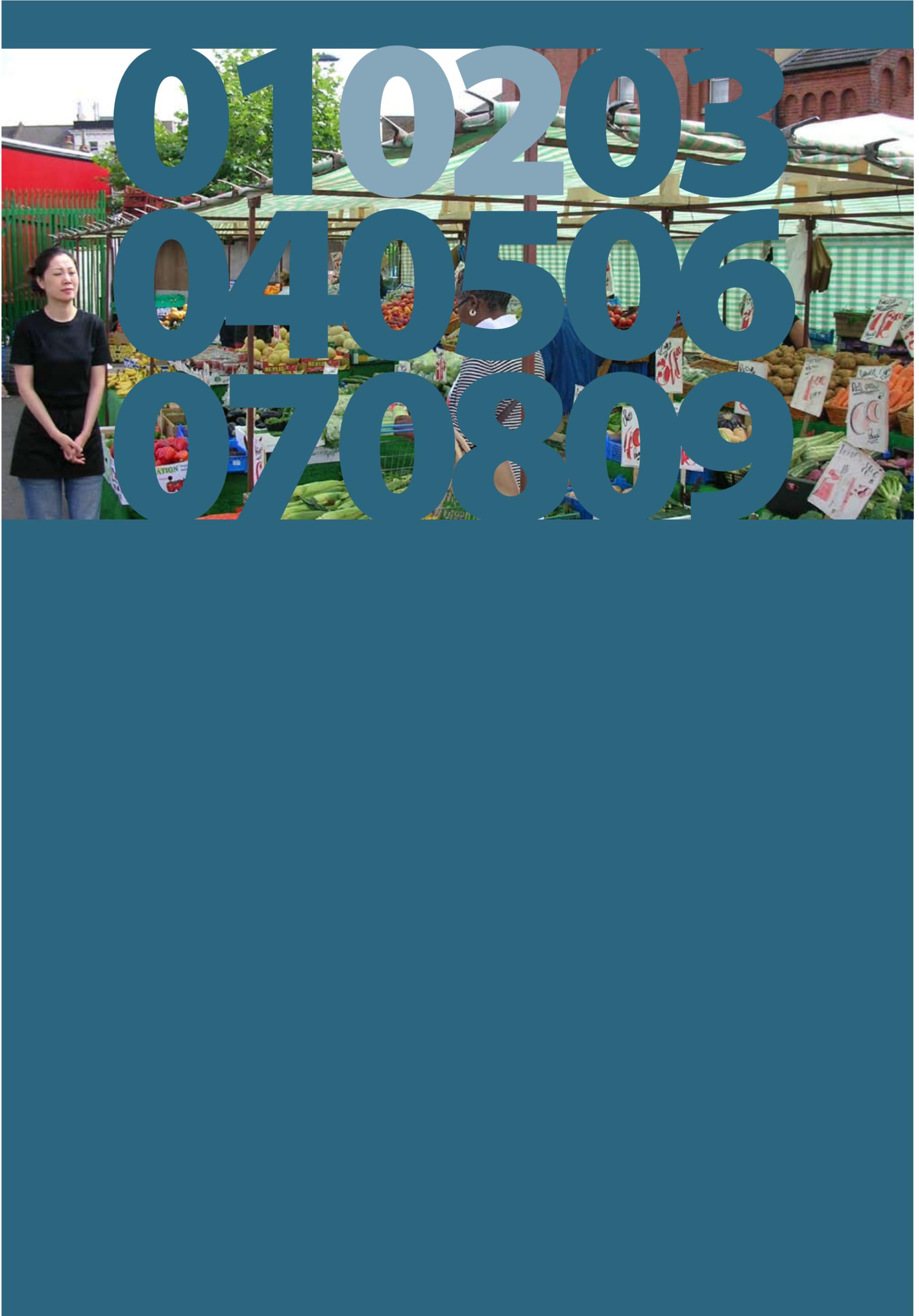
This masterplan represents an exciting milestone in the history of West Norwood as it evolves to embrace the opportunities and challenges of the next 15 years.



The potential for improved high street uses in West Norwood



The newly replanted St Lukes Gardens in the centre of West Norwood



02

INTRODUCTION

Background

This document is the final masterplan for West Norwood Town Centre. It is the product of a series of consultation stages and technical assessments and is programmed to be considered at the Future Lambeth Board in April 2009 and Lambeth Cabinet in June/July 2009.

Brief

In January 2008 EDAW, in partnership with DTZ, Faber Maunsell and Gardiner Theobald, were commissioned by Lambeth Council to undertake a masterplanning study for the West Norwood area. Lambeth Council has identified a significant need to stimulate investment in the area and realise its potential for improvement.

The brief identified a number of specific issues relating to West Norwood that undermine the ability of the area to function successfully:

- a rundown and unwelcoming trading estate that includes a number of vacant and under-utilised sites;
- an underdeveloped office market that contributes to local economic deprivation;
- travelling east-west is difficult and reduces the flow of people into the area;
- a narrow range of shops and few high quality outlets;
- a poor image across the wider area;
- a poor quality public realm.

Lambeth Council is seeking to improve the area by developing a masterplan that includes an urban design framework, economic development strategy, and a delivery strategy that will promote the selective redevelopment of key sites to achieve a mix of town centre uses and public realm improvements.

The core study area is illustrated by a solid red line, as shown in Figure 2.1. This area is the heart of the town and will form the area considered in the masterplan. It is complemented with a wider study area which includes the whole of Gipsy Hill, Thurlow Park and Knight's Hill wards. The wider study area is considered to ensure the masterplan effectively benefits and integrates with the predominantly residential hinterland.

Purpose of the masterplan

The final masterplan will not be a statutory planning document. It will be a stand alone document that will inform the work of Lambeth Council and its partners. The masterplan will form a key part of the evidence base for the emerging Local Development Framework (LDF), which will provide future planning guidance for the area. Until this time the current Unitary Development Plan (UDP) governs development. Proposals that are planned to be delivered while the UDP is still the statutory document will need to conform to its policies.

This document is to be used:

- To inform the Core Strategy and LDF process
- As a corporate document guiding strategy and development
- As a guide for developers explaining the Council's aspirations for the area
- As a lobbying document to attract partners
- To inform communities



The baseline, options and preferred option reports

The masterplan proposes a number of interventions that could be taken forward as Planning Briefs under policies within the current UDP or through the LDF process. These interventions are set out in more detail in the Delivery and Implementation Strategy.

The Process

Stage 1 consisted of an information gathering exercise that culminated in a series of facilitated workshops to discuss and explore the future of West Norwood. As part of this process a baseline position for West Norwood was established and an assessment made of the opportunities and constraints that exist across a number of key themes.

The main outputs of the Stage 1 analysis were an updated vision for the area and agreement of the baseline analysis to inform the options development process.

Stage 2 involved the development of three options for growth and change in West Norwood. Each was based on different scales of intervention and were assessed against socio-economic considerations. They were then tested against agreed sustainability criteria and were subject to extensive consultation with local communities and key local stakeholders. The options were designed not to be mutually exclusive and allowed for the refinement and development of the preferred option to be a hybrid of two or even all three options, with new additions, as required. Consultation for Stage 2 involved the following events:

- A strategic stakeholder workshop;
- Two public workshops;
- A public exhibition at West Norwood Library (present for over 6 weeks);

Three focus groups:

- Young People - attendance from Youth Employment Solutions (YES) and Norwood Youth Forum;

- Local Businesses - attendance from a range of local business owners and employees from a range of local retail, industrial and storage outlets;
- Local Residents of Social Housing – attendance from up to three Tenants Resident Association (TRA) members from each of the local housing estates;
- Three Public Roadshows - St Luke's Mother and Toddler Group, Lambeth Country Show (Brockwell Park) and Farmer's Market, Norwood Road (two appearances);
- A Questionnaire posted to all West Norwood residents and online;
- An Online Web Forum at four websites.

The outcomes of the Stage 2 consultation, as well as the other Stage 1 and 2 work identified above, informed the analysis and proposals presented in the Stage 3 Preferred Options Report. This document established a scheme that was based on community support, economic development, sustainability, planning and viability. This preferred option was subject to further consultation and refinement, the outcomes of which have been taken forward into this final masterplan document. A final stage of consultation was then held in April 2009 and the masterplan was consequently refined.

A key strength of Norwood is the diversity of its local population and culture. The masterplan process ensures that proposals are not detrimental to any particular group and the consultation process has highlighted that there are no strategic physical interventions necessary to serve the specific needs of individual communities.

Most of the detailed reports can be found on the Future Norwood webpage:

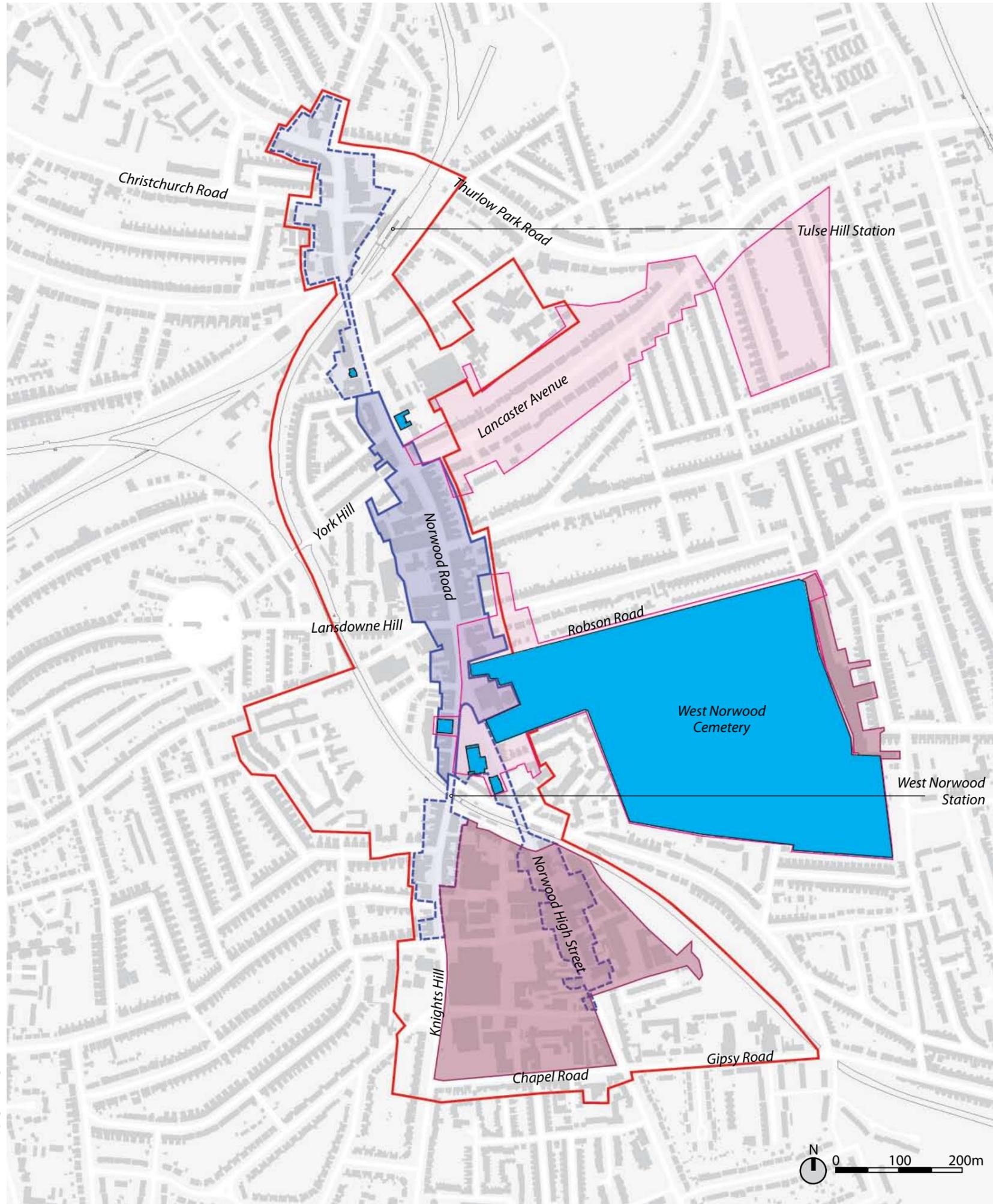
<http://www.lambeth.gov.uk/Services/Environment/Regeneration/FutureLambeth/Norwood.htm>



Interactive consultation sessions



Figure 2.1 Study area and UDP key designations



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Key

- Study Area boundary
- UDP Edge of District Town Centre
- Listed Buildings*
- UDP District Town Centre boundary
- UDP KIBA
- Conservation Areas

* West Norwood Cemetery also contains individual Listed features that are not shown here.

West Norwood's History

West Norwood grew rapidly around West Norwood railway station in the 1850s as a residential commuter suburb of Central London. It still retains this character today, although there is now a greater provision of employment land and convenience shopping for local residents. By the 1920s the retail parade along Norwood Road was in place and new low-medium height residential buildings appeared further north following the construction of Tulse Hill railway station. During World War II the area was not extensively bombed unlike many other parts of London, but some destruction occurred.

In the last 40 years the former residential area to the south of West Norwood station has been transformed under the prevailing planning doctrine of the 1960s, which sought to separate land uses such as housing and employment. The area was transformed into the West Norwood Commercial Area, or Key Industrial Business Area (KIBA), which has a poor quality environment, but is of strategic employment value at a Borough level.

West Norwood Today

West Norwood is attracting increasing numbers of families to the area. Census data also indicates an increasing number of professional and associated professional workers living in the area. There is also a large number of less affluent residents. Unemployment is above the London average. The area is culturally diverse with relatively large proportions of residents from ethnic minority communities, including Black African and Black Caribbean, compared to the London and UK averages (Census 2001).

West Norwood also contains a high proportion of socially rented housing and the Index of Multiple Deprivation (2007) highlights access to housing as a key source of local deprivation.

West Norwood today suffers from a lack of identity to distinguish it from other nearby centres, despite the presence of key landmark features such as West Norwood Cemetery, St. Luke's Church and the old fire station. Together with the positive character and architectural appearance of the two Conservation Areas in West Norwood, these features provide clues to the heritage of the area and are local assets. Consequently they are drivers for the regeneration of the area and will help create a greater sense of place.

Existing public spaces along Norwood Road and other routes are low quality and compromise the pedestrian environment. Many areas suffer from irregular and broken paving. There is also no real public space that focuses the town centre, providing a meeting place and event space for local communities or catering for the day and evening economy.

Existing Policy

The Lambeth Unitary Development Plan (UDP) is the statutory planning document for West Norwood (adopted 2007) and it states that development should aim to:

- Regenerate and sustain West Norwood as a District Town Centre that provides a wide range of local convenience shopping, services, leisure, community, civic, arts, entertainment and other facilities that are accessible and available to all sections of local communities (Policy 4)
- Promote active frontages and uses at edge of centre locations around town centres such as West Norwood (Policy 4)
- Retain and enhance a mix of compatible land uses in West Norwood town centre, paying particular attention to the design, disposition and servicing of mixed-use development and provide active frontages where required (Policy 19)
- Safeguard land uses in the West Norwood Commercial Area for 'B Class Use' (business, industrial, warehousing) and other uses commonly found in industrial areas, such as artist's studios, rehearsal areas, galleries, employment training and bus garages (Policy 22)

Community Facilities

A new 1,100-place secondary school (which includes a 200-place sixth form) called The Elmgreen School will be built on Elmcourt Road by 2009. It is the first 'Parent Promoted' school in the country and the first local authority secondary school to be built in Lambeth for over forty years. A 110-place Pupil Referral Unit (PRU), called the Park Campus, is also being developed on Gipsy Road and should be complete and open for use in 2009. A PRU is a centre for children aged 11-16 who are not able to attend a mainstream or special school for any period, for reasons such as exclusion from their previous school.

The Nettlefold Theatre and Old Norwood Library provide community focus points, but are seen as expensive by many groups. The latter is the base for a detached youth work team, who work with the Norwood Youth Forum. There is a network of youth providers in the area, but a lack of space for provision.

The South London Theatre puts on numerous performances throughout the year, but is in need of significant refurbishment.

Property Market

The reduction of readily available cheap finance in the global markets was already being felt in March 2008, when the masterplan development process began. However, this reduction sharply intensified in the autumn of 2008. This has significantly impacted upon property markets. These market uncertainties are undermining the development sector particularly for marginal schemes in emerging locations. Developers are taking a more cautious approach when contemplating new schemes and are actively seeking pre-lets before commencing development. However, given the cyclical characteristics of the property sector any short term fall in activity may be evened out over the longer term given the potential project lifecycle of the West Norwood schemes. As transaction volumes have been reduced comparable evidence has become limited and values more uncertain.



Existing Victorian housing stock on Chapel Road



The existing retail centre on Norwood Road

Residential Market

The residential stock in West Norwood is made up of approximately 50% Victorian and 25% 1930's housing, with the remaining 25% being of newer local authority controlled stock. There is a significantly lower proportion of home ownership and higher proportion of social rented accommodation in West Norwood compared to the national average.

In February 2009 DTZ spoke to local agents to gain an understanding of the current market trends in the West Norwood area. The summary table below provides the current ranges of value that local agents believe to be realistic under current market conditions.

Unit Type Norwood Area	Starting Prices for New Developments in the West Norwood Area
1 Bed Flat	£160,000
2 Bed Flat	£180,000
3 Bed Flat	£210,000
4 Bed Flat	£230,000

The largest residential scheme currently underway in West Norwood is being developed by Mizen Properties in partnership with Notting Hill Home Ownership. The development is located at 214 - 238 Norwood Road, and comprises 103 one, two and three bedroom flats with c. 30,000 sq ft of retail and commercial space. The development was scheduled to be completed by mid 2008, but this has now been delayed with estimated completion at some point in 2009. 36 of the flats are being marketed by Notting Hill Home Ownership as part of a shared ownership initiative. The 18 one-bedroom properties are on the market for £175,000-£195,000, whilst the 18 two-bedroom apartments are at £210,000-£225,000. The prices being quoted do not reflect the value of incentives on offer, which are a combination of stamp duty paid, carpeting, furniture package and a contribution towards rail season ticket. Once the value of these incentives has been taken into account the quoting prices fall into line with the table above.

A recently converted warehouse building on Chestnut Road has two live/work units on the market measuring 1,024 sq ft and 1,065 sq ft and priced at £270,000 and £275,000 respectively. The scheme also had 12 one and two bedroom flats which are all now sold. Sales values achieved for these were around £250,000 for two beds and £230,000 for one beds. On the same road, at the corner with Barston Road, a new development of circa 7 large flats has recently completed. These have been built to a high specification and have a significant premium to other properties in the area. The two bed flats start at £369,950 whilst the three bed flats start at £409,950 and range up to £459,950. Haart (estate agents) are marketing a new development of one, two and three bed flats on Elder Road. The one

bed flats start at £160,000, the two bed flats at £200,000 and the three bed flats at £265,000.

Industrial Market

West Norwood is recognised as an important light industrial location for Lambeth and a large amount of associated accommodation is located south of West Norwood Station between Knight's Hill and Norwood High Street. The local industrial stock comprises predominantly small, poor quality units with minor office space and larger industrial units of mixed quality.

The industrial area appears dated and run down in parts, although it generally functions well. The majority of the stock is of a secondary nature and, apart from the Windsor Centre, all stock appears to have been constructed on an ad hoc basis without a defined development strategy. These factors are reflected in the area's low rental levels. Vacant units are typically large in size, indicating that there is higher demand for smaller premises to suit the small, independent businesses that currently predominate.

Office Market

West Norwood is not a major office location, and the lack of demand for large, modern office accommodation in the area is illustrated through the dearth of such stock. The vast majority of office space found in West Norwood has small floorplates, often below 1,000 sq ft. Existing stock is generally not found in stand-alone office buildings, but is within industrial units, converted residential properties, or above ground-floor, street-facing retail units.

Typical occupiers in the area are small professional firms catering to the local market; such as accountants, solicitors and surveyors. As there is very little office stock currently on the market discussions have been held with local agents to gauge current rental levels. As at February 2009 poorer quality accommodation attracts rents of around £12 per sq ft, stock of a better standard can be expected to attain levels around the £15 to £17.50 mark.

The area's office accommodation does not attract large national occupiers. Demand for stock is primarily driven by local operators, who very often purchase the freehold interests in their accommodation which can then be added to their personal pension plans. The lack of office accommodation within West Norwood and the small demand for what stock there is available is evidenced by the low amount of transactions that have recently occurred in the market.



Busy traffic on Norwood Road

Retail Market

West Norwood's main retail area is predominantly occupied by small, independent retailers and there are few high-profile national retailers. This is partly due to the overall need for regeneration in the area, but the poor-quality retail space compared to surrounding retail centres is also a factor.

The retail provision of West Norwood is small compared to Streatham and Brixton, which are designated in planning policy as Major Town Centres. Consequently the catchment area of West Norwood is also small relative to these centres and is more suited to local convenience services and shopping for local customers.

West Norwood's eating and drinking offer is currently dispersed and dominated by fast-food style branded outlets. There are less independent, quality restaurants and bars than a centre of this size and type would reasonably be expected to accommodate and so development and change should occur sensitively to help achieve this.

Transport Connections

Norwood Road is a busy high street with high pedestrian footfall and a steady traffic flow. This is particularly concentrated from York Hill south to the where the road diverges into a gyratory system at Knights Hill and Norwood High Street. The carriageway itself is generally wide enough to accommodate two lanes of traffic in each direction. However, due to the availability of on street parking (limited to 30 minutes between 7am and 7pm Monday to Friday), coupled with the effect of buses stopping on either side of the road, the carriageway is effectively limited to operating as a single lane in each direction for most of its length. Larger vehicles such as HGV's and buses then struggle to pass stationary buses that are picking up and dropping off passengers leading to congestion.

Several regular bus services run along the Norwood Road corridor utilising different stops located along its length. The majority of bus stops for these services lie between Tulse Hill and West Norwood Stations.

Cycle links are poor with a lack of designated north south routes.

Rail services are available from Tulse Hill and West Norwood Stations. Services to and from Tulse Hill call at major interchange destinations such as St Pancras International, Farringdon, London Victoria and London Bridge. They also call at other local destinations such as Streatham, Peckham Rye, Crystal Palace and East Croydon. These services run at regular intervals with approximately 10 services per hour in each direction during peak periods. Services from West Norwood call at destinations such as London Bridge, Forest Hill, North Dulwich, Peckham and London Victoria with frequencies of approximately six per hour in each direction during the peak periods.



Norwood cemetery

Natural Environment

West Norwood lies in a densely urbanised part of London in which the city's heat island effect is significant and temperatures can rise as much as 6 degrees Celsius higher than the surrounding countryside. The existing green spaces in West Norwood have a localised beneficial effect on temperature. However, there is an opportunity to do more by providing additional green spaces, such as green roofs and living walls within the fabric of development.

No specifically protected species reside in the area other than breeding birds, although bats may forage over and roost in West Norwood Cemetery, as suitable habitat is present.

West Norwood Cemetery contains many fine trees, shrubs and plants and contains a significant amount of managed grassland. At the highest part of the site a mix of ancient oak occurs that may be remnants of the Great North Wood and there is a damp area near the eastern edge of the cemetery which is managed for nature conservation.

West Norwood RAILSIDES is located south of West Norwood Station. While there is currently no public access there is potential to open the site for public use without adversely affecting ecology. Local habitats on the site include strips of sycamore, and younger trees and shrubs form a mosaic with bramble. Scrubs, stands of tall herbs and false oat dominate the grassland. A variety of birds breed here including dunnock, wren and song thrush. Sparrowhawks also hunt on the site.

Open space at Norwood Hall is largely covered in amenity grassland but has a belt of trees, shrubs, tall herbs and rough grassland along the eastern and northern edges. Plant species include London plane, lime and elm. The site also attracts a range of insects and birds such as butterflies, wrens and robins. The site has no nature conservation designation at present.

St Luke's Memorial Garden lies between Knights Hill and Norwood High Street and is enclosed by roads. The site has been planted with various ornamental shrubberies and contains one large specimen of horse chestnut. The site has no nature conservation designation.

The West Norwood Cemetery, one of the Magnificent Seven Victorian London burial places (opened in 1837), is classified as a Historic Park and Garden and is registered with English Heritage for its historic value in terms of character, appearance and setting. The whole cemetery and the separately listed catacombs are on the English Heritage Buildings at Risk Register. It contains 65 Grade II and Grade II* listed monuments and is an iconic addition to West Norwood's identity.

St Luke's Church is a neoclassical style church (built in 1825). It is Grade II* Listed and occupies a prominent site on Norwood Road. The space in front of St Luke's Church is a memorial garden to remember those who died in the Second World War.



03

ECONOMIC
DEVELOPMENT
STRATEGY

The masterplan is underpinned by an Economic Development Strategy. This sets out objectives and actions needed to support the masterplan and facilitate its implementation. The strategy is set out below.

Current position

The West Norwood economy is currently underperforming relative to many of its competitor locations and that of London as a whole. Evidence for this is set out in detail in the Baseline (Stage 1) Report. In order to underpin a future economic strategy for the area, the performance of the West Norwood economy in relation to three sets of economic drivers that typically determine the relative economic success of the town centre were analysed:

- The economic base
- Quality of life
- Business infrastructure

The economic base

A strong local economy typically exhibits good representation across a range of economic activities, with a healthy presence of growth sectors. The West Norwood economy exhibits the following factors:

- Relatively small scale economy as it is in a predominantly residential area
- Low representation of companies in growth or high productivity sectors (there are relatively few companies in sectors such as creative industries, ICT, financial and business services)
- It contains Lambeth's remaining industrial area - the largest designated commercial area in the Borough but the lowest in terms of number of jobs
- An absence of any significant office market. The only occupiers in West Norwood are local professional firms of accountants, recruitment consultants, solicitors, surveyors/estate agents
- Relatively low demand for industrial and office space
- A town centre with a poor variety and quality shopping offer that loses trade to competitors
- Low presence of restaurants, cafes and entertainment uses. In a recent business survey, West Norwood was rated the worst centre in Lambeth in terms of factors such as liveliness, street life and character.

As such, the current economic structure in West Norwood does not show the characteristics of a successful, vibrant economy that is positioned well for the future.

The global recession will undoubtedly affect West Norwood. Key questions concern the depth of the downturn and the geographical and sectoral pattern of the changes. In terms of potential changes in certain sectors the effect on West Norwood is likely to be varied:

- Financial and Business Services – this sector is clearly at risk in terms of short and medium term prospects. The direct impact on West Norwood will be low as the town is not home to such sectors to any degree of significance. However, indirect effects on local catchment spending power as the financial and business sector contracts across London will be significant
- Creative and cultural – this sector is one that remains forecast to grow in London. The masterplan highlights opportunities to accommodate growth in this sector. However, the recession may adversely affect West Norwood's price competitiveness compared to other locations – creative industries typically seek out low cost locations but if the cost differential between West Norwood and more established locations for creative industries falls, it will struggle to grow this sector
- Construction - orders are currently down due to housing sector and businesses not investing. Over the longer term, the capacity of the development industry has fallen due to redundancies and people leaving the property sector
- Transport and infrastructure investment – creates certainty, reduces risk, raises profile and enhances values. The public sector can play an important role in West Norwood
- Health and education – the role of the public sector in promoting and funding such development will be fundamental to the future of West Norwood town centre
- Logistics – this sector could be at risk as consumer demand slows. However, this will have relatively little impact on the West Norwood economy since it is not a major home to this sector due to its constrained transport infrastructure
- Manufacturing – the relatively low exchange rate could give short term competitive advantage to exporters. This could benefit some of the businesses in the KIBA
- Retail – this sector is significantly under threat. However, supermarkets are proving resilient and this heightens the importance of securing a good quality convenience retail anchor in the town centre to assist regeneration as a whole.

Quality of life

The overall quality of life in a town centre, generally reflected by factors such as low crime levels, good health, thriving communities and good recreational opportunities, will have a direct impact on the appeal of the area to new and existing companies. A good quality of life will engender high self-esteem and pride in the area encouraging people to visit and spend with positive impacts for the local economy. New companies coming into the area will look for attractive locations with good facilities and low crime rates. Low crime rates will also minimise losses through theft or repairing damage through vandalism.

The Stage 1 Report showed that virtually all of Lambeth lies within the bottom 60% of areas according to the 2007 Index of Multiple Deprivation (the lowest ranked areas being those of greatest deprivation). The southern areas of the Borough, including Norwood, are slightly more affluent, with most areas in the 20-40% and 40-60% categories. However, the majority of the masterplan's site area lies within the 10-20% most deprived areas with a small area to the north of the masterplan area within 20-40% of the most deprived areas in the country.

In terms of earnings, Lambeth residents earn less per week than the London average.

In terms of housing tenure, Norwood has a smaller proportion of owner occupied housing than the London average, but a high proportion of council rented accommodation.

Whilst Norwood has lower rates of economic inactivity than the London average, it has a higher rate of unemployment (5.6%) than the London average.

The environmental quality of the area is mixed, with some attractive buildings in the core of the town centre contrasting with poorer quality environments such as the West Norwood Commercial Area.

Business Infrastructure

For businesses to prosper they require the right type of supporting facilities in the right place at the right time. Understanding the business infrastructure available is a key issue for an effective economic development strategy.

In terms of business infrastructure in the West Norwood area:

- Physical infrastructure (sites, premises, transport and communications infrastructure, utilities, etc.) is relatively poor in terms of quality. Whilst rail access to the town centre is fairly good, road access is constrained and car parking is limited. The quality of employment sites and premises is poor. The perception of West Norwood's physical environment as a place to locate or set up a business is not strong.
- DTZ's Lambeth Business Premises report (2007) found that there

is a perception that West Norwood suffers from industrial land dereliction, lack of accessibility and poor image. As a result it is not typically attractive to the commercial market, but there is felt to be scope for improvement. Indeed derelict industrial estates were seen as potential opportunities to provide space for businesses. It was felt that the areas could also serve as a cheaper alternative to Brixton and would therefore possibly be attractive for arts and cultural businesses that are being pushed out of Brixton due to increasing rental levels. However, lower rental values in West Norwood, whilst attractive to occupiers, are off-putting to potential developers who are looking for higher values to drive schemes.

- There are no local business support facilities, funding streams, organisations or networks. The South London Business Support Network provides support through the existing town centre management structure and the City Growth Strategy, but it is of a relatively small scale. Business support mechanisms do not appear to significantly extend to the industrial area.

Based on the analysis above we consider the factors in Figure 3.1 to be the cause of West Norwood's economic underperformance.

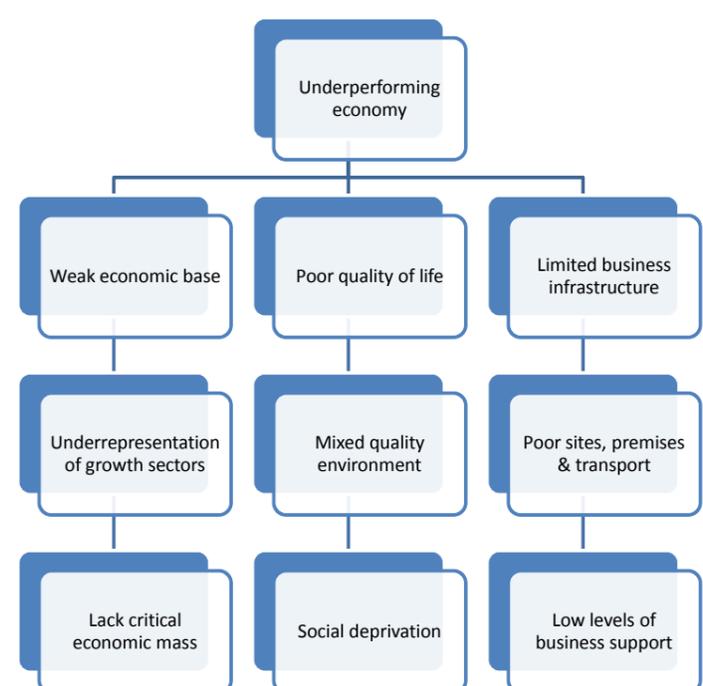


Figure 3.1 Causes of West Norwood's economic underperformance

Clearly, a masterplan for West Norwood cannot be expected to resolve all the above issues. This is because many of them are due to a complex web of interrelated socio-economic factors operating at national, regional and local levels whilst a masterplan's predominant focus is on guiding physical development. However, the masterplan for the town centre will nonetheless have an important role to play in articulating the socio-economic aspirations for West Norwood. It will also play an important facilitating role in the delivery of improvements to West Norwood.

The remainder of this section sets out the proposed socio-economic vision for West Norwood. This is followed by an action plan to deliver the vision, focusing on those elements that fall within the physical development focus of the masterplan.

The vision

To secure a more successful economic future, West Norwood needs a more sustainable economic base, better business infrastructure and the ability to offer a better quality of life.

To begin to address these needs, our analysis of the development opportunities in West Norwood suggest that the masterplan can influence:

- The composition of the future housing stock
- The composition of the future stock of business premises
- The retail mix in the town centre
- Supporting facilities that assist in generating a successful business environment (food and drink offer, quality of environment, accessibility, community facilities)
- The quality of the built environment and public realm
- Improved transport infrastructure

The vision, as stated in the introduction, is linked to aspirations in the Lambeth Economic Development Strategy 2007-2010 which states that the regeneration of a number of key sites and facilities in West Norwood will be crucial to improving the town centre's future viability. In addition, West Norwood is also in the Croydon City Growth Strategy area, where the objective is to sustain the level of business activity in the area and improve and promote retail.

The vision is also reflective of Lambeth Council's Local Area Agreement objectives:

- Lambeth is a great place to do business with high levels of investment and business growth
- Even more children and young people are on the path to success through the provision of good quality education, training and jobs which reduces the risk of exclusion and offending
- Lower levels of poverty and social exclusion through higher numbers of socially excluded adults into employment, education and training

Objectives



Figure 3.2 Framework to tackle local economic underperformance

The above diagram is a reversal of that which set out the factors that currently explain the underperformance of the West Norwood economy. It can be used to set a framework for objectives that underpin the socio-economic vision of a higher performing economy for West Norwood.

The vision of a higher performing economy can be achieved by actions in terms of the economic base, quality of life and business infrastructure. These actions are set out under the appropriate headings.

To achieve this element of the Vision, the following objectives and actions must be met:

A stronger economic base

Objective 1 – Achieve a higher representation of growth sectors

<p>Action Improve the range of retail and service facilities in the town centre</p> <p>Rationale West Norwood should protect its independent shops but improve the quality of its retailing so that it offers a more attractive shopping environment with a good mix of convenience and comparison goods shopping, as well as supporting services such as restaurants, cafes and pubs. This will help to reduce the leakage of expenditure to competitor centres identified in the Baseline Report and consultation.</p>	<p>Action Provide flexible workspace facilities in the West Norwood Commercial Area</p> <p>Rationale West Norwood should take advantage of its strength as a relatively affordable location in which to do business. Flexible workspace is ideal for start up companies and other small businesses that are key engines of economic growth, particularly in sectors such as creative industries.</p>
--	--

Objective 2 – Achieve greater critical economic mass

<p>Action Attract a stronger retail anchor to the town centre to enhance retail viability</p> <p>Rationale West Norwood is currently losing trade to competitor centres. A key reason is that there are relatively weak retail anchors that attract strong custom. Attracting a suitable anchor retailer to the town centre will generate footfall and provide the opportunity to benefit the broader town centre economy.</p>	<p>Action Intensify activities in the West Norwood Commercial Area</p> <p>Rationale Whilst the West Norwood Commercial Area occupies a large geographical area, it supports a relatively low number of jobs as employment densities are not high. Selective redevelopment of sites (including a mix of employment types and uses to improve viability) should be considered in order to concentrate economic activity and provide higher quality accommodation.</p>	<p>Action Improve economic base by increasing population within the town centre</p> <p>Rationale A careful balance will need to be struck in terms of increasing residential development. Capacity exists within the town centre and this could boost the population’s spending power and thus support town centre renewal. Residential development will need to create a better mix in housing tenure and type and not provide an over-supply of 1-2 bedroom apartments and social housing.</p>
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Improve quality of life

Objective 3 – Secure a better quality environment

Action
Carry out environmental improvements at key gateways to the town centre and along the main road corridors

Rationale
Improving the environment will enhance the attractiveness of West Norwood for investment in the centre by businesses and property owners.

Action
Support environmental performance interventions to reduce carbon dioxide emissions and promote a greener, cleaner West Norwood

Rationale
The Stern Review (2007) highlighted the economic impact of climate change. West Norwood has a role to play in the local, regional and global fight against climate change.

Action
Enhance the quality of existing open spaces and provide new high quality open space where appropriate

Rationale
Enhancing open space will increase the opportunity for nature conservation, benefit biodiversity and provide usable space for people to enjoy.

Objective 4 – Reduce social deprivation

Action
Renew poor quality housing stock where necessary

Rationale
Opportunities to renew poor quality housing stock should be explored. Such opportunities could offer the chance to create more mixed communities, provide a greater range of housing tenures and types, as well as improve the local housing stock and the quality of the environment. This will help bind existing and emerging populations into the community.

Action
Improve the provision of community facilities in the town centre including Norwood Library and space at MDO38

Rationale
Better quality community facilities will improve the local quality of life and town centre image, create opportunities for community integration and enhance West Norwood’s cultural assets.

There is an opportunity for the Third Sector to manage some elements of these facilities. Further necessary studies and potential funding opportunities are listed in the delivery and implementation chapter.

Improve business infrastructure

Objective 5 – Improve transport and car parking

Action

Improve the main road network to the town centre and car parking provision

Rationale

These improvements will improve the town centre’s attractiveness as a place to do business as well as enhance the quality of the environment.

Action

Improve access to sustainable modes of transport

Rationale

Access to sustainable modes of transport will increase the catchment of the potential employment base as well creating a more attractive place to do business.

Objective 6 – Better support for businesses

Action

Support and develop more extensive and better-resourced business support mechanisms

Rationale

West Norwood currently suffers from a weak image, as identified in the Baseline Report and consultation. Options for appropriate forms of business support (for example ranging from more extensive town centre management mechanisms to sector-specific support) should be appraised by Lambeth Council, the LDA, other partners such as South London Business and local businesses.

These objectives were used to inform an assessment of the options and in doing so helped inform the preferred option.



04

KEY SPATIAL DIAGRAM

Agreeing a Preferred Option

To develop this masterplan an assessment of the proposed development has been made against the following criteria:

- Support from local communities
- Sustainability
- Viability and deliverability
- Planning policy

The masterplan is set out over the following chapters, along with an assessment and rationale based on the above criteria

Key principles

The masterplan is based around a number of core principles:

- Tulse Hill – Residential-led mixed use scheme with retail, and restaurant uses to improve the arrival into the area and provide an anchor in the north of the town centre (to meet Objective 1 of the Economic Development Strategy by improving the range and quality of retail and leisure).
- MDO38 (land along Norwood Road between York Hill and Lansdowne Hill) – Retail-led mixed use scheme with large supermarket, a town centre car-park and smaller retail units that front onto and respect the architectural interest of the opposing buildings on Norwood Road, acting as a key economic driver bringing more people into town centre. This will help to meet Objectives 1 and 2 of the Economic Development Strategy, particularly by achieving greater critical economic mass by attracting a stronger retail anchor to the town centre.

- West Norwood Cultural hub - with a refurbished or redeveloped library building, new customer service, leisure and Primary Care Trust centre at Norwood Hall, support for refurbishment at South London Theatre and public realm improvements. This will help to achieve Objective 4 of the Economic Development Strategy – reducing social deprivation by improving the provision of community facilities in the town centre.
- West Norwood Commercial Area - Redevelopment of key areas to improve the local economy and job creation. This would also support change in edge of centre areas along Knights Hill and Norwood High Street This will achieve Objective 2 of the Economic Development Strategy, achieving greater critical economic mass by intensifying activity in the West Norwood Commercial Area.
- Residential development to increase the critical mass of people and the spending power of the local population. This will help realise a step change in retail and other services on offer in West Norwood. This supports Objective 2 of the Economic Development Strategy, improving the economic base by increasing the population in the town centre.
- Appropriate infrastructure to meet the needs of the population and help build cohesive communities, including a new primary school, community space and Combined Cooling Heat and Power (CCHP) at suitable locations. This will help to achieve Objective 3 of the Economic Development Strategy – reducing social deprivation by improving the provision of community facilities in the town centre.
- Improved movement and circulation, supported through public realm and transport interventions, with the masterplan seeking to rationalise the number of car parking spaces across the town centre and improving transport interchanges. This supports Objective 5 of the Economic Development Strategy – improving business structure by improving transport and car parking.

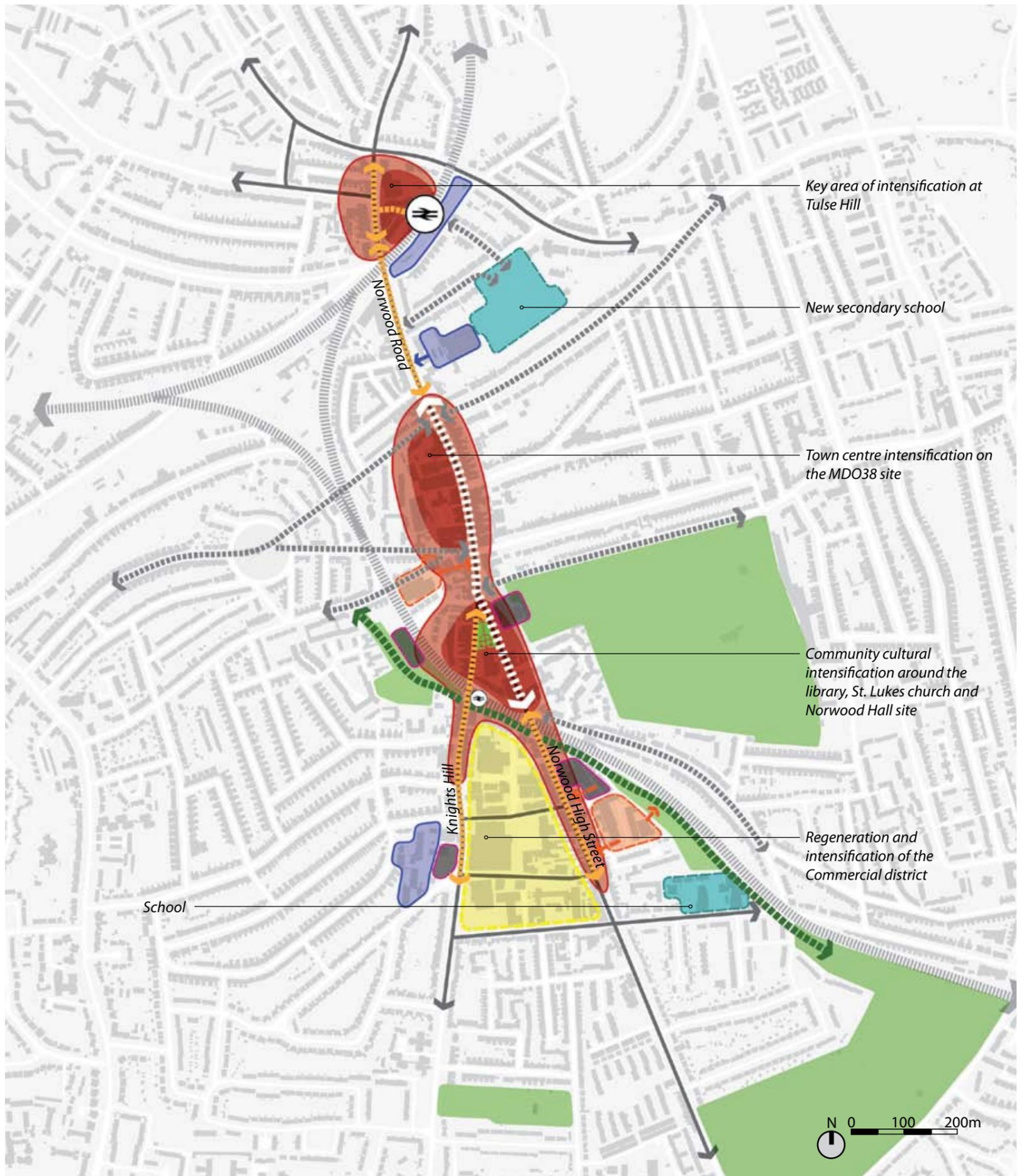


Improved retail uses and street activity



A range of housing types from terraces to flats

Figure 4.1 – Key spatial diagram



Key

- | | | |
|---|--|--|
|  Existing railway stations |  Community uses - redevelopment and improvement |  Key public realm improvements |
|  Area of intensification |  Residential led development |  Other public realm improvements |
|  School redevelopment sites |  Employment intensification and redevelopment |  Improvements to east west routes |
|  Improvements to open spaces |  Mixed use employment and residential |  Green links |



05

STRATEGIC
MASTERPLAN
FRAMEWORK

Land Use

The land use plans opposite detail the proposed ground floor uses and those proposed on the upper floors. This includes:

New residential development at:

- Tulse Hill
- Assess Storage facility site
- MDO38 site
- Vacant industrial site on Canterbury Grove
- Library site
- Potential redevelopment of Cheviot Garden Estate
- Live/work units to the east of Norwood High Street as part of redeveloped commercial-led scheme
- West of Norwood High Street on edges of reconfigured commercial-led scheme as part of the edge of town centre uses

New commercial development at:

- MDO38
- The West Norwood KIBA as part of a commercial-led redevelopment east and west of Norwood High Street

New community uses:

- MDO38 site
- A refurbished or redeveloped library
- A new leisure centre and Primary Care Trust health facility and youth provision at the Norwood Hall site

New retail provision at:

- Tulse Hill
- MDO38
- East of Norwood High Street

Improved Public Realm:

- Tulse Hill Station
- Norwood Road
- Norwood High Street
- West Norwood Station
- Link between Norwood Park and Norwood Hall site
- Access to existing ecological land

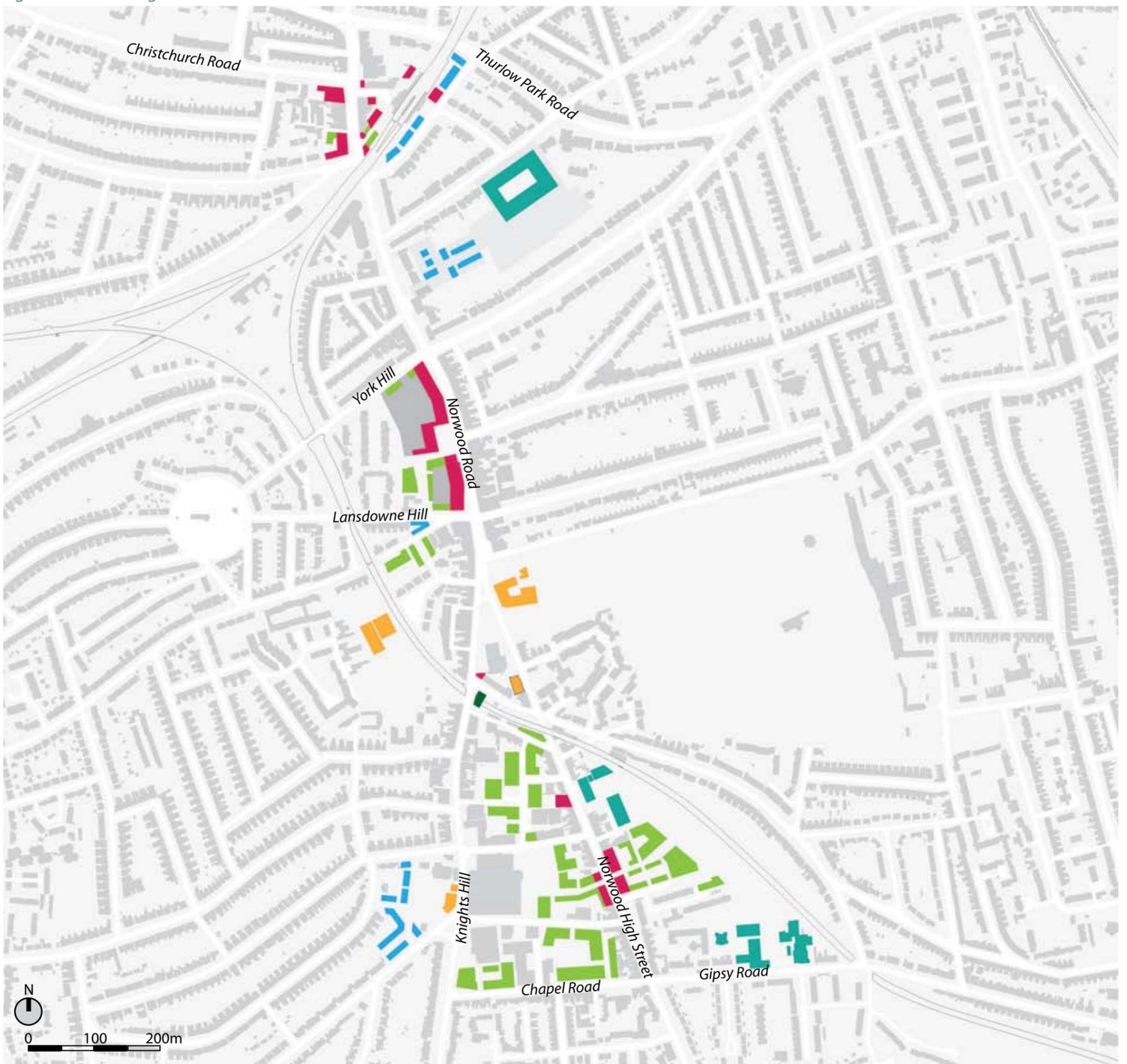


New residential development



New Commercial development

Figure 5.1 Land use ground floor



Key

- | | |
|---|--|
| ■ Retail | ■ Education |
| ■ Residential | ■ Community |
| ■ Studios/employment space | ■ Transport |



New mixed use development with retail at ground floor, residential above

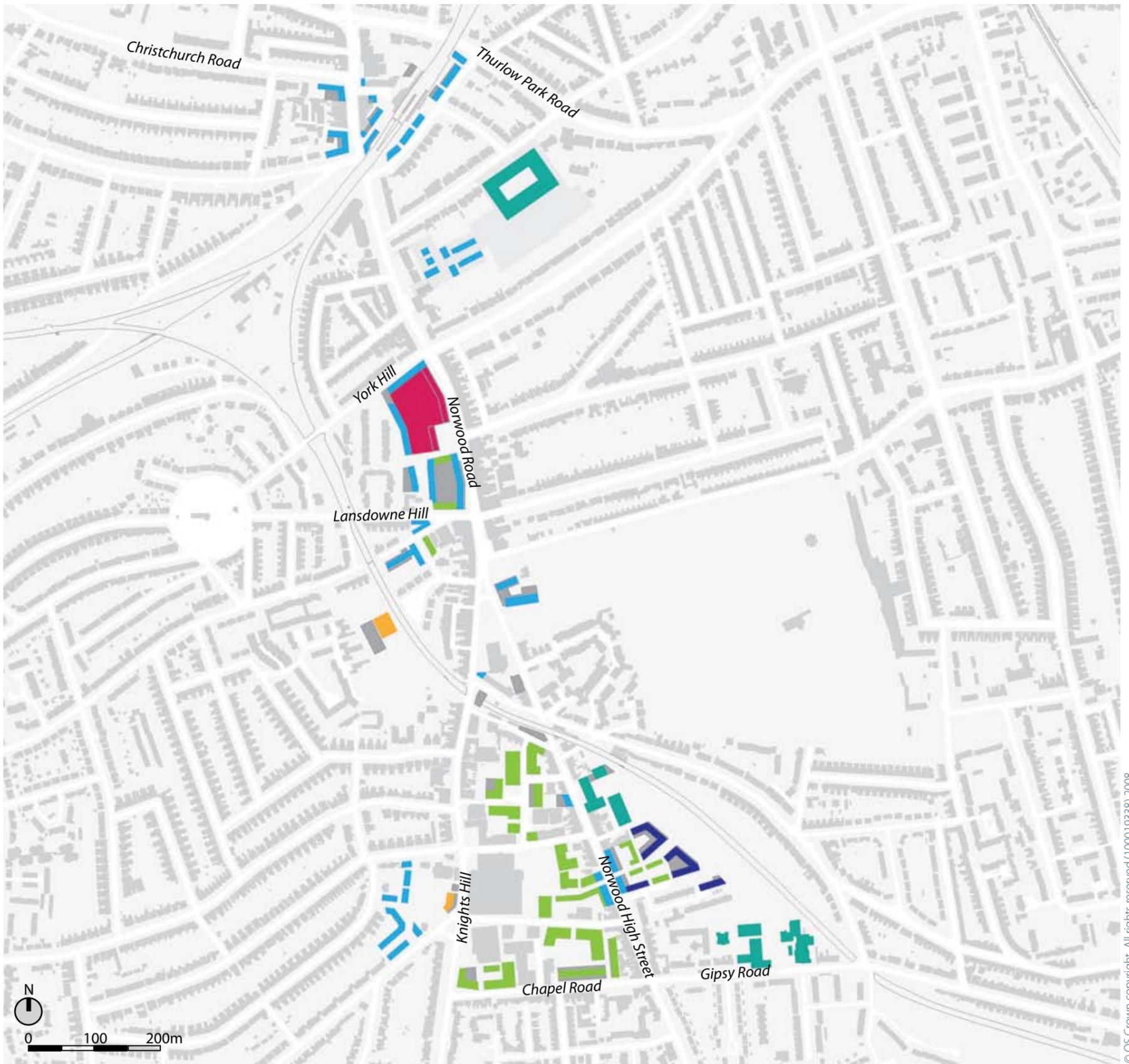


New community leisure facilities



Improved public realm and street furniture

Figure 5.2 Land use upper floors



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Key

- | | |
|--|---|
|  Retail |  Education |
|  Residential |  Community |
|  Studios/employment space |  Live/work |

Urban Design Framework

The diagram on the opposite page sets out the strategic overview of the urban design principles that inform the masterplan. These 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
- Promote new public squares and meeting spaces
- Improving the pedestrian environment through shared surfaces, better signage and connections
- Enhancing green space to improve amenity and ecological value
- Seek to connect and enhance existing areas of ecological interest allowing green connections through developments, including living roofs and facades



Improving the public realm



Improved street frontages and the potential for landmark buildings

Figure 5.3 Urban design framework



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Key

- | | | | |
|--|--|--|--|
|  Listed buildings |  New squares/spaces |  Improve ped and new dda/cycle connection |  Green links |
|  Existing landmarks |  Shared surface connections |  Landscape improvements |  Childrens play areas |
|  Landmark opportunities |  Key pedestrian connections |  Improved/new green spaces |  Internal Courtyards |
|  Key frontages |  Vehicular connections |  Sports courts | |

Scale and Massing

The diagram and model below and on the opposite page show the broad principles behind the massing strategy for the masterplan

- Height will be focused on the central areas of the town centre, around transport nodes and overlooking the new ecology park
- Elsewhere existing building heights will generally be maintained to reflect the existing 'suburban' character of the area

- A number of landmark building opportunities have been identified to support legibility and help build on the area's identity, including Tulse Hill and the area fronting the ecology park
- A sensitive approach to building heights will be required around areas such as the potential library redevelopment and Canterbury Grove



3D massing study

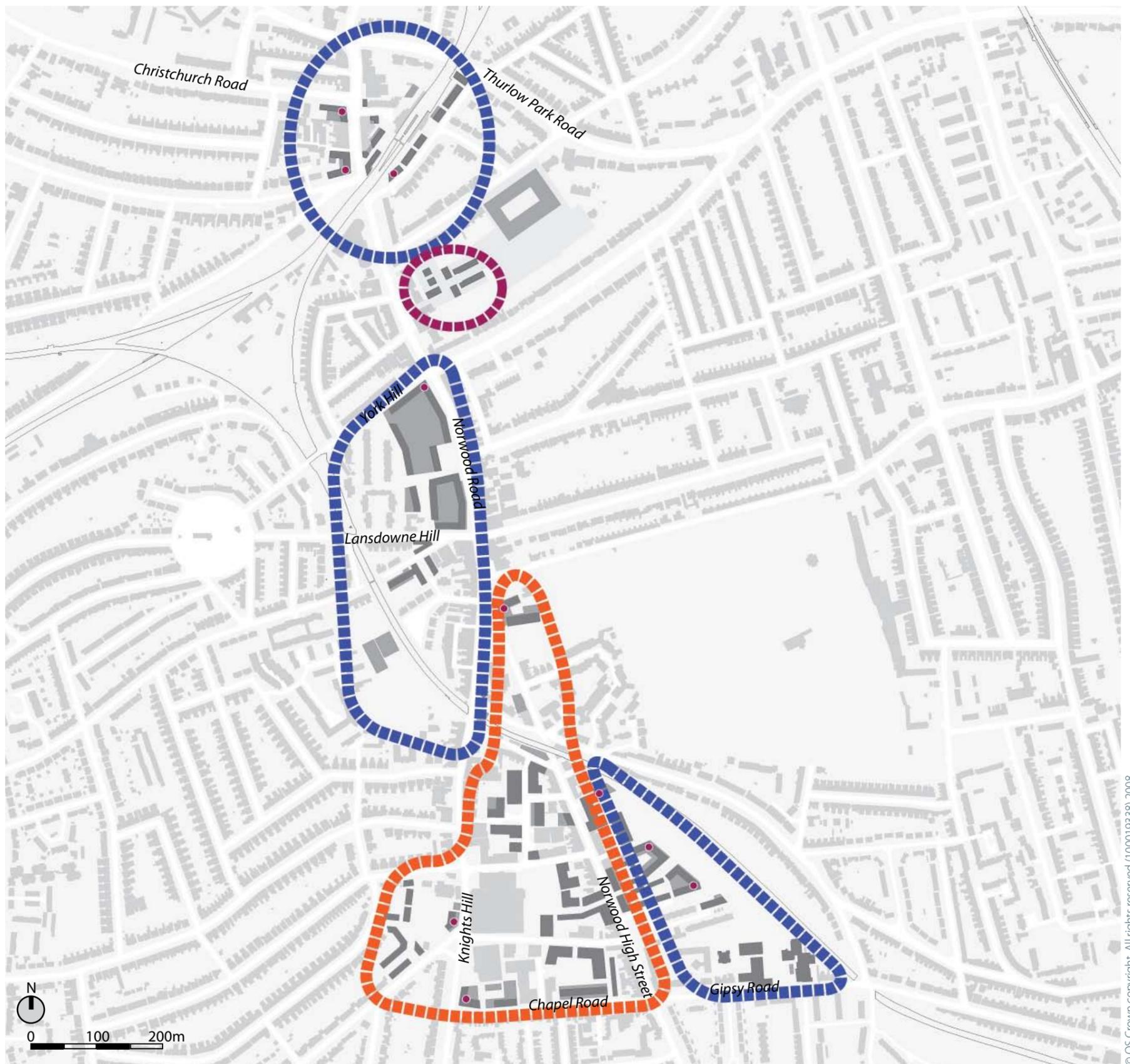


4-6 storey development in the retail centre



2-4 storey development

Figure 5.5 Massing diagram



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- Landmark opportunities
- 2-4 storeys
- 2-6 storeys
- 4-6 storeys

Public Realm Framework

The diagram opposite illustrates the proposed measures to create a coherent public realm in West Norwood and seeks to:

- Establish a balance between vehicular traffic and other road users - slowing speeds down in the town centre will minimise the start/stop movement of vehicular traffic and establish a more consistent flow at reduced speeds
 - 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
 - Improving the quality of the footways by removing obstacles such as poorly sited street furniture and signage, 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 more 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
 - Improve visual amenity by removing clutter, protecting and enhancing key views, upgrading the quality and state of repair of paving, planting and street furniture and developing a coherent lighting policy
 - Installing electronic news and information boards to work with the emerging town centre management strategy, advertising events and activities in West Norwood



Improving Norwood Road



The potential for an active urban square

Figure 5.6 Public realm strategy



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Key

- | | |
|--|---|
|  New squares/spaces |  Improved/new green spaces |
|  Shared surface connections |  Sports courts |
|  New avenue/tree planting |  Green links |
|  Electronic Display Boards |  Childrens Play space |

Transport and Movement

An integrated approach to transport and land use planning in the masterplan will deliver a framework for sustainable urban design in West Norwood. This will need to be **coupled with** a focus on sustainable travel across all development opportunities. The diagram opposite details the main transport initiatives proposed in the masterplan. Some of these proposals may require further work to assess their viability and would need the support of TfL. They can be grouped into the following categories:

Walking

- Increasing the width of footways along Norwood High Street
- Pedestrian improvements at the Norwood Road/Robson Road junction
- New and improved pedestrian crossing facilities along Norwood Road and Norwood High Street

Cycling

- Proposed use of bus lanes by cyclists
- Provision of Advanced Stop Lines (ASL) for cyclists at junctions to benefit cyclists on approaches as well as a northbound cycleway for most of the length of Norwood Road between Harpenden Road and Palace Road
- Improved cycle parking at new station square in Tulse Hill, the new public square on MDO38, outside the refurbished/redeveloped library site and at the Norwood Hall site

Buses

- Provision of new / extended bus lanes as per the 3GBP study to improve bus passage through West Norwood Town Centre. Key measures include:
 - A southbound bus lane on Norwood Road from Avenue Park Road to Lancaster Avenue
 - Extension of existing northbound bus lane southwards at the Norwood Road/A205 Christchurch Road
- Consideration of new East/West bus route or extension to the existing 315 route

Rail

- Support improvements in the frequency of services and capacity of trains

Road

- Improve the environment for non-car users, while generally seeking to maintain existing highway capacity
- Reduce Norwood High Street from two-lanes wide to one lane
- Create a northbound bus lane on Knights Hill reducing bus journey times
- Loading bays to be appropriately located along the road

Parking

- Rationalise on-street parking in the main retail area, including removal of bays on Norwood Road between the Chestnut Road and Chatsworth Way junction to facilitate potential new footway and public realm improvements
- Provide additional spaces in the car park that is proposed as part of the future redevelopment of the MDO 38 site to compensate for the loss of on-street parking on Norwood Road. Any proposed developer for the MDO 38 site will need to demonstrate that development of the site will not obstruct or worsen traffic flow or bus times in West Norwood
- Relocate the on-street parking bays on Knights Hill to the west side of the carriageway within the proposed bus lane with no parking permitted during the peak hours when the bus lane is in operation
- Relocate on-street parking bays on Norwood High Street opposite St Luke's Church south to the location of the bus stops at the Hannen Road junction

Sustainable Transport Principles across all development

- Ensure that all new development is required to produce travel to work and travel to school plans
- Promotion and development of Car Clubs and Car Sharing Schemes
- Promotion of walking and cycling schemes
- Potential for real time traffic information – mobile texts, display boards
- Improvements to public transport infrastructure (bus shelters, stops, etc)

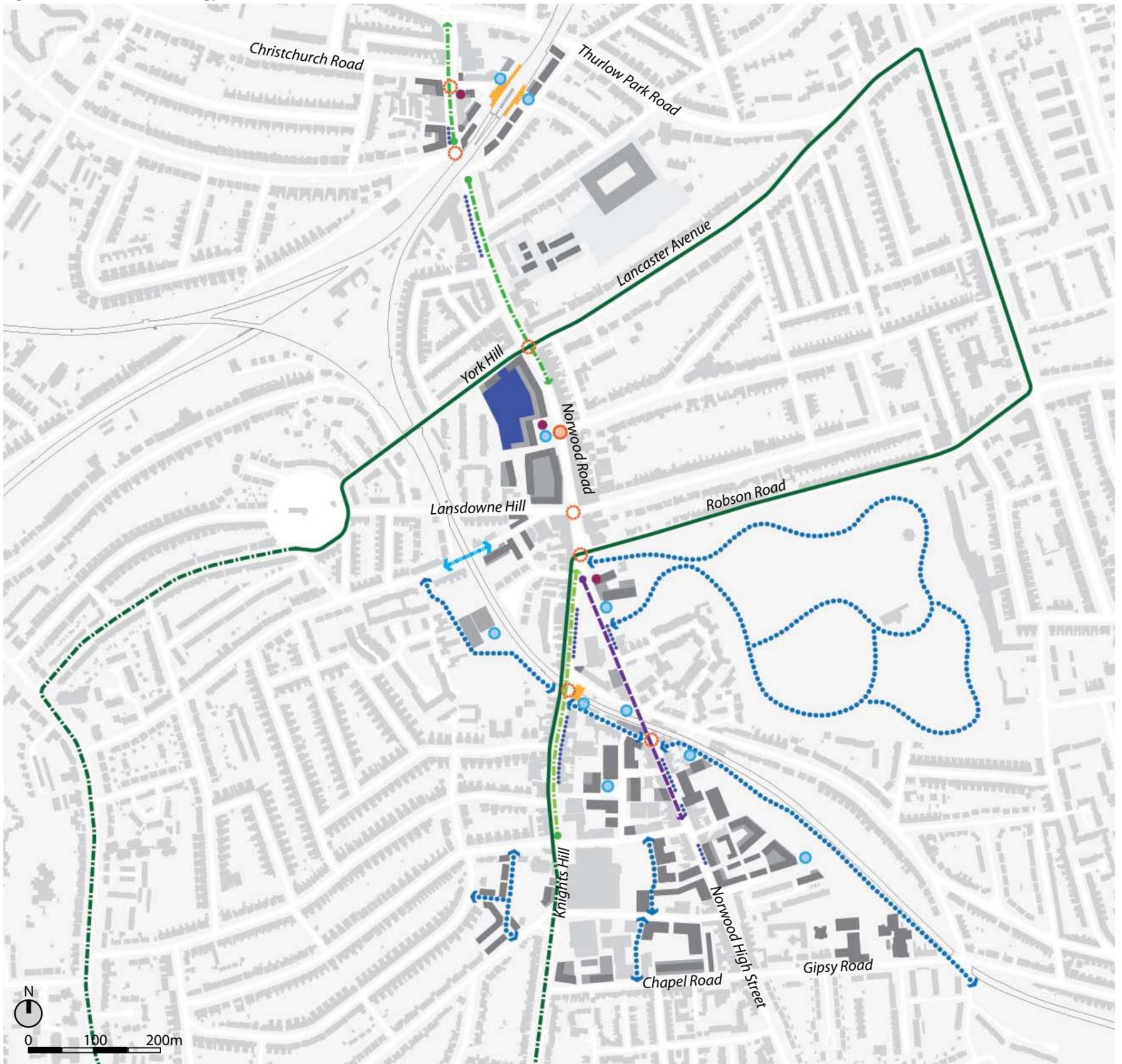


Improve pedestrian crossings



Improved pavement width

Figure 5.7 Movement strategy



Key

- | | | | |
|--|-----------------------------|---|---------------------------|
| Potential E-W bus link | Town Centre car park | Cycle parking | Electronic Display Boards |
| Coverage of potential link by existing 315 bus | Improved station facilities | Road narrowed to one lane | |
| Bus Lanes | Improved crossing points | Improve ped and new dda/cycle connection | |
| On street parking opportunities | New crossing points | New/improved pedestrian cycle connections | |

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Sustainable Infrastructure

Development across the town centre will need to conform to a high standard of sustainability. As the masterplan progresses new technologies will become available and existing ones should become more cost efficient. The benefit of these developments will need to be maximised. A Water and Energy Strategy is recommended to assess the details of the sustainable technologies that could support development across West Norwood. An initial assessment by Faber Maunsell has indicated the following potential interventions:

- Green and brown roofs to reduce surface water drainage and enhance bio-diversity
- Soak-aways built into the public realm as part of Sustainable Urban Drainage network
- Combined Cooling Heat and Power plants at sites where the scale and type of development could facilitate one (MDO38, Norwood Hall Leisure Centre and West Norwood KIBA commercial development)
- All residential development to conform to Code for Sustainable Homes Level 4, rising to Level 6 by 2016
- All non-residential development to conform to BREEAM rating 'Very Good'
- The local authority will be promoting the use of sustainable materials and processes in new developments as well as local labour and renewable technologies in line with its policies

Note: these standards are minimums and will need to be increased over the life of the masterplan.

Third Sector

A further study will need to be undertaken to reflect the strong emphasis in the "Communities in Control" White Paper on the importance of community hubs and community anchors in successful areas, which are at least in part built environment issues.

Figure 5.8 Sustainable infrastructure strategy



Key

- | | |
|--|---|
|  Rainwater Harvesting |  CCHP |
|  Green Roofs |  Porous Paving |
|  Brown Roofs |  SUDS |
|  Open Space |  Balancing Ponds |



06

OPPORTUNITY AREAS

Tulse Hill

This section summarises the development proposed within the masterplan at each of the six Opportunity Areas. An analysis of the proposals against the following criteria is also set out below: support from local communities; sustainability; viability/deliverability; and planning policy.

Proposals seek to intensify the uses around the interchange and provide an improved gateway to the area with better access and sense of arrival. Residential units would be accommodated in apartments above retail and appropriate employment (B1) uses.

Description of proposals

Land Use

- Total residential of approximately 116 units
- 2,696 sqm of retail space
- 458 sqm of employment space

Urban Design

- Mixed tenure development
- Balconies
- A new pedestrianised station square and western approach
- Refurbished station with improved access
- Improved active frontages and connections to South Circular Road to improve safety and circulation

Scale and Massing

- Taller buildings encouraged around the Station
- Proposed residential development along north side of Avenue Park Road to be of a similar scale and massing to that on the south side

Public Realm

- Create of a new station square to facilitate commuter movement and provide a vibrant gateway and sense of arrival
- Strengthen link to new Elmgreen School.
- Install an electronic news and information board to work with the emerging town centre management strategy, advertising events and activities in West Norwood

Transport and Movement

- An improved car drop off and taxi rank at eastern entrance as part of new residential development
- Car free development



The station frontage as existing



Existing view along Avenue Park Road

Figure 6.1 Land use: ground floor

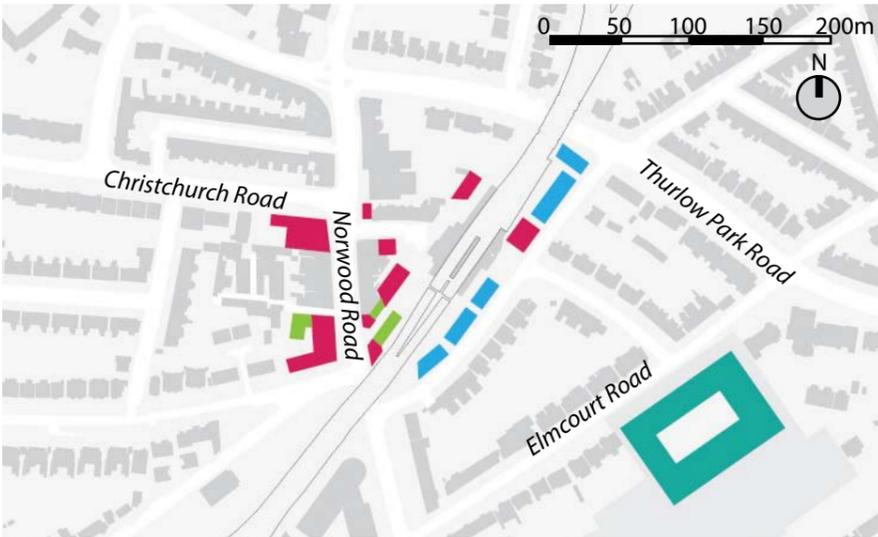


Figure 6.2 Land use: upper floors



Figure 6.3 Urban design framework

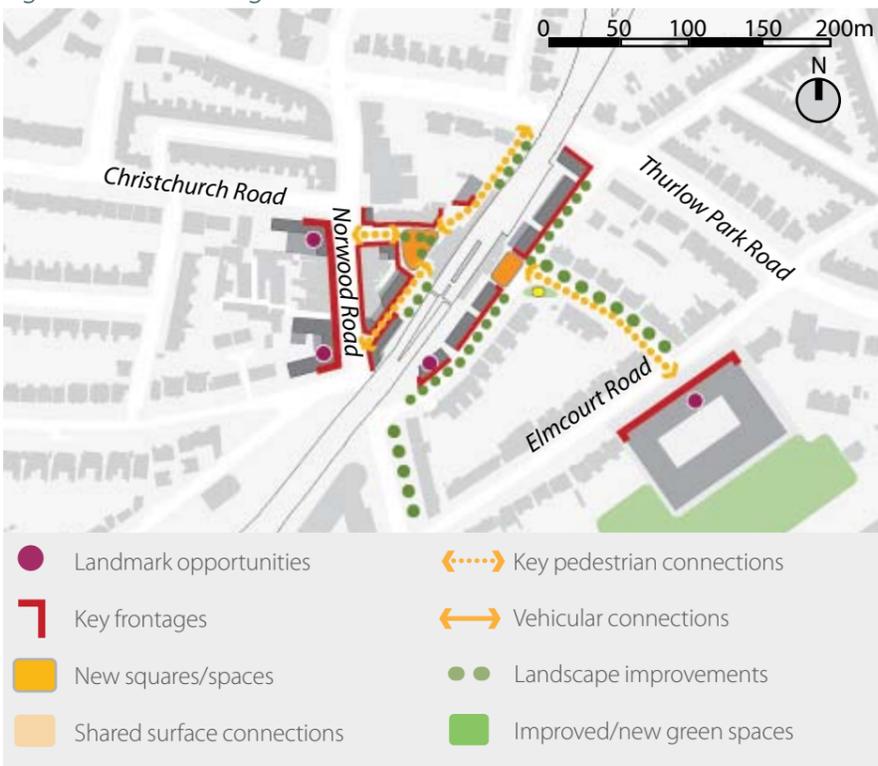


Figure 6.4 Public Realm Diagram



Figure 6.5 Transport and Movement Diagram



ASSESSMENT OF MASTERPLAN PROPOSALS

Support from local communities

- Strong support from local communities for redevelopment
- Urgent need to improve the pavements and street environment

Sustainability – Socio-economic

- Improved gateway will make West Norwood town centre a more attractive destination
- New retail units will establish a commuter friendly hub
- Residential development will need to create a better mix in housing tenure and type and not provide an over-supply of 1-2 bedroom apartments and social housing. This will be an important component helping to build links between existing and new communities
- Housing intensification will bring an opportunity to enhance spending power in the area and move towards higher value economic activities
- Without such intervention there is less chance of stimulating the economic base to act as a spur for further regeneration of the town centre

Sustainability – Environmental

- Focusing development and density around transport nodes reduces the need to travel by car
- Car free development, except provision for a car club
- Homes would meet Code for Sustainable Homes Level 4 (this standard is a minimum and will need to be increased over the life of the masterplan)
- As the space for storage and attenuation is limited, the use of green or brown roofs would be a primary application to reduce and attenuate storm runoff
- Green roofs could be a valuable amenity space for residents; residual water should discharge to soakaways

Deliverability and viability

- Increasing residential densities will allow for a cross subsidy to develop affordable units
- Development will look to support public realm improvements
- The Tulse Hill (TH) proposals are broken down into 4 sites, which could be brought forward as a phased development.

Planning

- Conforms with planning policy
- Development ranges from approximately 70-145 dwellings per hectare (dph) and is within London Plan Density Matrix
- Policy supports development around transport nodes and reduction in car parking spaces in such locations

Indicative aerial view of the Tulse Hill opportunity area



Potential for new cafes and improved access to the station



Potential for new medium density apartments

Access Storage Site

The Access Storage (AC) site is included to support a medium density new residential development. A housing scheme offering shared ownership and socially rented homes is promoted.

DESCRIPTION OF PROPOSALS

Land use

- Capacity for around 47 shared ownership and socially rented dwellings

Urban Design

- Mews style, lower rise housing
- Mixed tenure development

Scale and massing

- Lower rise development to minimise impact of development

Public Realm

- Enhance play space and amenity value for existing adjacent residential development

Transport and Movement

- Additional links with school were considered, but deemed not viable due to location of new school buildings



The existing entrance to Access Storage from Norwood Road

Figure 6.6 Land use: ground floor

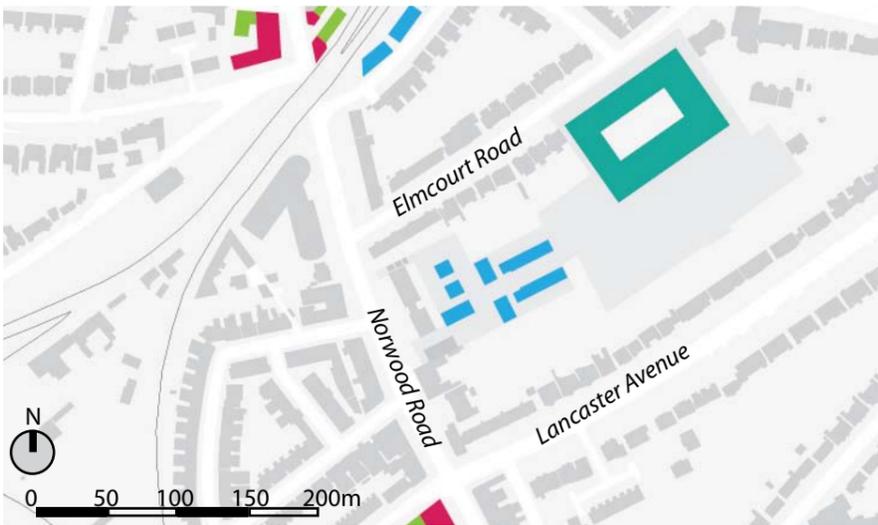


Figure 6.7 Land use: upper floors



Figure 6.8 Urban design framework

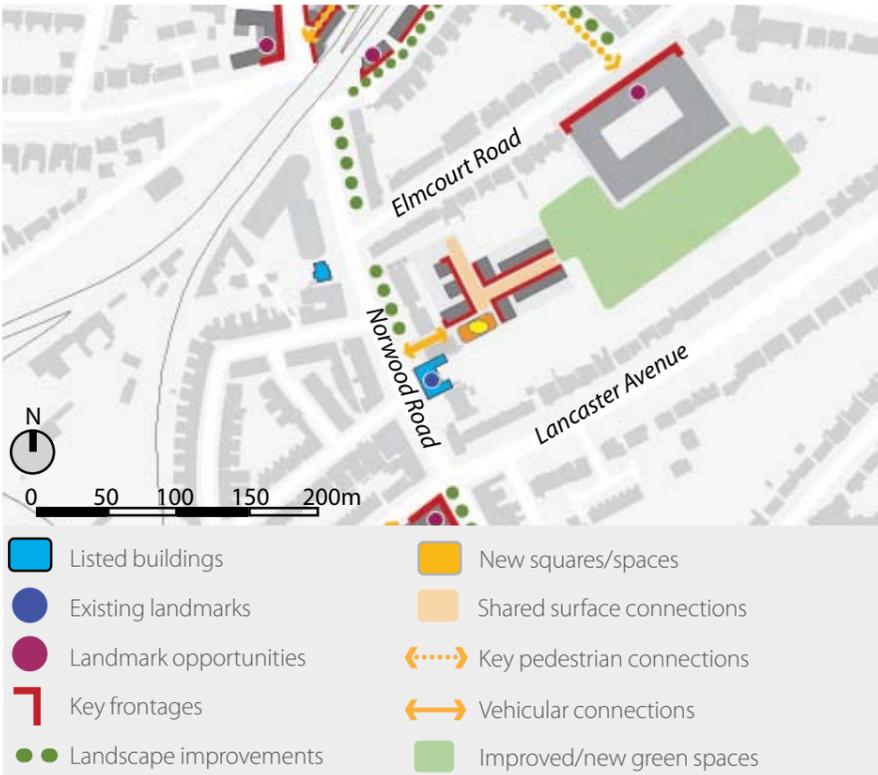


Figure 6.9 Public Realm Diagram



Figure 6.10 Transport and Movement Diagram



ASSESSMENT OF MASTERPLAN PROPOSALS

Support from local communities

- No strong views for or against the proposals

Sustainability – Socio-economic

- Affordable housing is in demand across in Lambeth and London as a whole
- Commercially this area has a low density of employment
- Development would improve area and amenity for adjacent residential dwellings

Sustainability – Environmental

- Homes would meet to Code for Sustainable Homes Level 4. Please note that this standard is a minimum and will need to be increased over the life of the masterplan
- As the space for storage and attenuation is limited, the use of green or brown roofs would be a primary application to reduce and attenuate storm runoff

Deliverability and viability

- The site currently has an economically viable use and it may therefore make the scheme less viable, especially in the short to medium term

Planning

- Proposal conforms with planning policy. It is currently an employment site and a change to residential use is acceptable if scheme is 100% affordable. This is in line with the site's existing designation as a Major Development Opportunity for this purpose.

Elmgreen School

The school site is currently being constructed and as such is a fix.

- It is not included in the capacity model and has not been costed as part of the delivery and implementation strategy.
- Along with Norwood School to the south of the masterplan area it will provide an additional community focus, serving the wider needs of West Norwood;
- The school will be essential to help reduce the unmet demand for educational places



The new Elmgreen School under construction

Potential for Mews style housing on Access site



Indicative artist impression of the new school from planning application



Apartment housing



School will become a valued community hub

MDO 38

The proposed mixed use scheme would include a medium size supermarket at its heart, acting as an anchor drawing people into the town centre. The proposal builds on an existing Supplementary Planning Document for the site. Residential development would sit above the retail units and car park.

DESCRIPTION OF PROPOSALS

Land use

- 7,290 sqm of retail space (a net increase of 4,147sqm)
- 2,335sqm of employment space
- 2,920sqm community space
- Approximately 215 homes
- A 166 place town centre car park which is accessible to all. To include the re-provision of any on road space lost as part of public realm improvements and existing car park on the site. This is based on the interpretation of the current UDP Policy.
- Residential car parking of 70 places. This is based on the interpretation of the current UDP Policy.

Urban Design

- Main supermarket to be wrapped by smaller retail units along Norwood Road
- Public square aligned with adjacent Chatsworth Way
- Finer grain of development rather than singular block
- Pedestrian link through site to improve access to and from York Hill estate
- Mixed tenure development
- Green space and roof gardens above retail for residential development

Scale and Massing

- Built form on the eastern edge of the site to relate to heights of existing buildings along Norwood Road
- Scale of development along western edge to be appropriate to reduce impact of development on York Hill Estate

Public Realm

- A new town square where people can relax and socialise during the day and evening. The square should also provide a main focal point for the town centre
- Pavement widening along Norwood Road to enhance pedestrian experience
- Create a more positive sense of place by respecting the existing built heritage along Norwood Road
- Install an electronic news and information board to work with the emerging town centre management strategy, advertising events and activities in West Norwood

Movement and Transport

- Build on improvements recently carried out at Norwood Road/York Hill/Lancaster Avenue junction that provide controlled pedestrian facilities across all arms
- Existing Transport for London (TfL) study of Route 468 proposes inset parking bays south of the York Hill junction on Norwood Road. However, if this parking was moved to the new town centre car park the road could be narrowed to a single lane in each direction and the footway space extended.
- Masterplan proposals support the TfL scheme proposals for a northbound on-carriageway cycle lane between the York Hill and Harpenden Road junctions. Minor improvements are also proposed in the form of advanced cycle stop lines and cycle lanes on approaches to junctions at a number of locations along Norwood High Street at Norwood Road / Robson Road, Norwood Road / York Hill / Lancaster Avenue and Norwood Road / Palace Road
- In addition, it is considered that the new bus lanes that are being proposed as part of the TfL scheme could be used by cyclists, which would need to be implemented in the new Traffic Regulation Orders (TRO)
- The provision of segregated footways/cycleways along Norwood Road has been considered. However, they have not been taken forward given that this street is the main retail area of West Norwood and therefore the emphasis should be on improving the public realm with wider footways
- On Norwood Road between its junctions with Robson Road and Lancaster Avenue the TfL scheme proposes public realm improvements including carriageway narrowing, widening footways and the redesign of two existing puffin crossing facilities. This is included in the masterplan proposals
- The TfL proposes inset bays for approximately 13 parking spaces between York Hill and Lansdowne Hill. This could now be accommodated in the proposed town centre car park to allow for further improvements to the public realm in relation to increasing footway area
- The TfL scheme also proposes 13 parking spaces on Norwood Road between Chestnut Road and Chatsworth Way. This could also be accommodated in the proposed off street car park to facilitate pavement widening
- At the Norwood Road / Lancaster Avenue junction the TfL scheme proposes to provide an all red stage at the junction with pedestrian crossing facilities and refuge islands on each arm, with some additional footway widening on the north side of the York Hill approach. This is included in the masterplan proposals
- At the Norwood Road / Palace Road junction the TfL scheme proposes to improve the existing pedestrian crossing facilities with revised signal timings. This is included in the masterplan proposals
- Any highway proposal would be subject to further transport modelling and would require the support of TfL

Figure 6.11 Land use ground floor



Figure 6.12: Land use upper floors



Figure 6.13 Urban design framework

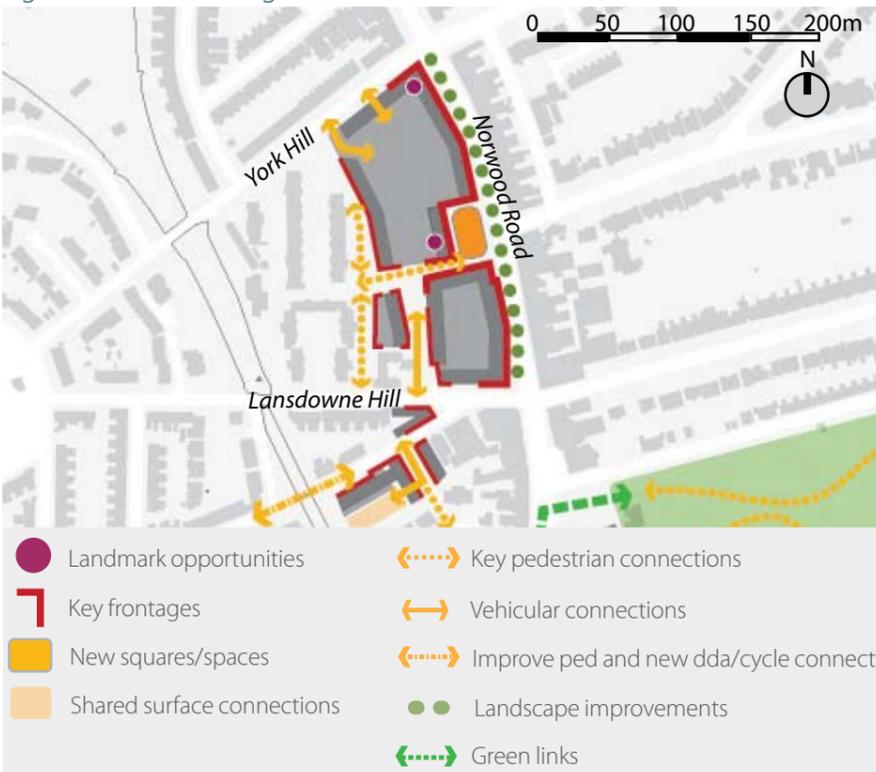


Figure 6.14 Public Realm Diagram

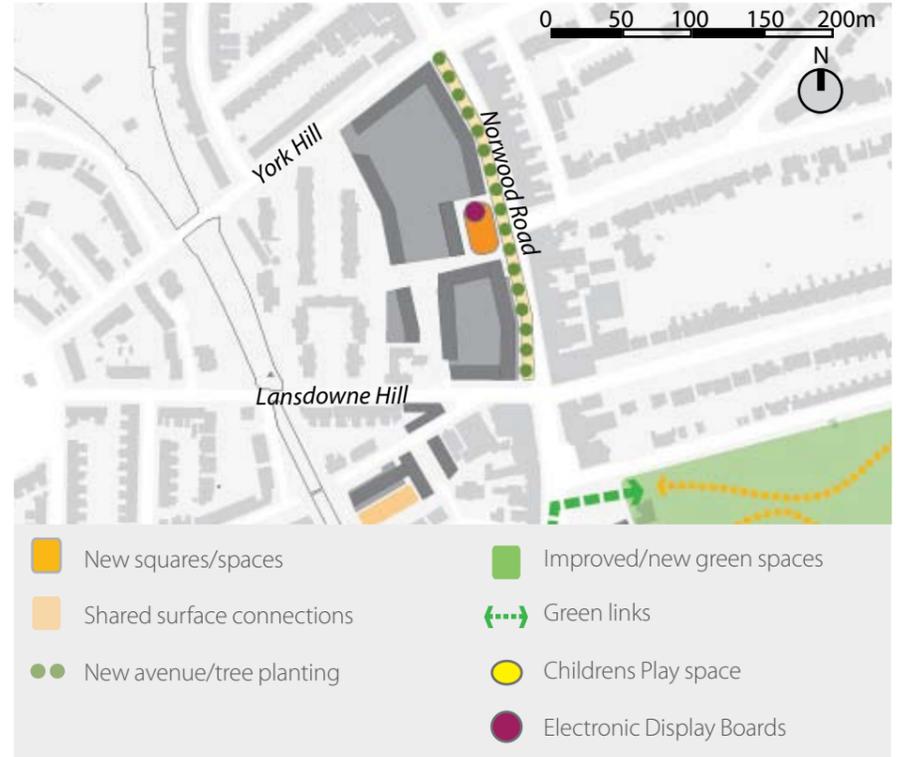
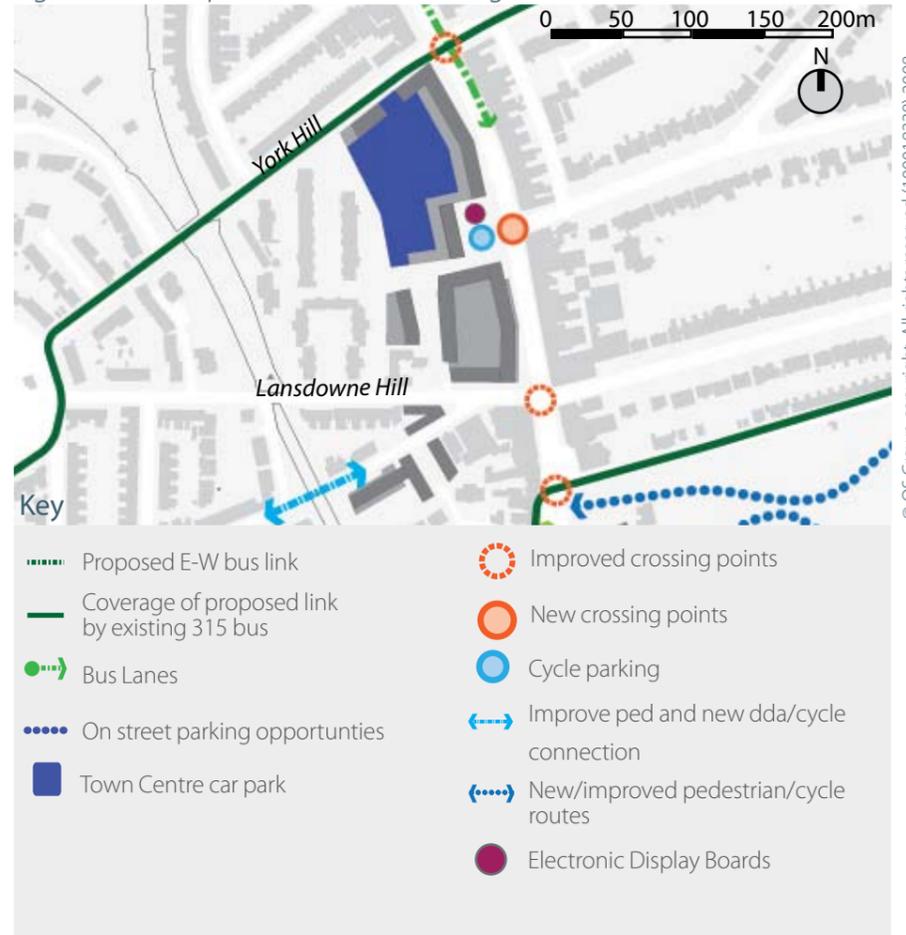


Figure 6.15 Transport and Movement Diagram



ASSESSMENT OF MASTERPLAN PROPOSALS

Support from local communities

- While some were against a new supermarket, a large number of people consulted were in favour of a larger supermarket that would bring a new retail offer to the area
- Very little support for a supermarket of similar size to existing operations in the town centre
- Critical that car park is a town centre facility and publicly accessible. Any loss of on-street parking through additional bus lanes or pavement widening should be re-provided as part of the car-park

Sustainability – Socio-economic

- A new larger supermarket in the heart of the West Norwood retail area would act as an anchor attracting existing and new shoppers to the area and helping to shift the perception of the area from a place to go for a quick shop to one where people see the town as a place to dwell and carry out their main weekly shop
- Option to re-locate existing retail providers as part of the new development
- Will bring additional jobs to West Norwood
- Could have an adverse effect on some local grocery stores but also have potentially positive spillover effects from increased footfall throughout the town centre
- Advantages in consolidating parking at a town centre car park on the site, both in terms of public realm (removal of on street parking facilitates and pavement widening) and economic development (off street parking should mean people will come to West Norwood and stay for longer)
- Residential development will need to create a better mix in housing tenure and type and not provide an over-supply of 1-2 bedroom apartments and social housing
- Housing intensification will bring an opportunity to enhance spending power in the area and move towards higher value economic activities
- Without such intervention there is less chance of stimulating the economic base to act as a spur for further regeneration of the town centre
- Additional community space will be essential to accommodate the demands of an increasing population
- Retention of a B&Q store on site

Sustainability – Environmental

- CCHP local energy network should be provided as part of the supermarket
- Would need to demonstrate minimal impact on traffic in the town centre
- Rainwater harvesting from roofs to serve toilets and vehicle/refuse area washdown should be used if viable

Deliverability and viability

- Complex land ownership would make development challenging
- Levels of retail and residential should still make the scheme attractive, although developers would need to demonstrate that the scale of any retail proposals was appropriate and would not harm the town centre or add to traffic congestion. Would need to build replacement residential units in the south of the site to allow for decanting of the residential block at north eastern corner
- Homes would meet Code for Sustainable Homes Level 4 and other buildings would meet BREEAM Very Good (these standards are minimums and will need to be increased over the life of the masterplan)

Planning

- The scheme is in general conformity with the recently adopted Supplementary Planning Guidance for the site

A Town Centre supermarket



New town square with shops and cafes at ground floor



The existing retail on site



The existing petrol station does not add to the retail frontage of the town centre

Canterbury Grove

Development is proposed on two sites along Canterbury Grove which would improve the setting and vitality of the street. The triangular plot on Canterbury Grove (CG1) could be brought forward at the same time as CG2 and is in council ownership. The vacant industrial site on Canterbury Grove (CG2) is proposed as a mixed use scheme, with residential units above studio employment space to improve viability of development.

DESCRIPTION OF PROPOSALS

Land use

- 11 dwellings at CG1 (triangular site)
- 26 dwellings at CG2 (main site)
- 1,450 sqm of employment floorspace at CG2 (replacing 2,850 sqm approx currently on the site)
- Re-provision of current employment uses on CG1 as part of CG2 scheme

Urban Design

- Development at Canterbury Grove to establish a finer grain of development and improve potential link through to Bloom Grove
- New development to create active frontages along Canterbury Grove to improve safety and streetscene

Scale and Massing

- Scale and massing to relate to surrounding residential properties

Public Realm

- Shared surface throughout development

Transport and Movement

- Improved pedestrian footbridge over railway linking east and west sides of Canterbury Grove and increasing access to Norwood Hall and general east/west connections. It should be noted that the development proposed will not solely pay for the improvements envisaged for the bridge and other sources of funding are still required



Existing view of vacant industrial



View along Canterbury Road towards the railway bridge

Figure 6.16 Land use ground floor

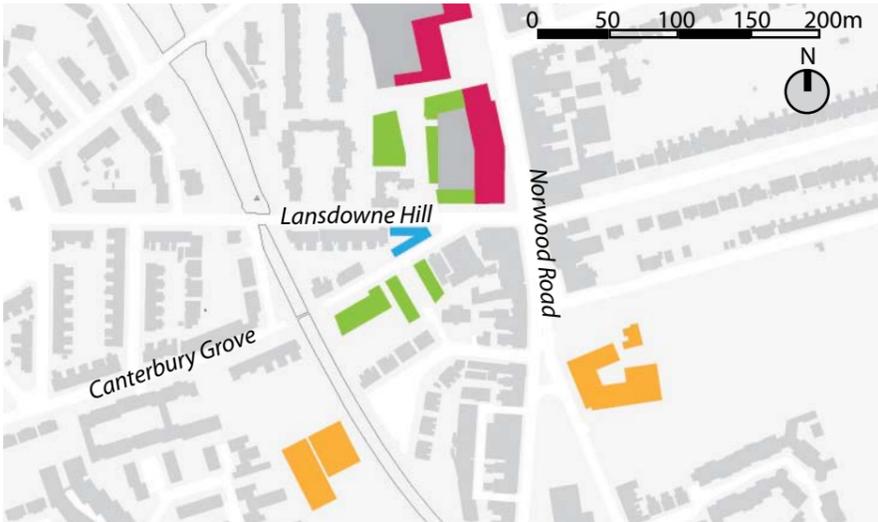
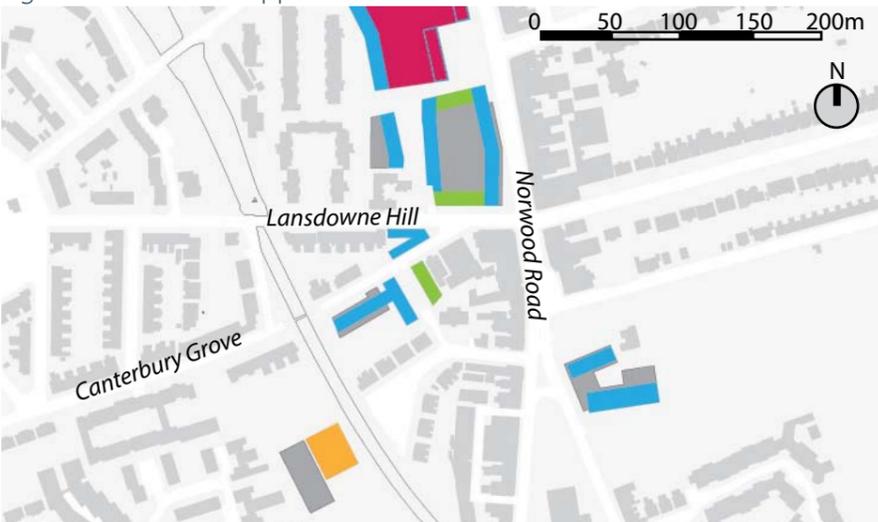
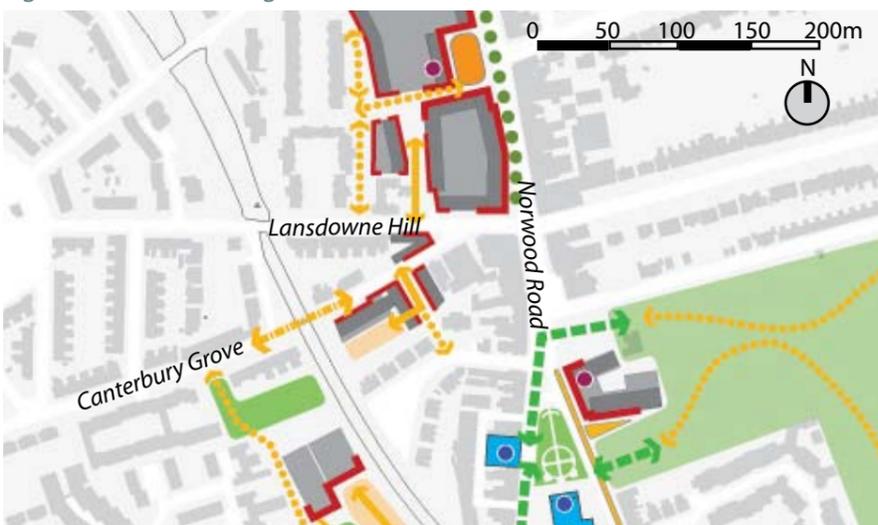


Figure 6.17 Land use upper floors



- Retail
- Residential
- Studios/employment space
- Education
- Community

Figure 6.18 Urban design framework



- Landmark opportunities
- Key frontages
- New squares/spaces
- Shared surface connections
- Key pedestrian connections
- Vehicular connections
- Improve ped and new dda/cycle connection
- Landscape improvements
- Green links

Figure 6.19 Public Realm Diagram



- New squares/spaces
- Shared surface connections
- Improved/new green spaces
- Green links
- New avenue/tree planting
- Childrens Play space
- Electronic Display Boards

Figure 6.20 Transport and Movement Diagram



- Proposed E-W bus link
- Coverage of proposed link by existing 315 bus
- Bus Lanes
- On street parking opportunities
- Town Centre car park
- Improved crossing points
- New crossing points
- Cycle parking
- Improve ped and new dda/cycle connection
- New/improved pedestrian/cycle routes
- Electronic Display Boards

ASSESSMENT OF MASTERPLAN PROPOSALS

Support from local communities

- There was support for redeveloping the site as a mixed use scheme, providing development is sympathetic to adjacent residential units

Sustainability – Socio-economic

- While land is currently designated as employment use, the site has been vacant for a number of years
- A mixed use scheme would support the provision of new employment space and an improved environment to attract new businesses to this central location
- Residential development will need to create a better mix in housing tenure and type and not provide an over-supply of 1-2 bedroom apartments and social housing
- Housing intensification will bring an opportunity to enhance spending power in the area and move towards higher value economic activities
- Without such intervention there is less chance of stimulating the economic base to act as a spur for further regeneration of the town centre

Sustainability – Environmental

- Homes would meet Code for Sustainable Homes 4 and other buildings BREEAM Very Good (these standards are minimums and will need to be increased over the life of the masterplan)
- As the space for storage and attenuation is limited, the use of green or brown roofs would be a primary application to reduce and attenuate storm runoff

Deliverability and viability

- The site has been vacant for a number of years and requires redevelopment. Proposals for a mixed-use scheme should aid viability and enable the site to be brought back into use as an employment and residential location

Planning

- As the proposal would represent a net loss of employment space this scheme is not policy compliant. Further work to demonstrate the unsuitability of the site in its current state as employment could be undertaken in line with UDP Policy 23. This could result in a scheme such as this becoming policy compliant

Indicative aerial view of Canterbury Grove opportunity area



Mixed use employment/residential development

Accessible railway bridge

Norwood Hall

Development includes proposals for a leisure centre and Primary Care Trust Neighbourhood Resource Centre on the current site of Norwood Hall.

DESCRIPTION OF PROPOSALS

Land use

- Public swimming pool and gym (1,989 sqm)
- 'Neighbourhood Service Centre', to include GPs, nursing and therapy services and space for additional services provided by Lambeth Council (2,528 sqm)
- Space for youth groups (150 sqm)

Urban Design

- Maximise potential for overlooking of green space
- Need to ensure green roofs, walls and boundary planting are utilised wherever possible, especially if there are opportunities to physically connect such features with the surrounding grassland and more woody/scrub habitats
- Ensure that layout minimises the loss of open space, improving the quality and usability of the open space

Scale and Massing

- Sensitive design to ensure minimum impact on Hainthorpe Estate
- Massing to ensure efficient energy consumption

Public Realm

- Need to consider safety at leisure centre complex at Norwood Hall through improved lighting along Devan Way approach road
- Design of lighting should be to maintain safety and views along paths and keep light pollution or 'leakage' to a minimum
- Ideally paths should be 'naturalised' or visually low profile so they blend in with the green space or naturalised areas
- Retention and enhancement of significant amount of green open space
- Will need to retain 'buffer zones' between the buildings and railway lines so that there is not fragmentation of wildlife habitat or corridors along the embankments. Likewise, should aim for 'buffer strips' of grassland or woodland along site boundaries

Transport and Movement

- Improved links with Canterbury Grove and on through to the town centre
- Further work in relation to the entrance to the site onto Knights Hill will need to be undertaken to ensure the scheme is viable
- It is envisaged that the proposed development will be dependent on public transport, and other transport modes, such as cycling and walking, will be promoted. Parking on site will be restricted and the implications of this will need to be investigated in more detail by any development proposal



Existing hall



View from Norwood Hall

Figure 6.21 Land use ground floor



Figure 6.22 Land use upper floors



Figure 6.23 Urban design framework

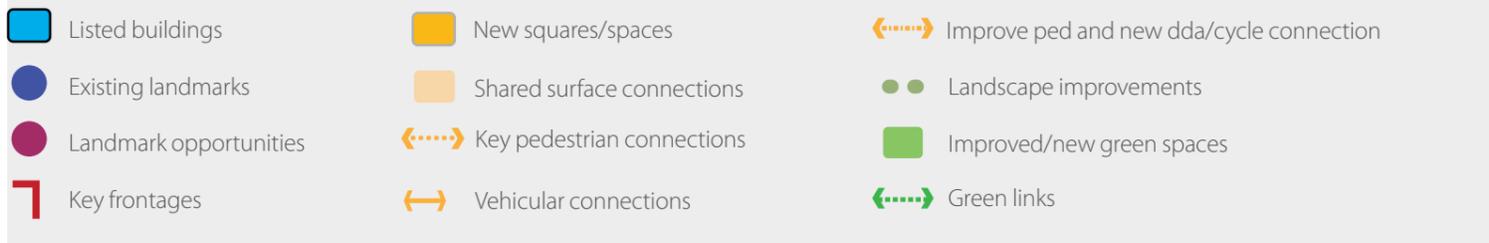


Figure 6.24 Public Realm Diagram



Figure 6.25 Transport and Movement Diagram



ASSESSMENT OF MASTERPLAN PROPOSALS

Support from local communities

- Strong support for new leisure, health and youth facility on the site
- Some concerns about impact on Hainthorpe Estate

Sustainability – Socio-economic

- New leisure centre will act as another anchor for West Norwood attracting local residents and visitors to the area
- Co-location of leisure centre and Neighbourhood Resource Centre will have significant health benefits, especially in promoting healthy living
- The 'Neighbourhood Resource Centre' will bring together a range of health and social care services under one roof in a modern, fit-for-purpose location. They also enable a range of specialist and diagnostic healthcare services, traditionally provided in hospitals, to be shifted into the community
- Will improve access to and value of open space on the site
- Additional community and leisure space will be essential to accommodate demands of an increasing population

Sustainability – Environmental

- Buildings designed to maximise heat retention
- Buildings would conform to BREEAM Very Good (this standard is a minimum and would need to be increased over the life of the masterplan)
- The building's design and management, including specifications for habitat creation, species mix and maintenance, would need to be suitable for the site's layout and future uses, and try to favour habitats and species that will enhance local biodiversity
- Site will have a high water usage and therefore should be considered for combined grey and rainwater reclamation. Rainwater, and shower and basin waste could be used to serve staff and public WC facilities. Landscaping filtration ponds and porous paving should be incorporated to drain car park areas

Deliverability and viability

- Scheme should be delivered through a Government backed Private Finance Initiative (PFI)
- Scheme fits with PCT Strategic Service Delivery Plan and national policy on providing healthcare locally
- Scheme is compliant with Lambeth's Leisure Services Delivery Strategy, Youth Service Plan and Customer Service Strategy

Planning

- Scheme is in general conformity with planning policies, providing the amenity of the Hainthorpe Estate is maintained
- Open space will be improved and enhanced, through ensuring that layout minimises the loss of open space, improving the quality and usability of the open space. Further work on car parking and its impacts will need to be undertaken prior to determining an appropriate level

Indicative aerial view of Norwood Hall opportunity site



Example of new leisure centre



Indicative view of the proposed facility

Cultural Hub

The refurbishment or redevelopment of the current library and Nettlefold Hall is proposed, to help establish a cultural heart to West Norwood and to meet the demands of a modern library and community theatre/performance space.

In relation to the library and Nettlefold Hall, it is proposed that a detailed feasibility study based on the principles outlined below is undertaken to

assess the potential for the site in terms of refurbishment or redevelopment. Further detail on this is outlined in the Delivery and Implementation Strategy.

The cultural hub is intended to build on the existing cultural base in the area by providing additional facilities and a focus for activity.

DESCRIPTION OF PROPOSALS

Land use

- Refurbishment or redevelopment of library and Nettlefold Hall (approx 3,480 sqm)
- Potential for 28 new flats above library subject to further testing of feasibility, massing, height, servicing and setting of listed buildings/conservation areas/registered parks and gardens
- Potential to provide a visitors learning centre at the cemetery gatehouse
- Signage and improved pathways and seating to promote specific walks through the cemetery, further exploiting West Norwood's rich cultural history. The cemetery in particular has national importance
- Provision for a new market outside the library, although further investigation is needed to ensure that there would not be adverse effects
- Proposed new West Norwood train station building

Urban Design

- Improved frontage along Norwood High Street to make the library more welcoming and outward looking, enhancing the cultural hub context
- Ensuring the refurbished library or any replacement fits in with the surrounding context and that any historical assets are not harmed
- Maximise use of the building and its grounds, to include bringing the public toilet into the building to establish public space outside of the library

Scale and Massing

- Scale, massing and design of new library to relate to St Luke's Church and listed cemetery. Any new or refurbished scheme will need to retain or improve the setting of the library and Nettlefold Hall in relation to both these important assets

Public Realm

- Public realm improvements to build on the soon to be fitted railings around St Luke's Church gardens, through improved connections across Norwood High Street
- Widening of pavement along Norwood High Street to improve linkages between the library and South London Theatre
- Reduce the impact of traffic on the town centre environment and improve access from Norwood Road to West Norwood Cemetery
- Create a more positive sense of place through the use of the existing built and natural heritage
- Create a new marketplace outside of Norwood Library, to host a weekly produce market with possible expansion to other goods and more frequent occurrences
- Install an electronic news and information board to work with the emerging town centre management strategy, advertising events and activities in West Norwood
- Respect the serenity of West Norwood Cemetery, but increase access through appropriate signage on paths and at key points in the cemetery, as well as improved pathways and seating to stimulate use of these areas. This could relieve some pressure on more sensitive ecological areas

Transport and Movement

- The Norwood Road/Robson Road junction is not pedestrian friendly. The TfL scheme provides for a crossing of Robson Road in two stages stopping on a traffic island. It is proposed that this scheme should be amended to provide a "straight across" pedestrian crossing facilitated by an all-red traffic phase
- Propose to make public realm improvements in the form of a larger shared surface area for pedestrians that can also be used by vehicles servicing the Tesco Express with a short dedicated left turn lane to the south of the bus stops within the existing carriageway and have one lane for straight ahead traffic
- Footway widening on the eastern side of the Norwood High Street carriageway as a result of proposing one lane on the southbound exit from the junction with Norwood Road. This will allow for the potential of a street market and a new pedestrian crossing facility, giving greater priority to pedestrians
- It is proposed to provide a new pedestrian crossing facility on Knight's Hill adjacent to St Luke's Church to improve the quality of the pedestrian link between Norwood Hall site, West Norwood Railway Station and the "Cultural hub" on Norwood High Street
- The recently moved bus stand opposite the South London Theatre on Norwood High Street along with the adjacent bus stops will adversely impact the emerging cultural hub. It is proposed that these are replaced by the on street parking bays that would be moved from the north opposite St Luke's Church
- As a result, it is considered that the bus stand and bus stops could be accommodated in the following alternative locations:
 - Bus stand on Ernest Avenue to the south, a more appropriate location for a bus stand
 - Bus stops to the south of the railway bridge in the vicinity of the Norwood High Street / Pilgrim Hill junction to facilitate access to West Norwood Railway Station via the footways on Norwood High Street and Hannen Road
- The TfL scheme proposes that the section of on street parking bays and a disabled parking bay on Knight's Hill situated on the eastern side of the carriageway is relocated to the opposite side of the carriageway. They would be situated within the proposed bus lane, along with three other existing sections of parking bays that are currently located on the western side, with no overall loss of parking. It is proposed that the bus lane would be operational during the peak hours only, and hence use of these bays would not be permitted during these hours. This is supported in the masterplan
- Masterplan also supports the TfL scheme for one section of on street parking bays on Norwood Road immediately to the south of its junction with Lancaster Avenue, currently situated on the eastern side of the carriageway, to be relocated to the opposite side of the carriageway and make them inset bays with no overall loss of parking
- Masterplan also supports the TfL scheme to provide two sections of inset parking bays on Norwood Road, north of its junction with Elmcourt Road in place of existing on street parking bays located within the carriageway with no overall loss of parking

Figure 6.26 Land use ground floor

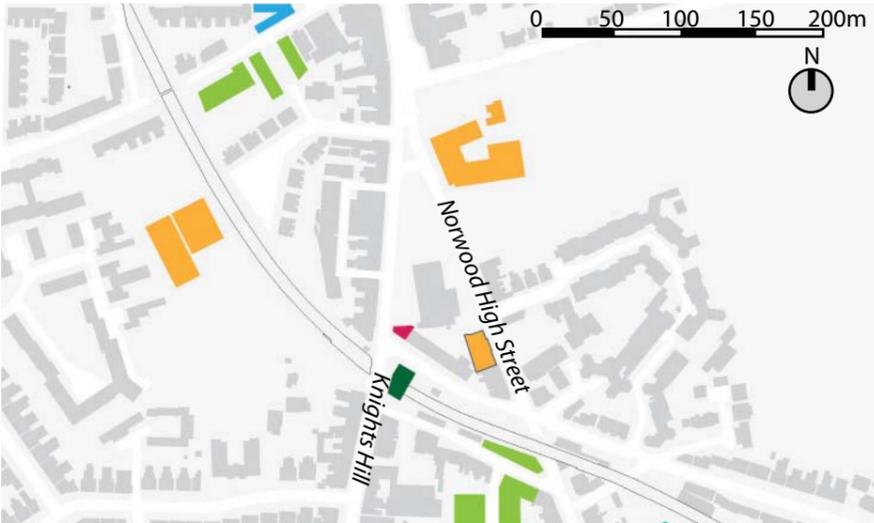


Figure 6.27 Land use upper floors



Figure 6.28 Urban design framework

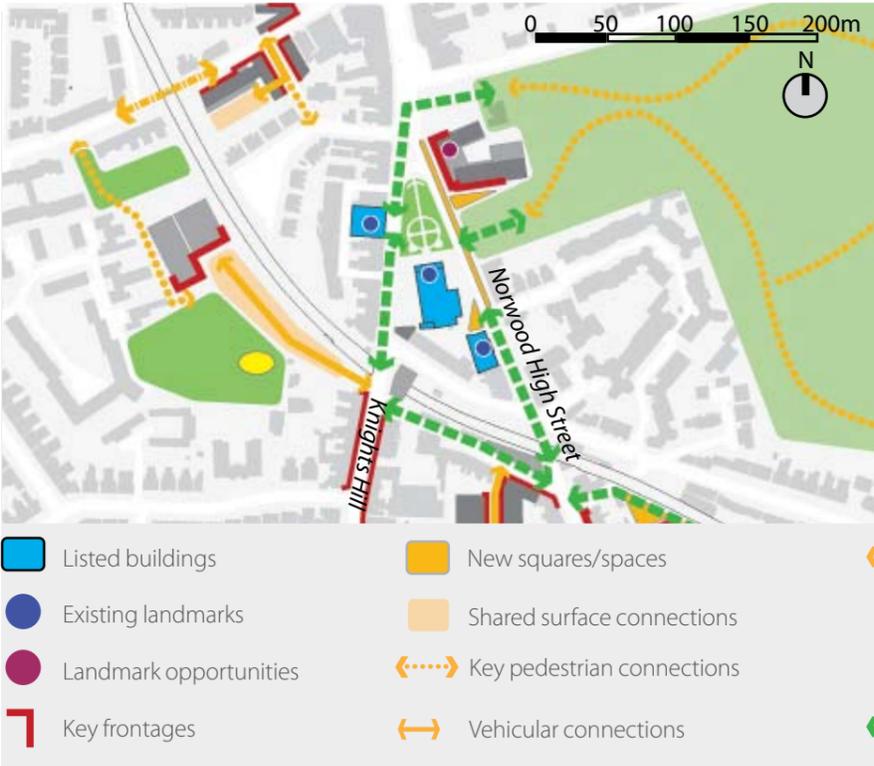


Figure 6.29 Public Realm Diagram

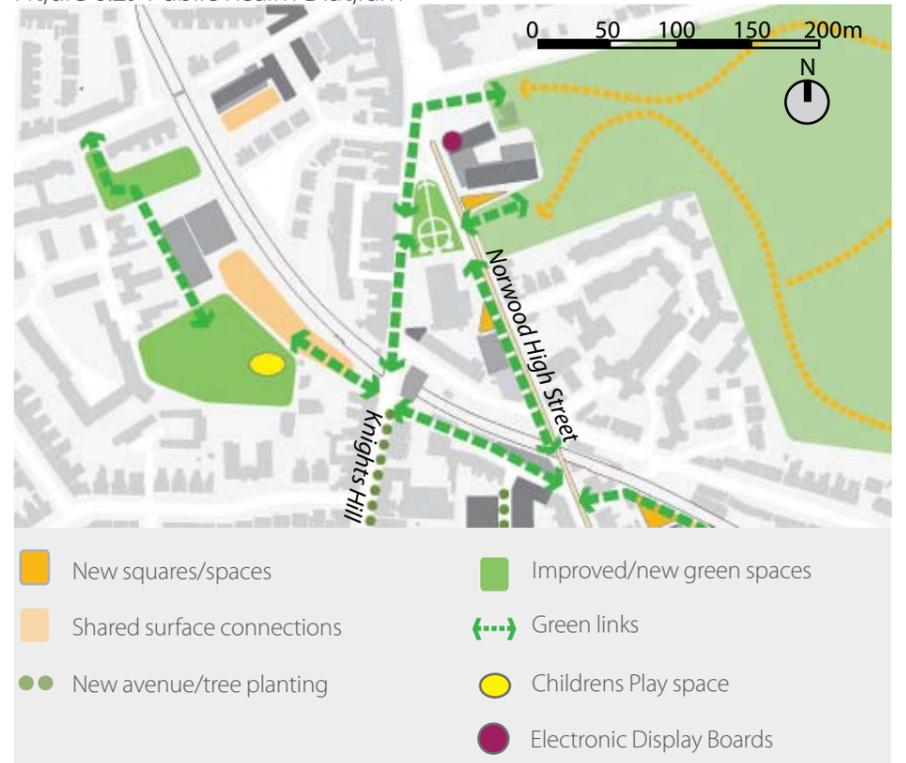
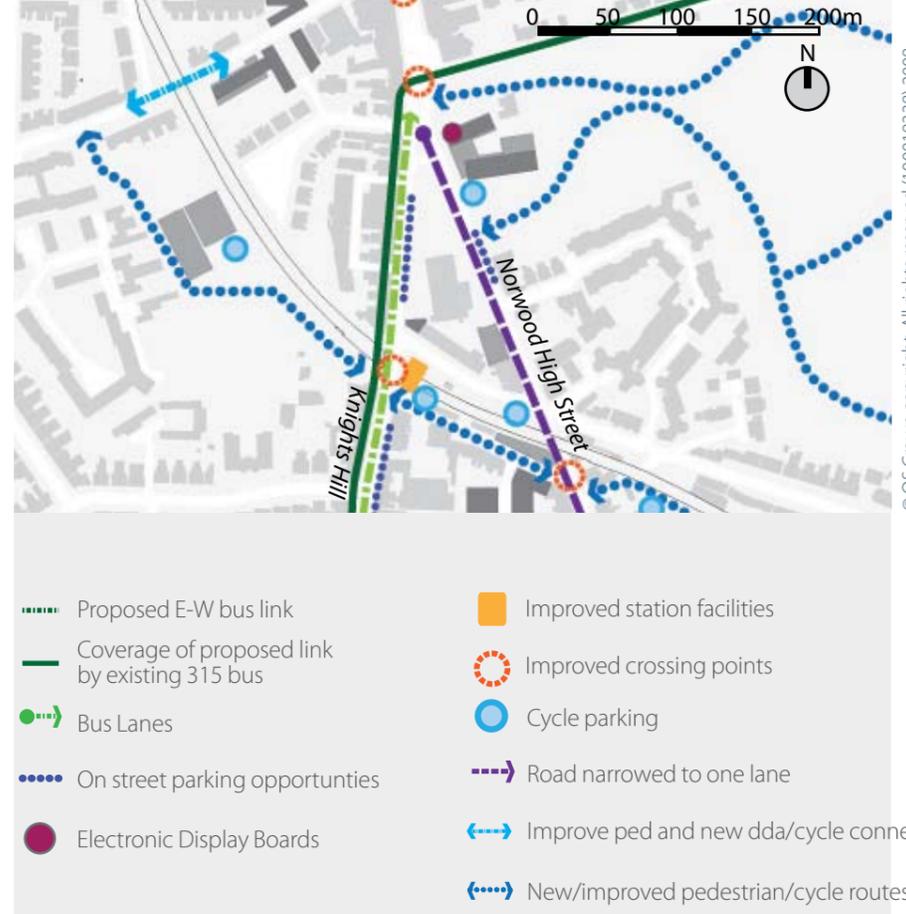


Figure 6.30 Transport and Movement Diagram



ASSESSMENT OF MASTERPLAN PROPOSALS

Support from local communities

- Widespread support for the concept of a cultural hub based around the library, old library, West Norwood Cemetery and South London Theatre
- Street Market has strong support
- Majority support for a new library and Nettlefold Theatre, although some expressed a strong desire to retain the building
- The library building is not user friendly and does not relate well to the street outside.
- Traffic calming measures seen as very important along Norwood High Street

Sustainability – Socio-economic

- Cultural facilities, especially the Nettlefold Theatre and the South London Theatre are great assets for West Norwood and could be further exploited to maximise social and economic benefits
- Building on West Norwood's cultural offer will help build identity and popularity of the centre
- A new market will further add to the economic and social vitality of the area and attract people to the southern edge of the town centre
- Additional community and leisure space will be essential to accommodate demands of an increasing population

Sustainability – Environmental

- Homes would meet Code for Sustainable Homes 4 and other buildings BREEAM Very Good (these standards are minimums and will need to be increased over the life of the masterplan)

- In relation to surface water run off, the library site on Norwood High Street is restricted by the cemetery to the north, south and east and should be considered for a green roof for residential or public amenity use
- The current building structure of the library is sound. If the new development option is taken forward the benefits of the scheme would need to outweigh environmental impacts
- Improvements to West Norwood Cemetery should improve open space amenity and biodiversity

Deliverability and viability

- Information from West Norwood Library management is that the current building is not fit for purpose. It has very high maintenance costs and lacks the space for additional computers essential to the operation of a 21st century library and educational facility.
- The masterplan should be used to support funding bids for South London Theatre as part of West Norwood's cultural hub
- Many of the transport proposals, although supported by Lambeth Council, will be subject to further assessment as they come forward

Planning

- Proposals are in general conformity with planning policy. However, great care would need to be taken to ensure the amenity of listed cemetery and adjacent church was protected. The listed cemetery is a registered park and garden (grade II), the walls and railings are separately listed (grade II) and many of the monuments in the cemetery are grade II*. The whole complex is on the national Heritage at Risk Register



Existing library with poor quality frontage



Consolidate and improve the role of markets in West Norwood

Indicative aerial view of Cultural Hub opportunity area



New modern library facility



Proposed street market

West Norwood Commercial Area and Cheviot Gardens – A Phased Approach

The proposals for the West Norwood Commercial Area are set out over three phases to promote incremental regeneration that supports the area's existing role in providing good employment opportunities to local residents, while also expanding the role of the area to provide primary school provision and an increase in the diversity of employment opportunities by introducing studio space and managed workspace. This would require significant land assembly.

Phase 1 – promotes the protection of existing commercial uses to ensure local employment opportunities are retained and protected. Sites shown for development are those currently identified as vacant and the level of new development shown in this phase is based on the analysis undertaken by DTZ in Stage 1, which emphasised the limitations in the current West Norwood market for diversification of employment types. The two sites identified are seen as the maximum amount of development achievable in the area without significant interventions in relation to mixing uses and improvements to amenity.

This phase also brings forward the proposed new primary school, which will bring new life to the area and support current and future capacity demand for school places.

Phase 2 – this phase brings forward redevelopment to the east of Norwood High Street. The key intervention here is additional development to ensure appropriate uses adjacent to the primary school.

Phase 3 – this phase is premised on the catalytic effects of the mixed use scheme to the east of Norwood High Street. With a new neighbourhood feel and an increase in the diversity of activities in the area the masterplan promotes additional commercial development to support a mixture of employment typologies including studio and flexible workspace.

DESCRIPTION OF PROPOSALS

Land use

- 44,515 sqm of new employment space, replacing 28,501 sqm of existing commercial floorspace
- Retention of approx 76,754 sqm of existing commercial floorspace to support existing business and employment offer
- A new 2 form entry primary school and nursery school of 4,822 sqm to help reduce the unmet demand for school places and support increases in the proportion of young people (note the site shown in the diagrams is indicative and the exact location subject to land acquisition and feasibility studies/assessments)
- Retail of 1,562 sqm
- 130 residential or live/work units, residential along Norwood High Street and live/work units to the east of Norwood High Street
- Re-provision of the 66 unit sheltered housing estate at Cheviot Gardens, with scope for a further 23 homes
- A new ecology park with pedestrian and cycle links from Norwood Park to Norwood Hall
- Retention or improvement of tennis courts or other sporting facility or relocated to ecology park

Urban Design

- Live/work units to front onto ecological park, providing natural surveillance
- Buildings which accommodate flexible mixed employment types should be created as a buffer between live/work units and heavier industrial activities and careful design can be used to protect amenity
- Reconfigured block structure within KIBA will frame new public areas within commercial-led development in West Norwood Commercial Area
- New block structure at Cheviot Gardens knits estate back into the built fabric of surrounding area
- Improved pavement and public realm treatment along Knights Hill, along with a shop front improvement programme

Scale and Massing

- Promote taller buildings around ecology park
- New development within West Norwood Commercial Area to relate to scale along Norwood High Street and Knights Hill
- Employment uses should where appropriate be set out over multiple floors

Public Realm

- Create new public square in the employment district where people can relax and socialise
- Opening up ecological land as a park will improve amenity and introduce pedestrian and cycle connections between West Norwood and Norwood Park
- Pocket park within new development at Cheviot Gardens

Transport and Movement

- Improvements to the pedestrian environment in this area and to create new connections across Norwood High Street
- Two lanes are not required for highway capacity along Norwood High Street so it is proposed to narrow the highway down to one running lane. This lane would have to be 4.8 metres wide if it were to allow vehicles to pass a broken down vehicle, alternatively the highway edge detail could be designed to allow vehicles to pull onto the footway in an emergency. Any road narrowing would, however, be subject to further investigation
- Reducing the carriageway width should reduce the impact of traffic, allow for an increase in footway width and control vehicle speeds by narrowing the highway corridor
- A new pedestrian crossing is proposed linking the library and cemetery with the church and theatre
- Parking strategy would need to be developed, but should focus on majority of new employees arriving by public transport
- There is a need to accommodate deliveries but it is expected that all development would promote sustainable travel options

Figure 6.31 Phase 1 land use ground floor

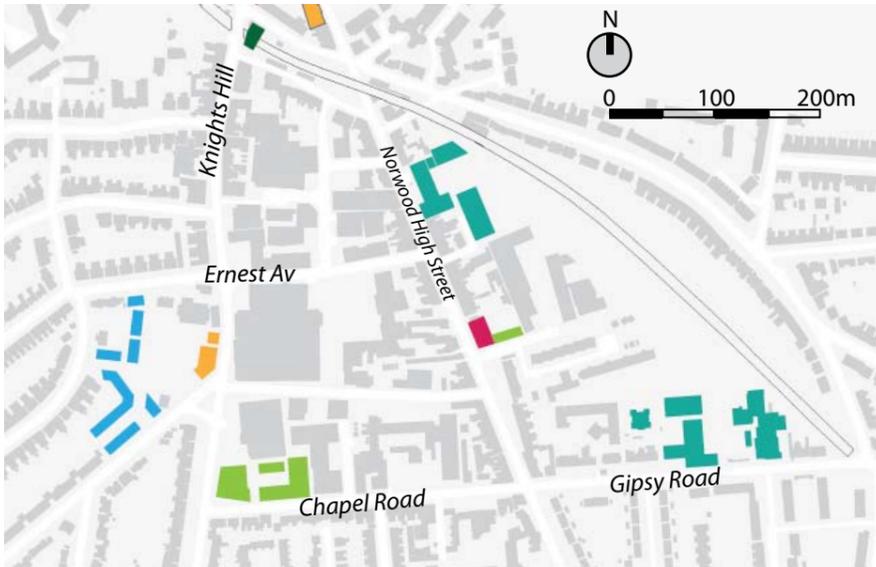
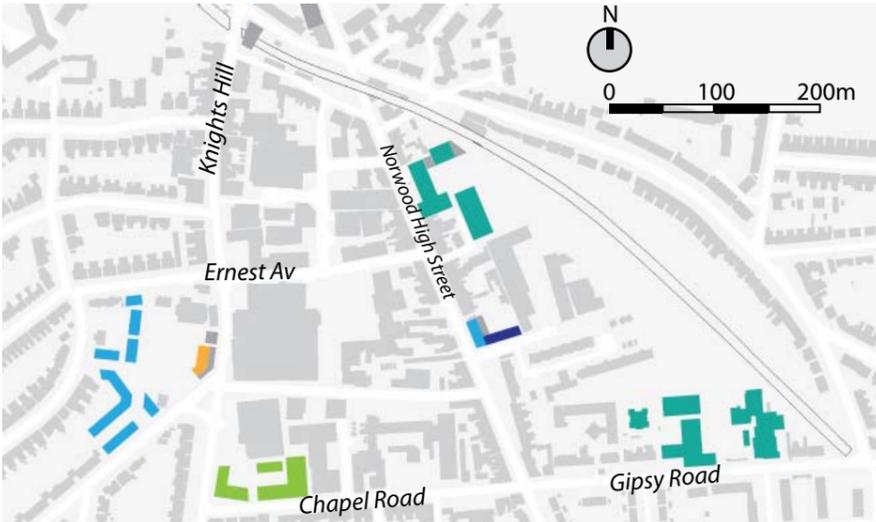
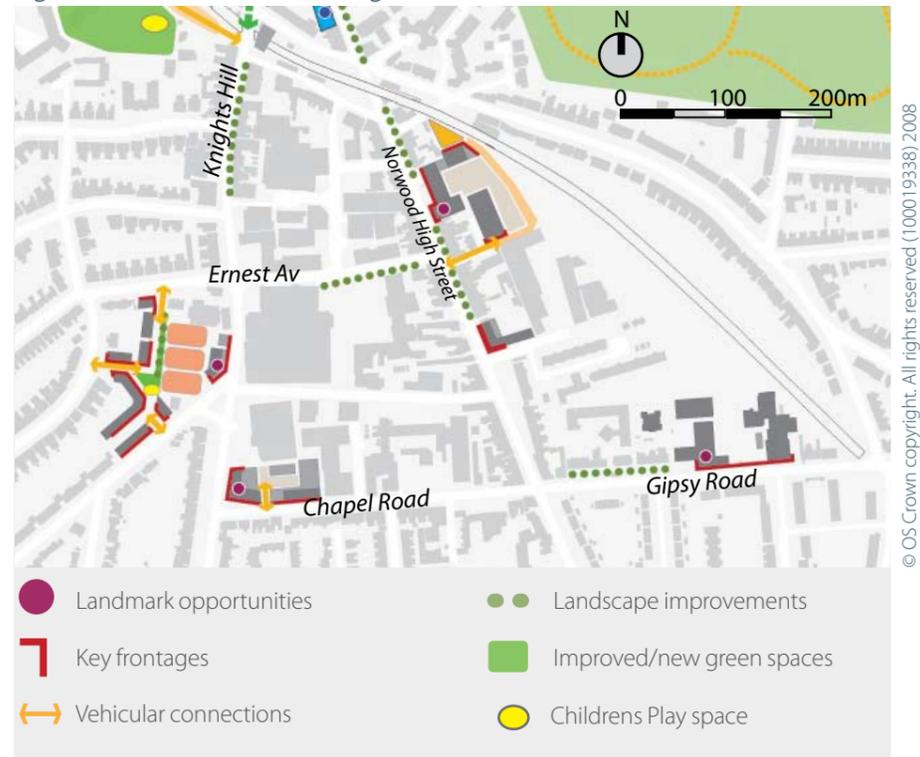


Figure 6.32 Phase 1 land use upper floors



- Retail
- Residential
- Studios/employment space
- Education
- Community

Figure 6.33 Phase 1 Urban design framework



- Landmark opportunities
- Key frontages
- Vehicular connections
- Landscape improvements
- Improved/new green spaces
- Children's Play space

Norwood High Street as existing



Area east of Norwood High Street



The existing central commercial area



The existing central commercial area

Figure 6.34 Phase 2 land use ground floor

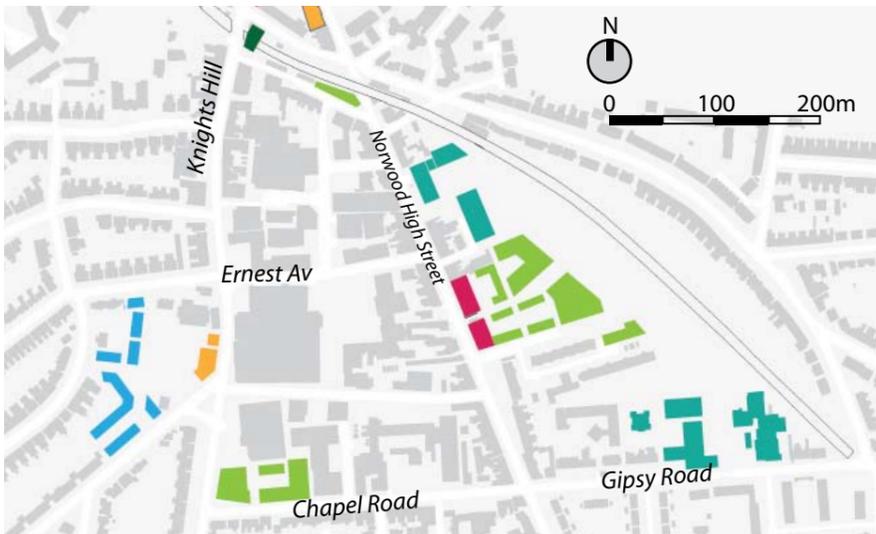


Figure 6.35 Phase 2 land use upper floors

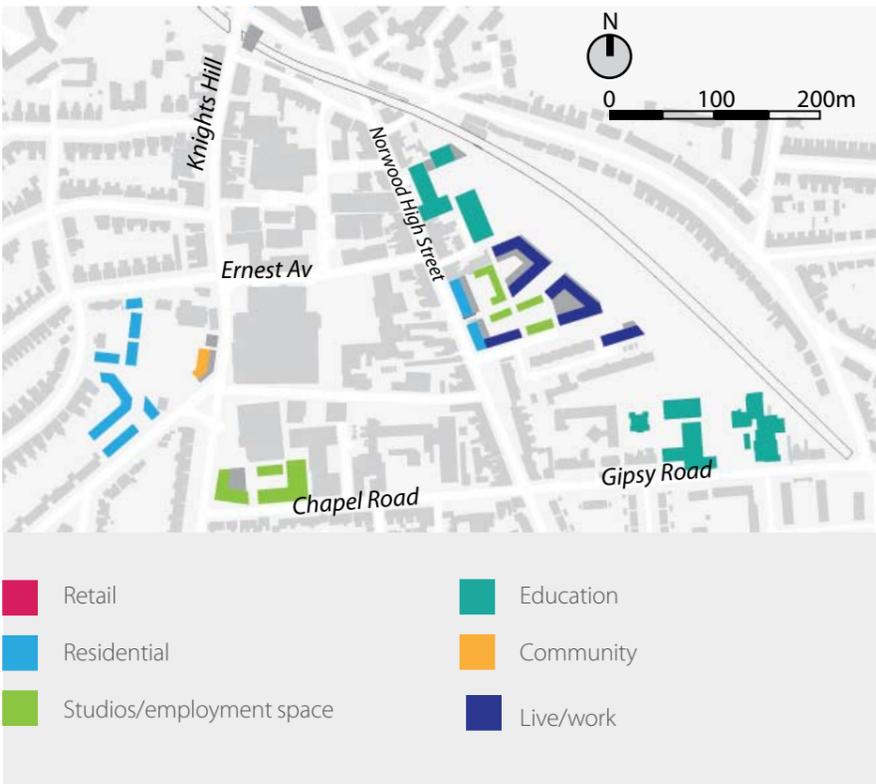
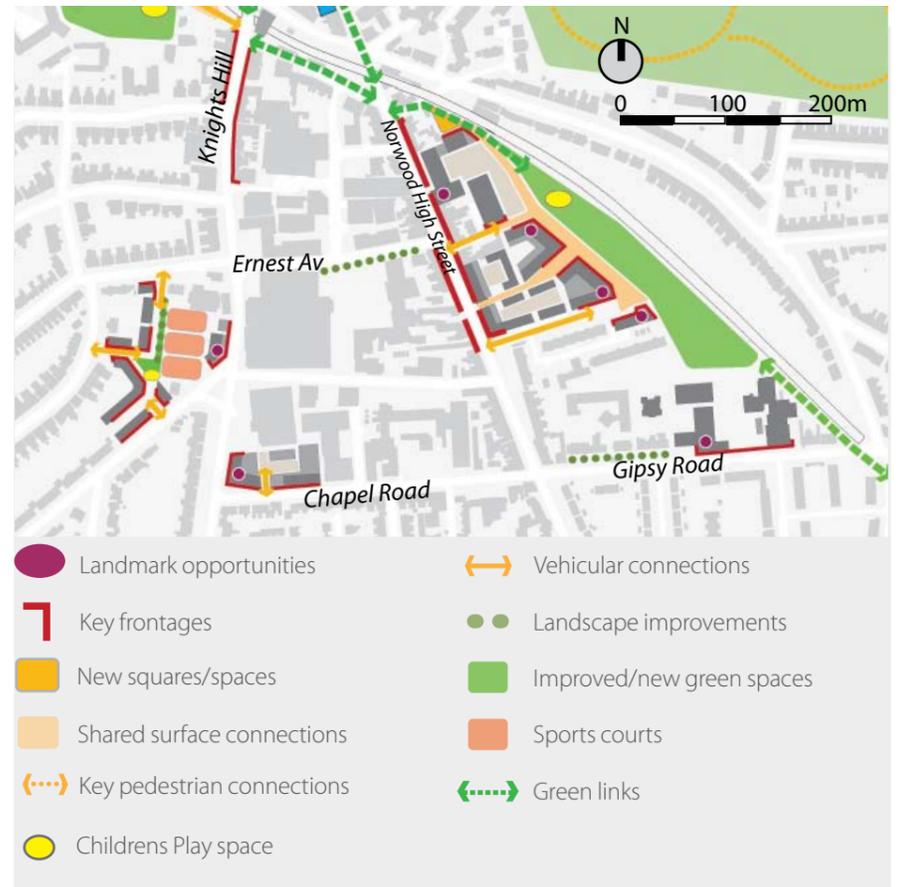


Figure 6.36 Phase 2 Urban design framework



Indicative aerial view of West Norwood Commercial Area opportunity area



New primary school



New employment



Figure 6.37 Phase 3 land use ground floor

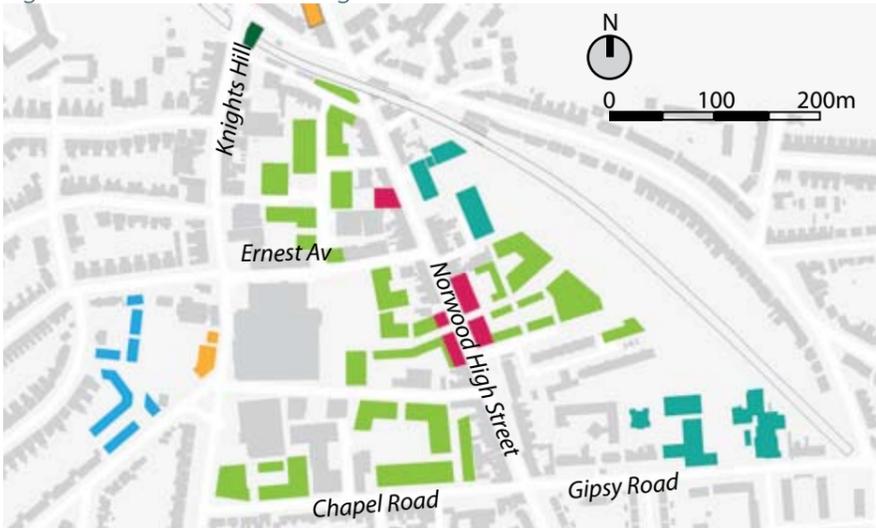
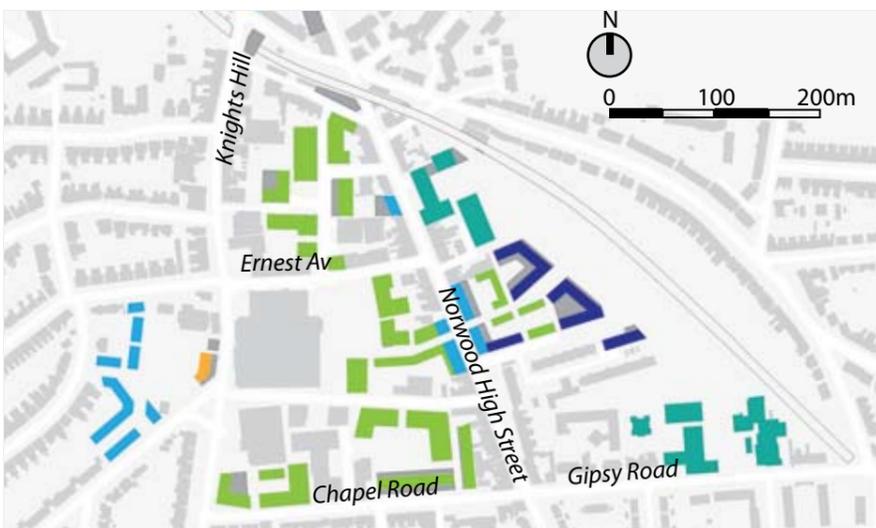
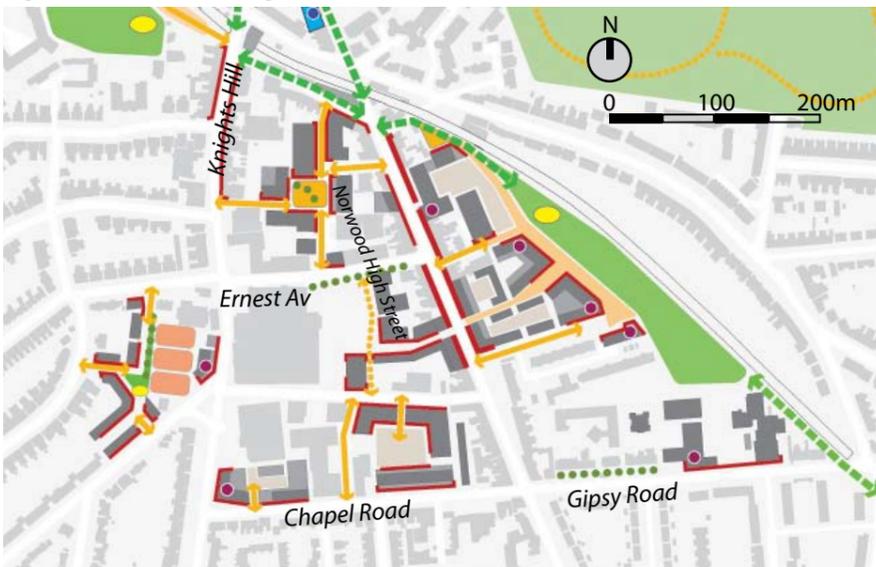


Figure 6.38 Phase 3 land use upper floors



- Retail
- Residential
- Studios/employment space
- Education
- Community
- Transport
- Live/work

Figure 6.39 Urban design framework



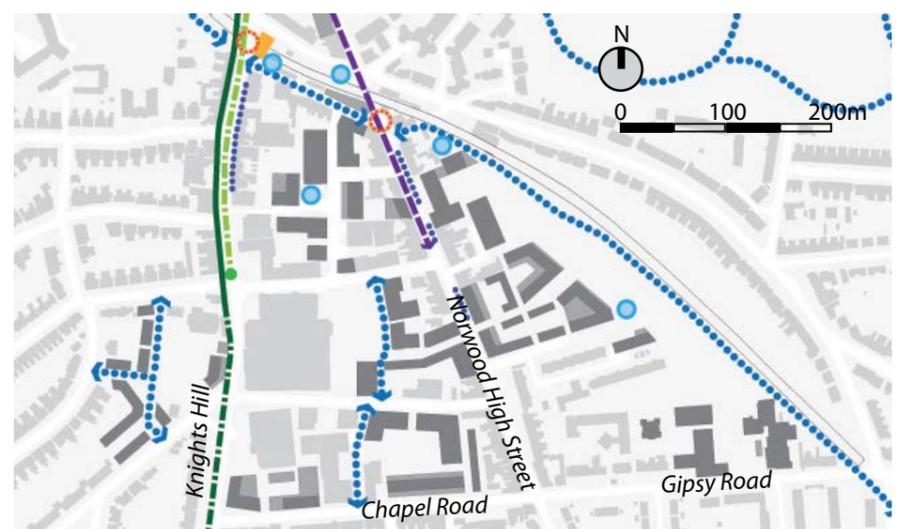
- Listed buildings
- Existing landmarks
- Landmark opportunities
- Key frontages
- New squares/spaces
- Shared surface connections
- Key pedestrian connections
- Vehicular connections
- Improve ped and new dda/cycle connection
- Landscape improvements
- Improved/new green spaces
- Green links

Figure 6.40 Public Realm Diagram



- New squares/spaces
- Shared surface connections
- New avenue/tree planting
- Improved/new green spaces
- Sports courts
- Green links
- Childrens Play space

Figure 6.41 Transport and Movement Diagram



- Proposed E-W bus link
- Coverage of proposed link by existing 315 bus
- Bus Lanes
- On street parking opportunities
- Improved station facilities
- Improved crossing points
- Cycle parking
- Road narrowed to one lane
- New/improved pedestrian/cycle routes

ASSESSMENT OF MASTERPLAN PROPOSALS

Support from local communities

- Support for mixing employment typologies and uses in the area to bring vitality and activity to the area
- Local businesses felt their user experience could improve with the addition of shops, cafes and restaurants
- Area currently feels insecure
- Strong support for a primary school

Sustainability – Socio-economic

- Retains a large proportion of existing employment stock to ensure low skilled employment and affordable space is still retained in the area
- 50% of new provision to be industrial (B2) to further support this function
- Selectively introduce, over a phased period, new employment typologies to the area to increase the number and quality of jobs in the area. Types would include studio and flexible workspace
- Attracts new types of businesses (such as creative industries) by improving amenity in the area through public realm and open space interventions and by increasing activity in the area with mixing uses, including new primary school
- Facilitating more efficient use of land to help establish better quality employment space provision and potentially clusters of industries, where benefits from knowledge transfer between businesses and local supply chains should help build an atmosphere of creative dynamism
- Adding new functions to the area would support the regeneration of the Knights Hill and Norwood High Street retail and restaurant edge of town centre uses
- Increasing the residential offer to diversify the demographic base along with boosting the retail offer and business base will support the local economy

- Improving the public realm and addressing traffic calming will make the area more attractive to business
- A large area of the Norwood Town Centre is not within 500 meters of a primary school, a proxy indicator for access. This pressure would increase if the additional residential proposed in this masterplan were to be delivered
- An additional primary school for West Norwood is in great demand and would bring community wide benefits and improve the sense of neighbourhood in the West Norwood Commercial Area

Sustainability – Environmental

- Homes would conform to Code for Sustainable Homes Level 4 and other buildings to BREEAM Very Good (these standards are minimums and will need to be increased over the life of the masterplan)
- While West Norwood is close to both Brockwell Park and Norwood Park, connections to these amenities are poor. As such, opening up the existing ecological space that runs along the railway tracks south of West Norwood station could provide a valuable new amenity space and link to Norwood Park
- Opportunities for pedestrian and cycle links along this space should be explored and maximised
- All units could incorporate a brown roof construction to reduce and attenuate rainwater runoff. The remaining runoff can be discharged locally to soakaways. Commercial vehicle parking and delivery areas may require oil interception and separate discharge to sewer
- Rainwater harvesting could be considered by grouping the units and collecting and filtering water centrally for toilet flushing, vehicle washing or landscape irrigation. However management and metering of use needs to be considered
- The primary school development would be suitable to incorporate rainwater reclamation for toilet flushing and or landscape irrigation. External areas should use porous material to facilitate direct filtration to the ground

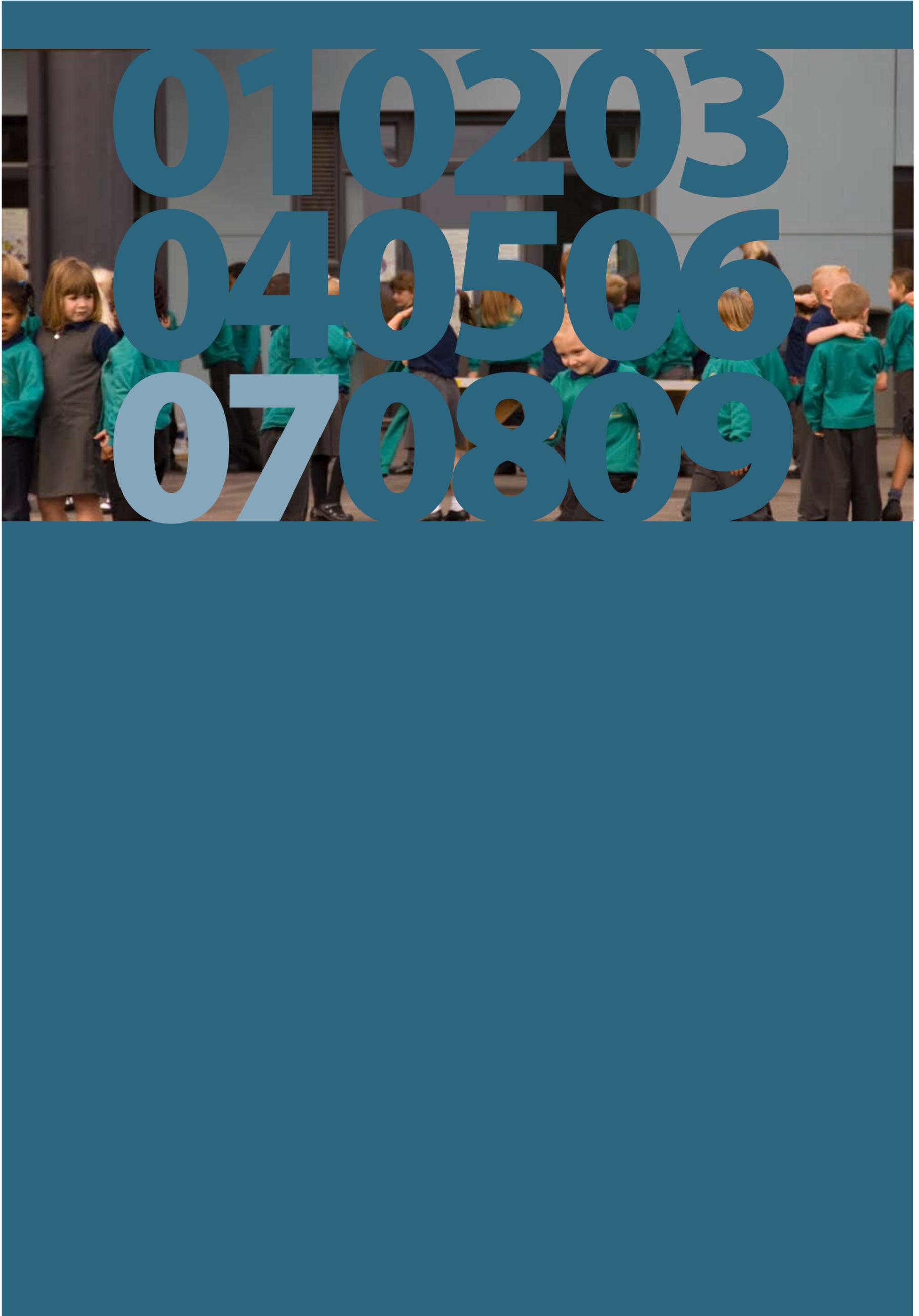
- Potential to include a CCHP as part of planned development in the area

Deliverability and viability

- The LDA has recently undertaken case studies of 7 town centres in South London, including West Norwood. The study investigated how adding homes to town centres can add vitality and quality to these places. In West Norwood, the study found that there were a number of ways of integrating employment space. This could lead to different types of workspace, including live/work, studio spaces and light industrial/storage units. This mix could be vertical (with residential units above workspaces) or with residential and employment units in separate buildings
- Complex land assembly would be required to realise a step change in the outlook for the commercial area
- There are similar complex land assembly issues associated with locating a primary school in West Norwood Commercial Area. However, the Council's education department has undertaken an exhaustive search for appropriate land in the area and have not been able to identify an alternative suitable location. As stated above, it should be noted that the site shown in the diagrams is indicative and the exact location is subject to land acquisition and feasibility studies/assessments
- Any residential development would need to be brought forward in a manner that ensures proposed commercial development is delivered and not adversely affected
- Mixed employment types and the small number of live/work residential will need to be extensively modelled in order to establish financial viability and suitability. Including a residential component within this area could help improve values. However, it is important to note that such schemes do not always match developer appetite, this will depend on the permitted type of adjacent employment use
- The area for the proposed ecology park is part of the West Norwood RAILSIDES Site of Importance for Nature Conservation (SINC LaBII02). It is privately owned/managed by Network Rail and it is currently not publicly accessible
- The establishment and long-term maintenance of the ecology park will require capital and revenue funding – a source will need to be identified before any work can start on the development of the park

Planning

- The proposals would be in general conformity with local, regional and national policy
- Proposals for housing would require a review of current designations as part of the Local Development Framework. However, they would be consistent with regional and national policy, which point to mixing uses to realise the economic potential of areas by creating vibrant and diverse places or neighbourhoods. This is set out in the London Plan at the regional level and PPS6 Planning for Town Centres and the draft PPS4 Planning for Sustainable Economic Development at the national level
- The phased proposals seek to maximise the opportunity of having a commercial area located next to a town centre in an inner London borough
- Creating new areas of accessible green space, or improving access to existing ones, are in keeping with the Lambeth Biodiversity Action Plan and the Lambeth Open Spaces Strategy (OSS), as well as addressing/reducing Areas of Deficiency for Access to Nature (AODs) as detailed in the Lambeth UDP and London Plan
- In relation to the ecology park, there is a general presumption in the Lambeth UDP not to permit the loss of or developments on existing SINC. However, improving the use or management of a SINC in this instance could enhance its biodiversity value, and equally importantly, improve public access and protect it from inappropriate use or eventual loss through lack of management
- The design, use and management of the ecology park will need to be appropriate and sensitive, aiming to retain habitats and species already present as well as encourage new ones, ensuring that any facilities on site (seating, signage, paths) are in keeping with the primary needs of nature



07

DEVELOPMENT
SCHEDULE AND
CAPACITY

Development Schedule

The West Norwood Masterplan development schedule sets out the potential development that could be achieved as part of this masterplan and, where possible, interprets current planning policy and is for illustrative purposes only. It has informed the costing and viability work set out in the delivery and implementation chapter.

This development schedule is based on a number of assumptions, which are outlined in the following sections.

Residential

The residential mix seeks to address projected future demand in West Norwood. The social rented mix is based on the figures provided in the draft Housing Strategy. The private mix is based on the proportion of different bedroom numbers for houses completed in 2006/7 (Lambeth Annual Monitoring Report, 2006/7). The apartment sizes are based on English Partnerships policy guidance (Quality Standards: Delivering Quality Places, 2007) and have been applied across both tenures. Figures are assumed to be net.

Housing tenure mix and room size

TENURE	1 BED	2 BED	3 BED	4 BED
social	10%	40%	25%	25%
private	38%	47%	12%	3%
Room Size	51 sqm	77 sqm	93 sqm	106 sqm

It is proposed that all new housing will be required to meet Lifetime Homes (or subsequent) standards. 10 percent will also be required to be fully wheelchair accessible. The 16 categories for Lifetime Homes standards are:

- Car parking width
- Access from car parking
- Approach gradients
- Entrances
- Communal stairs and lifts
- Doorways and hallways
- Wheelchair accessibility
- Living room
- Entrance level bedspace
- Entrance level WC and shower drainage
- Bathroom and WC walls
- Stair lift/ through floor lift
- Tracking hoist route
- Bathroom layout

- Window specification
- Controls, fixtures and fittings

Development proposed in this masterplan should aim to meet regional and national environmental performance standards in the most cost-efficient way possible. An area-wide energy and water strategy will be required to clarify the potential extent of future community heating and cooling networks.

Development in this masterplan should be to meet Code level 4 (residential) and BREEAM Very Good (non-residential) at the outset. Rising to zero carbon homes by 2016 and zero carbon non-residential buildings by 2019 will require significant investment in on-site renewables. The high density, urban nature of West Norwood means that maximising energy efficiency and the efficient supply of energy through local networks will be crucial in meeting renewable energy targets. Water efficiency is essential within the context of London's water shortages and the limited sewerage services. Water efficiency, rainwater harvesting and greywater recycling will have to be integrated as core parts of the Code and BREEAM ratings. Development should include the space and facilities required for waste reduction, reuse and recycling.

Employment

Employment space is set out as gross floorspace. The employment generation outputs are based on assumptions made by DTZ, which are based on their work in the baseline stage. They assume that the employment land is currently 15% B1, 65% B2, and 20% B8. Future development will be 50% B1 and 50% B2. The calculations for employment densities in the West Norwood Commercial Area related to these land uses are based on the English Partnership's guidance "Employment Densities: a Full Guide". Information regarding employment generation in individual areas is identified in the site-specific sections of the Urban Design Framework chapter.

Retail

The retail figures shown in the development schedule are the total amount of new development. It is assumed that the profile of this retail would be 70% shops (A1), 10% financial and professional services (A2) and 20% restaurants and cafes (A3).

Car parking and open space

Further detailed work will need to be undertaken with stakeholders to assess actual site capacity based on constraints and detailed design through the planning process.

Open Space requirements will need to be based on the draft Supplementary Planning Document 'Guidance and Standards for Housing Development and House Conversions' (or the adopted version if approval has taken place).

Net Additional

To enable a net additional calculation to be made the following assumptions have been used.

- Existing residential numbers have been accurately assessed from OS mapping information
- In relation to retail, it is assumed that all new retail development, except the MDO38 site would replace existing retail floorspace
- For commercial a high level assessment has been made by using OS mapping and a site visit to the West Norwood KIBA to estimate the number of floors within each building. These figures are therefore approximate
- In terms of community uses, it is assumed that if the library is replaced, this would be on a like for like floorspace basis, but with better internal layout to maximise space



New residential



New retail

Figure 7.1 Opportunity sites



Key

-  Existing railway stations
-  Opportunity site
-  Site reference number

West Norwood Development Schedule

OPPORTUNITY AREA	Gross Development			
	RESIDENTIAL DWELLINGS	RETAIL A1 (70%) A2 (10%) A3 (20%) FLOORSAPCE SQM	EMPLOYMENT B1 (50%) & B2 (50%) FLOORSAPCE SQM	COMMUNITY D2 FLOORSAPCE SQM
Tulse Hill: Area 1 (TH)	14	937	243	0
Tulse Hill: Area 2 (TH)	12	649	0	0
Tulse Hill: Area 3 (TH)	25	809	215	0
Tulse Hill: Area 4 (TH)	65	301	0	0
Access Storage (AC1)	47	0	0	0
MDO 38	215	7290	2335	2920
Canterbury Grove (GC) 1	11	0	0	0
Canterbury Grove (GC) 2	26	0	1451	0
West Norwood library (NL1)	28	0	0	3480
Cheviot Gardens (CH1)	89	0	0	0
Commercial District (CD) 1	10	0	12738	0
Commercial District (CD) 2	18	544	8526	0
Commercial District (CD) 3	0	0	6349	0
Commercial District (CD) 4	0	0	10888	0
Commercial District (CD) 5	88	1018	5580	4822
Commercial Area 6	13	0	434	0
Norwood Hall (NH1)	0	0	0	5186
Total	661	11548	48759	16408

OPPORTUNITY AREA	Net additional				Expected Planning Requirements	
	RESIDENTIAL DWELLINGS	RETAIL A1 (70%) A2 (10%) A3 (20%) FLOORSAPCE SQM	EMPLOYMENT B1 (50%) & B2 (50%) FLOORSAPCE SQM	COMMUNITY D2 FLOORSAPCE SQM	MAXIMUM CAR PARKING ALLOWED*	OPEN SPACE REQUIRED SQM
Tulse Hill: Area 1 (TH)	14	0	0	0	0	145
Tulse Hill: Area 2 (TH)	12	0	0	0	0	115
Tulse Hill: Area 3 (TH)	25	0	0	0	0	246
Tulse Hill: Area 4 (TH)	65	0	0	0	0	653
Access Storage (AC1)	47	0	0	0	15	466
MDO 38	173	4147	2335	2920	218	2253
Canterbury Grove (GC) 1	11	0	0	0	3	106
Canterbury Grove (GC) 2	26	0	-1396	0	9	257
West Norwood library (NL1)	28	0	0	0	96	282
Cheviot Gardens (CH1)	23	0	0	0	29	888
Commercial (CD) 1	10	0	12738	0	12	104
Commercial (CD) 2	18	544	8526	0	17	184
Commercial (CD) 3	0	0	6349	0	4	0
Commercial (CD) 4	0	0	10888	0	7	0
Commercial (CD) 5	88	1018	5580	4822	87	880
Commercial (CD) 6	13	0	434	0	4	128
Norwood Hall (NH1)	0	0	0	5186	130	0
Total	553	5709	45454	12928	633	6707

* Please note that the parking allowances are indicative only. They refer to the maximum number of spaces that might be allowed on site, although this would be scaled back where appropriate.

Capacity

Population

Strategic analysis of the likely population impact of the housing development proposed in the masterplan has been undertaken and identifies that there could be an increase of approximately 1,551 residents once the homes have been fully built and occupied. This population profile is intended to be used as a guide only as the information is based on 2001 household profiles and the source data records habitable rooms and not bedrooms. EDAW have also made assumptions to convert habitable rooms to bedrooms and carried out detailed analysis of the following ONS Census Table:

- C0549 'Accommodation type for households and age of persons by number of rooms by tenure'. (All households and all persons in households)

The GLA have also generated Demographic Projections (2007) for the three wards of Gypsy Hill, Thurlow Park and Knight's Hill in 2021. This indicates that the population of these West Norwood wards in 2001 was 38,252 and is predicted to rise by 16% (6,169 additional residents) by 2021. This rate of population growth follows previous trends since the 1980s and shows that the population growth that could arise as a result of this masterplan falls well within the projections generated by the GLA.

Employment

The table below shows the assumptions that have been taken on the employment density of different land uses and the current floorspace provision of West Norwood KIBA and Canterbury Grove employment site. The current and proposed land-use mixes are based on analyses of the site made by EDAW and DTZ, and the employment assumptions are based on a study undertaken by English Partnerships and Arup.

LAND USE	ASSUMED EMPLOYMENT DENSITY* (sqm per employee)	ASSUMED CURRENT PROVISION (%)	PROPOSED PROVISION (%)
B1a - General office	19	7.5%	25.0%
B1c - Small Business	32	7.5%	25.0%
B2 - General Industrial	34	65.0%	50.0%
B8 - General Warehousing	50	20.0%	0.0%

*Source: Employment Densities, EP/Arups Economics and Planning



A family focused town centre



Building on the strengths of existing employment such as Park Hall

Using the above assumptions it is possible to predict the future provision of floorspace and the effect this may have on local job creation. The current employment floorspace has been calculated by taking the gross commercial building areas within the KIBA and Canterbury Grove sites and then multiplying these by number of stories. This is a high level estimation to provide indicative employment numbers. It shows that there is likely to be a 56% increase in floorspace and jobs at West Norwood KIBA. This could result in a total of nearly 2,400 jobs in the KIBA. The reduction in the amount of employment floorspace at Canterbury Grove may provide a net reduction of 32 jobs. Overall the employment offer in West Norwood will rise substantially as a result of the proposals put forward in this masterplan and the town centre will benefit as a result.

WEST NORWOOD KIBA		B1A	B1C	B2	B8	TOTAL
Floorspace (sqm)	Current	4,203	4,203	36,424	11,207	56,037
	Remaining	2,065	2,065	17,898	5,507	27,536
	Demolished	2,138	2,138	18,526	5,700	28,501
	New	11,129	11,129	22,258	0	44,515
	Total estimated floorspace	13,194	13,194	40,156	5,507	72,051
Jobs	Current	221	131	1,071	224	1,648
	Remaining	109	65	526	110	810
	New	586	348	655	0	1,588
	Total estimated jobs	694	412	1,181	110	2,398
% change compared to removed development		421%	421%	20%	-100%	56%

CANTERBURY GROVE		B1A	B1C	B2	B8	TOTAL
Floorspace (sqm)	Current	214	214	1,851	569	2,847
	Remaining	0	0	0	0	0
	Demolished	214	214	1,851	569	2,847
	New	363	363	726	0	1,451
	Total estimated floorspace	363	363	726	0	1,451
Jobs	Current	11	7	54	11	84
	Remaining	0	0	0	0	0
	New	19	11	21	0	52
	Total estimated jobs	19	11	21	0	52
% change compared to removed development		70%	70%	-61%	-100%	-49%

Education

There is high demand for additional primary school places in West Norwood. To help alleviate the demand in the short term, temporary reception classes have been added to local primary schools for the last two years, although this does not meet the level of demand and does not provide the quality of facilities aspired to. Although Elmgreen Secondary School and Park Campus (Pupil Referral Unit) are currently being developed along Elmcourt and Gipsy Roads respectively, they will not assist in reducing the excess demand for primary places .

The likely increase in school demand as a result of the population increases identified above is estimated by Lambeth Education Department to be an additional 81 primary school places and 32 secondary school places. This takes into account a 75% reduction in demand from affordable housing units as it is anticipated that this proportion will be existing Lambeth residents re-housed.

This masterplan proposes a new 2-form entry primary school in the West Norwood KIBA. Clearly the increase in demand arising as a direct result of the masterplan does not warrant this additional facility, but the lack of supply in the area is so great that the facility will be required with or without the proposals set out here. The school is required in the short term and therefore further work is required by Lambeth Council to assess the viability of funding the development in advance of significant section 106 contributions from the other development proposals.

Transport

Norwood Road is a busy high street with high pedestrian footfall and a steady traffic flow. This is particularly congested in the south from York Hill, south to where the road diverges into a gyratory system at Knights Hill and Norwood High Street.

Compared with much of Lambeth, car parking in Norwood is relatively unconstrained. There is a Controlled Parking Zone in operation around Tulse Hill station and a small public car park at Waylett Place with 15 spaces. In addition on street parking does occur along Norwood Road albeit not always in dedicated locations and generally for short periods. This parking exacerbates existing congestion.

Car usage is a major issue in West Norwood and the need to balance immediate economic development needs with the longer term economic and environmental benefits of reduced congestion will be challenging. Future development will be required to provide Transport Assessments, which include details of the management of trip generation, parking requirements and the promotion of sustainable transport measures to ensure impacts are mitigated.

There are several cycle routes in the area which are part of the London Cycle network. These include some quieter routes on local residential roads which are recommended for use by cyclists as well as signed routes with dedicated facilities. There is however a lack of designated north south routes.



New school places



Improved public transport

Several regular bus services run along the Norwood Road corridor utilising different stops located along its length.

Rail services are available from Tulse Hill and West Norwood stations and call at a wide range of local and major interchange destinations. These services run at regular intervals with up to 10 services per hour in each direction during peak periods.

The rise in population should increase the demand for public transport and without mitigation is likely to add to the level of congestion on the roads. The interventions proposed in this masterplan, which include new bus and cycle routes, a dedicated off street car park and the commensurate removal of some on-street parking bays should help alleviate current and projected issues of congestion. Generally the development areas identified in the masterplan will have easy access to public transport and the proposed residential developments will be within easy walking and cycling distance of most key facilities.

The transport analysis undertaken for this masterplan is strategic and all major development schemes will require further traffic impact analysis to ensure that the proposals do not cause unacceptable congestion. In particular, the traffic impact of redevelopment in the KIBA on nearby residential streets such as Auckland Hill will need to be assessed.

Health

Lambeth PCT have identified the need for a new Neighbourhood Resource Centre in West Norwood and have chosen the Norwood Hall site as their preference. Alongside the benefits of the site's central location, by co-locating with the proposed leisure centre the Neighbourhood Resource Centre will provide health benefits by promoting healthy living. The additional facility will be designed to offer easier and faster access to a wider range of health and social care services in a convenient location. The development will also allow the PCT to shift into the community a range of specialist and diagnostic healthcare services traditionally provided in hospitals.

Should the Norwood Hall site not come forward for development that includes the Neighbourhood Resource Centre then Lambeth PCT will need to find an alternative site nearby to provide local access to health and social care services in modern fit-for-purpose facilities.



New cycle facilities



NRC - promoting healthy living for all

Retail

Retail development set out in the masterplan will significantly enhance the quality and range of the local retail offer and should help combat current losses of trade to nearby competing centres. A key reason behind this is that there are relatively weak retail anchors to attract strong custom. Boosting the quality and implementing all the proposals set out in the masterplan may therefore attract suitable retailers that generate greater footfall and benefit the broader town centre economy.

The only retail proposal that will result in a net increase in retail floorspace is MDO38. A net increase of 4,147sqm has been modelled for the purposes of the masterplan, of which 1,145sqm would be convenience floorspace and 3,002sqm would be comparison floorspace. This is based on the Retail Study carried out on behalf of Lambeth Council by Nathaniel Lichfield & Partners (NLP) in late 2008. The adopted Development Brief for this site indicates that major development would cause adverse retail and traffic impacts for the town centre. Development of this size will need to mitigate these potential impacts or be of a smaller scale to address these concerns and a Transport Impact Assessment will need to be undertaken accordingly. The proposed mix of land use for this net increase is assumed to be 70% shops A1, 10% financial and professional services A2 and 20% restaurants and cafes A3.

The NLP Retail Study shows that existing retail floorspace (in terms of net sales floorspace) in the centre is 3,632 sqm (convenience) and 9,521 sq m (comparison) i.e. 13,153 sq m in total.

NLP’s retail capacity analysis shows the following potential for retail growth in the centre:

	2008-11	2008-15	2008-20
CONVENIENCE			
Sales floorspace (net)	538 sqm	659 sqm	802 sqm
Gross floorspace	768 sqm	941 sqm	1,145 sqm
COMPARISON (high growth scenario)			
Sales floorspace (net)	545 sqm	1,216 sqm	2,251 sqm
Gross floorspace	726 sqm	1,622 sqm	3,002 sqm

The employment densities that relate to these land uses are based on a study undertaken by English Partnerships and Arup and shown below:

LAND USE	ASSUMED EMPLOYMENT DENSITY* (sqm per employee)	PROPOSED PROVISION (%)
A1 – shops	20	70%
A2 – financial and professional services	20	10%
A3 – restaurants and cafés	20	20%

*Source: Employment Densities, EP/Arups Economics and Planning

The additional retail space at MDO38 may result in nearly 300 more jobs than are currently available through current uses on the site. This will benefit the town centre greatly and help boost the perception of the town as a retail destination.

	LANDUSE			TOTAL
	A1	A2	A3	
Increase in floorspace (sqm)	4,170	596	1,191	5,957
Increase in jobs	208	30	60	298

Utilities

This section has been prepared as a desk study of existing utility infrastructure based on available Utility Company drawings. Some interpretation of the findings is given and assumptions about capacity for future development in the area are made. Very limited preliminary discussions have been held with EDF on capacity restrictions on their network. No discussions have been held with the other Utility Companies at the time of preparing the masterplan.

Meeting with all the main Utility providers will need to take place to discuss the specific requirements of each site. These discussions would need to address network capacity, programme and the cost of providing the connections. If significant network reinforcement is required, there will need to be an agreed framework for sharing these costs equitably between the all the developments that will benefit. Lambeth Council should play a key part in this framework to ensure transparency and equity.

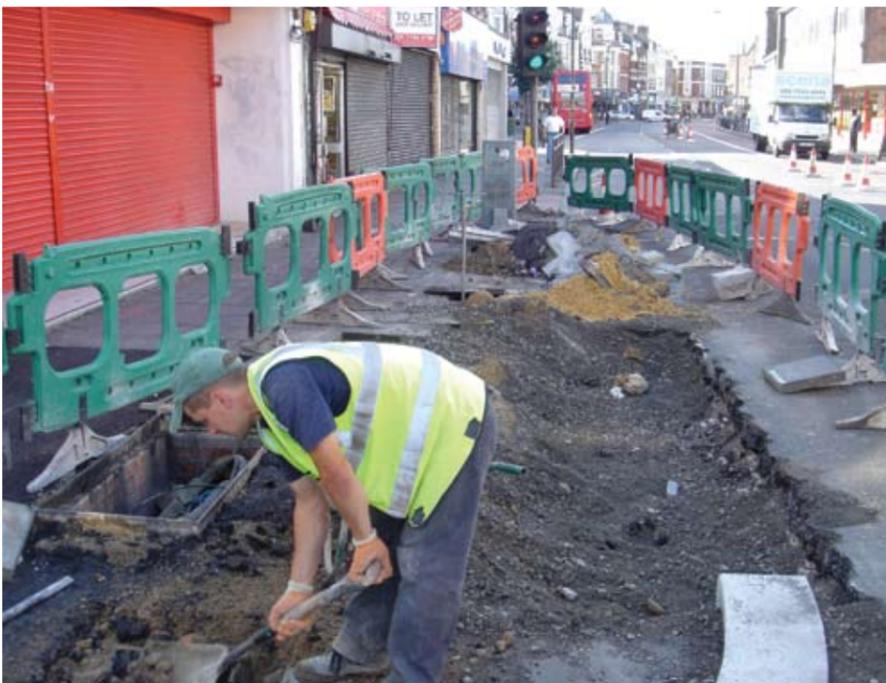
Telecommunications

The extensive network of BT cables and ducts suggests that sufficient capacity either exists or could be made available for most foreseeable development proposals. The capacity of the feeder exchanges is not known at this time, but the fact that there are three exchanges nearby is encouraging. This would also suggest that any developments requiring resilient supplies could be serviced by cables from two separate exchanges. This may require under track crossings (UTX's) to be built, depending on the location of the requirement for such services.

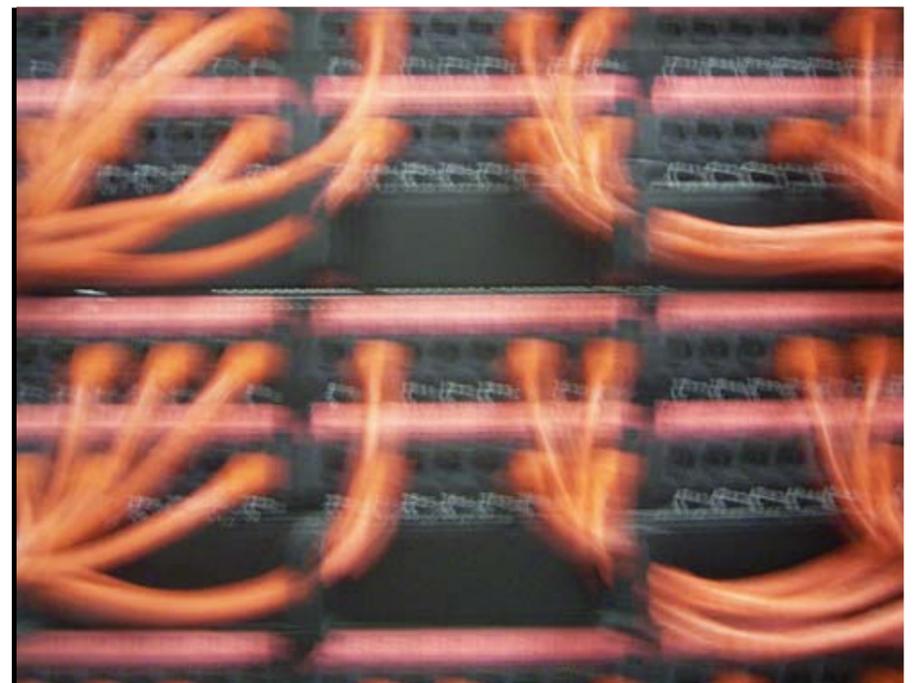
It will be necessary to set a strategy for protecting and/or relocating the BT assets should proposals require this. Maintaining connections for business continuity would be an important component of this strategy and would have to be agreed with BT. Similarly, it would be necessary to have a strategy for protecting and/or relocating Virgin Media cables.

Medium or high rise developments may interfere with mobile phone radio signals if they are close to the masts. This needs to be studied if the circumstance arises.

ICT improvements are not only essential to the economic health of West Norwood but also help address issues related to social inclusion and worklessness.



Opportunity for wholistic approach to infrastructure



Telecommunication network essential to 21st century economy

High Voltage and Low Voltage Power Cables

The main substation is located just off Knights Hill at Knights Hill Square, and is known as West Norwood Main Substation 996. The capacity of this substation is not known.

Supply cables at 66kV and 33kV are no longer used as primary distribution cables as their capacity is limited. Modern distribution is done at 132kV and above.

It should be assumed that the main substation should be retained in its current location and that major interventions should be avoided along the EHV cable routes. Relocation of any of this primary electrical infrastructure will be very disruptive to the wider EDF network in London and will take significant planning and coordination and consequently will be very expensive.

It will be necessary to have more extensive discussions with EDF to establish the spare capacity, at the main substation. Early indications from EDF are that spare capacity in their network is very limited. Major network reinforcement may be necessary for any large scale development proposals, but some small scale development would be possible, depending on type and location.

Under EDF's operating licence agreement, they are required to provide developers with the "least cost" option for supply connections. However, in practice this usually means that the first development that triggers the need for network reinforcement has to pay this cost. There is a mechanism that rebates part of this cost to subsequent developments that benefit from this same reinforcement. The application of this rebate mechanism has not always been transparent. Therefore, the Council should play a role in establishing a framework to ensure that all developments are treated equitably.

It is estimated that the capacity demand from the proposed development mix is about 4.0MW. This figure makes no allowance for the capacity used by existing developments, as no information is available on which to base an assessment. It is the net increase in demand that is important in EDF's analysis of network capacity to support new development.

There are measures that would help to mitigate the need for network reinforcement. The most significant of these is the proposal for a number of CHP units throughout the development area. The electricity generated from these plants should be used to supply the local electrical demand, thus reducing the additional capacity requirement from the network.

Only a few development types have suitable load profiles of heating and electricity demand to make CHP plants a viable investment. Leisure centres with swimming pools are good examples as they have a year round demand for heating. Supermarkets also have a reasonably good demand profile. The operators of these facilities will need to make an assessment to confirm the viability for their CHP plants. Some adjacent developments may be able to connect to these plants, further increasing their viability.

There are regulatory issues that limit the amount of electricity that can be delivered to residential customers from CHP plants, so called "private wire" supplies. This is to protect individual residents from exploitation by unscrupulous operators, and to ensure their freedom of choice in selecting an electricity supplier.

Therefore an integrated approach to the provision of CHP plants should be adopted, as this would benefit the wider study area. There may be an opportunity for an Energy Supply Company (ESCO) to provide heating and electricity to some of the developments. This would need further study to see if there is a viable business model. The Council could play a role in facilitating this.

Gas

Scotia Gas Networks is the main provider of gas services in the area and has a comprehensive network of low pressure (LP) mains throughout the study area. An intermediate Pressure (IP) main on the eastern edge of the study area in Gothard Street has also been identified.

Ideally all new development should be fed off the low pressure network. To determine whether or not this is feasible, it will be necessary to have an idea of what the proposed new development might be, so that a realistic assessment of the capacity can be made. Discussions could then be held with Scotia Gas Networks to determine how much spare capacity is available through the LP network.

If the LP network cannot deliver the necessary capacity, it is highly likely that additional capacity will be available from the IP network. To realise this capacity, it will be necessary to install a pressure reducing station (PRS) with suitable valves and associated hardware. Because IP networks operate at elevated pressures, there are statutory clearances required around the reducing station to any other development. Therefore this would need to be addressed early in the masterplan so that a suitable site can be designated.

Because of the inherent hazards in gas installations, each PRS needs to have its own risk assessment and design solution, but indicative dimensions for the site would be 9m by 6m including allowance for access.

The primary energy input to the CHP plants is likely to be gas. Depending on the size and type of engine, an IP supply may be needed. This would mean extending the IP main in Gothard Street to the relevant development. It would be necessary for the route to be studied, taking consideration of all the other utility networks. It is likely that there would be space constraints underground along the key routes that have been identified elsewhere in this report.

Water

The extensive network of trunk and distribution mains means that there is technically sufficient water capacity available in the area to support most types of development. In the short term, however, this needs to be viewed in the wider context of the Greater London area, where there is currently an overall shortage of water, as evidenced by periodic hosepipe bans in recent years.

In July 2007 Thames Water was granted planning permission for a desalination plant at Beckton. This makes water restrictions much less likely in the future, as the plant will have the capacity to deliver 140million litres of water per day when it is fully operational in the second half of 2009. Future development in West Norwood should therefore not be constrained by a shortage of water, although all development should be designed to be sustainable.

It would be prudent to restrict major interventions along the primary trunk routes identified above. If, as expected, these mains are cast iron Victorian pipework, then they are brittle and subject to cracking if disturbed. If major intervention is proposed, long lead-in times will be required to divert, or replace the mains. This would be typically 18 months for the largest diameter 42" pipes, and the physical work can only be done during times of low demand, generally considered as June to September.

Although the existing network appears to be robust, Thames Water may require a flow and pressure investigation to be carried out prior to redevelopment works. This is to determine whether the existing local network has available capacity to serve the peak requirements of the proposed masterplan whilst maintaining supplies to existing users or, whether enhancement may be required to facilitate the development.

Drainage

The drainage network in the study area is owned and operated by Thames Water. The system is operated as a combined foul and surface water network, and includes some large Victorian brick built sewers.

There is a storm water overflow sewer which connects to the large Victorian sewer in Norwood High Street near the junction with Knights Hill. This 1372mm diameter sewer runs in a north easterly direction from this point until it intersects with Lancaster Avenue and then follows the road alignment in a more easterly direction. The record information does not give a depth for this sewer, but it is likely that it is much deeper than the combined sewers.

It seems likely that there is little spare capacity in the Thames Water drainage network in the area. This is evidenced by the storm water overflow discussed above. It is not known where this storm water overflow discharges, but any future development should be designed to limit any additional flows into the drainage network. There are limited opportunities to significantly improve the drainage network without major investment in new infrastructure. Any such investment will be a long term project, so the drainage situation will not be improved in the short term.

Any new development will need to separate foul and storm water systems as far as practical. This will limit any new discharges into the drainage network. The storm water will need to be designed as a sustainable network that attenuates the run off and discharges into any existing water courses in the area or directly filtered to the ground. Appropriate consents will have to be obtained from the Environment Agency for any new discharges to the water courses.

It would be an advantage to introduce water features into the future development proposals. Features such as small lakes can act as attenuation ponds while enhancing leisure opportunities. Any proposals will require careful study and will need to be designed so as not to increase flood risk.

The application of Sustainable Urban Drainage Systems (SUDS) and rainwater harvesting management techniques within developed areas has become an important tool to facilitate increased redevelopment. Benefits include enabling the natural recharging of ground water, reducing discharge to sewers and reducing potable water demand by rainwater harvesting thereby ameliorating the impact of development and development costs for water and drainage utilities.



Sustainable urban drainage systems



Sustainable urban drainage systems

The options considered will be dependant on the space available, building type and end usage. Discharge methods will need to be developed in consultation with the Environment Agency (EA) to establish regional groundwater management and water course discharge limitations.

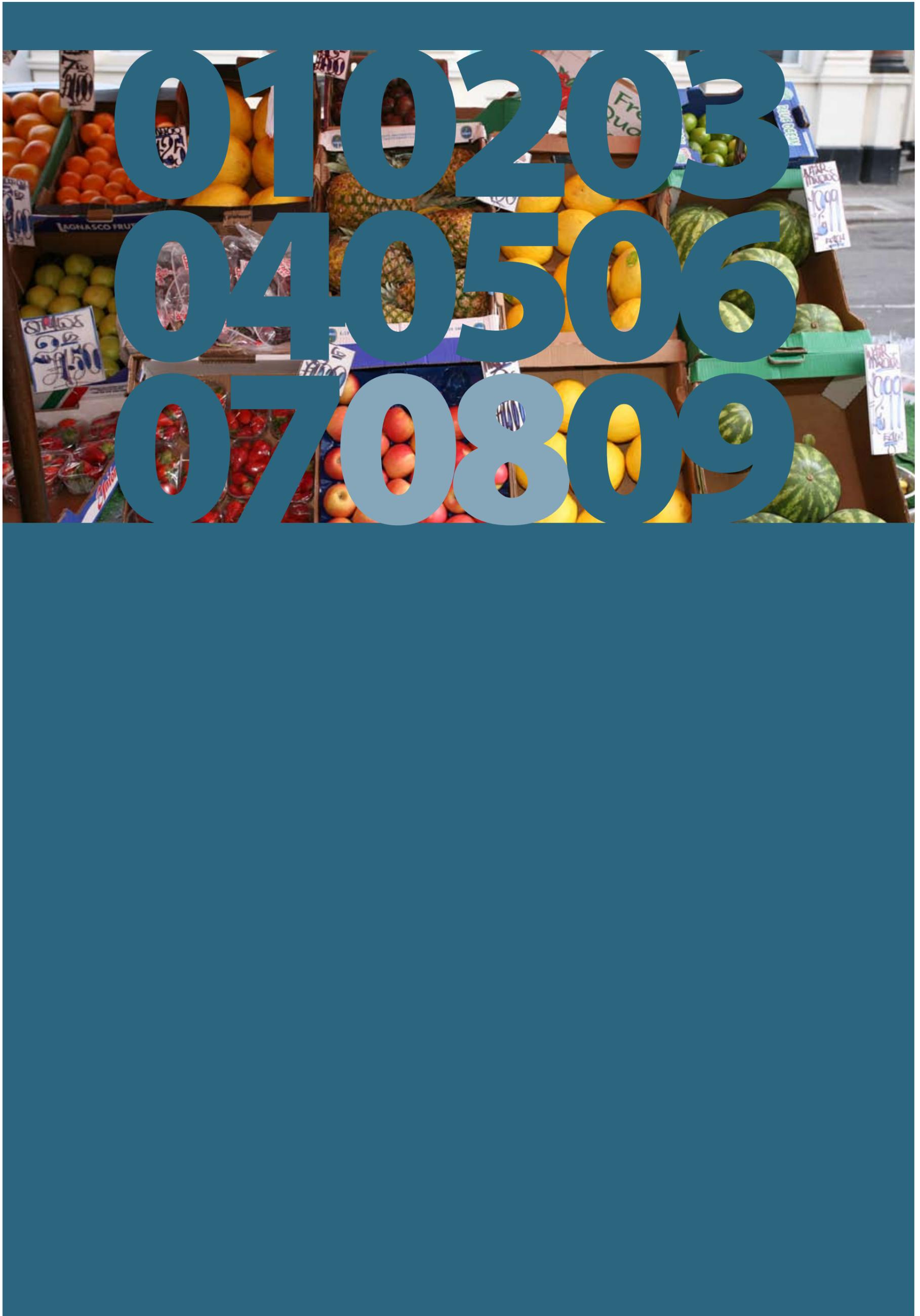
There are no obvious water courses to discharge stormwater to and therefore all drainage solutions will need to be provided locally.



Green roofs



Green roofs



08

DELIVERY AND IMPLEMENTATION STRATEGY

This masterplan will provide a framework to promote and facilitate the development and regeneration of West Norwood town centre. It comprises a comprehensive package of projects that have the potential to come forward over varying timescales throughout the masterplan time frame. Delivering the masterplan will require concerted and co-ordinated action and commitment from the public, private and voluntary sectors. This section provides guidance on implementation and delivery. Recommendations are made to the Council and its partners regarding the delivery of key projects, including advice on the following areas:

- Rationale
- Viability
- Development Appraisal
- Delivery Strategy
- Roles and responsibilities, and
- Implementation

Rationale

Whilst the direction for change in West Norwood is set by the masterplan, the physical plan for change needs a strong delivery and implementation focus if the regeneration of the area is to be a success. The implementation of the West Norwood masterplan will depend on:

- The overall strength of the London wide and local economy and property market
- Improving the inherent attractiveness of West Norwood as a place to invest
- The ability to provide appropriate physical development opportunities
- The timing and delivery of physical regeneration initiatives elsewhere within the borough and competing locations within South East London
- Effective partnership working between stakeholders

In this context it is important to consider both the current situation in West Norwood and potential opportunities for future improvement. The following table sets out this context, based on analysis set out in the Stage One Baseline Report.

STRENGTHS

- Diverse population and culture
- Good accessibility, especially rail links
- Affordable housing stock
- A major development opportunity (through MDO38) in centre of area
- Mixed retail offer, with various independents and multiples
- Sizeable young professional population with disposable incomes
- More prosperous than areas in the borough further north
- Historic built and natural environment

OPPORTUNITIES

- Buildings of good architectural quality
- Better use of Norwood Hall and the potential to improve its facilities
- Chance to enhance mix of uses, and to increase the vitality and viability of the area
- Latent demand for small user business space
- Emerging creative businesses
- Political will
- Site opportunity of MDO38 and others
- Opportunity to capitalise on Norwood's accessibility
- Potential regeneration of York Hill Estate
- Young professional population with relatively high disposable incomes
- Opportunity to develop Town Centre Management Initiative
- Higher house prices elsewhere encouraging people to look at Norwood as a home
- Gap in provision of health and fitness facilities
- Ensuring carbon and sustainable development agenda is fully integrated into any future plans

WEAKNESSES

- Perception of limited development opportunities
- Few prospects for significant scale office or industrial development
- Little central focus and no critical mass – displacement of uses
- Lack of identity and differentiation from elsewhere
- No quality food or drink establishments and little night-time economy
- Poor quality retail offer and space
- Low level of planning pipeline
- Low quality streetscape
- Limited car parking provision
- Lack of clarity over community facility needs and timing for new facilities
- Limited provision of health and fitness facilities

THREATS

- Expenditure leaking to other competing centres (Croydon, Dulwich, Brixton)
- Being overlooked in favour of other areas with greater critical mass and identity – in terms of both retail and employment location
- Recession and market uncertainty / downturn
- Council Members' buy-in
- Limited public sector funding
- Risk of public sector partners being unable to work effectively together
- Development inertia from private sector
- Carbon and sustainable development agenda

This SWOT analysis sets the context for our analysis in the remainder of this section.

Viability

Current economic conditions are having a severe effect on the property market. It is clear from current indicators that property development is not an attractive proposition at present. There are mixed views about the timing of an expected recovery which further compounds the current problems and weakens confidence in the marketplace. Since development is typically a relatively highly leveraged exercise, the lack of availability of debt finance means that very few schemes are currently being built. In addition, construction costs are rising and potential returns from property are decreasing. Furthermore the lengthy lead-in period is encouraging development inertia amongst mid to niche market players. As a result regeneration projects, even in many prime locations, are currently showing at best marginal and in most cases negative results. In fringe and suburban locations such as West Norwood, this will have a critical influence on the early phases of the masterplan.

However, it is important to remember that the masterplan is proposing a 15 - 20 year regeneration programme.

The economy and property market are cyclical and forward planning for the upturn is key to maximising future rewards. Local authorities have an important role in de-risking projects and ensuring that their proposals are more attractive to developers and investors, and as such that they are first in the queue as the market improves.

By undertaking time consuming preparatory work now, such as planning and financial and feasibility analysis, projects will be well planned and more likely to secure funding quicker and be delivered faster once the market returns. There is also an opportunity to take advantage of lower land values and assemble sites in order to further expedite development. Exploring additional funding sources that can be provided to assist regeneration projects is also an important area of work.

By undertaking preparatory activities such as these the Council will demonstrate its commitment to the regeneration of West Norwood. It will also confirm to local communities and stakeholders that the Council intends to build on the masterplan process and extensive public consultation carried out.

The immediate effects of the economic slowdown can be seen on Norwood High Street with the closure of Woolworths and Nationwide Building Society. As trading conditions tighten it is likely that there will be further closures and increasing vacancy rates before conditions improve. This is likely to have an adverse effect on the local economy and local residents' well being through increased social and financial isolation. Therefore it is vital that the masterplan proposals are driven forward and seen as an opportunity to address market failure and encourage creative thinking to bring redundant space into re-use. Local opportunities to bring these spaces into re-use are detailed in the EDAW and DTZ report, "West Norwood Town Centre Masterplan: delivering the vision in a credit crunch" (February 2009).

Development Appraisal

DTZ has produced a financial appraisal for the masterplan to provide an indicative assessment of the costs and sales values. It should be noted that this is indicative only and does not represent a formal valuation in accordance with Redbook standards. It draws on costs produced by

Gardiner & Theobald (cost consultants) and development values based on DTZ research into prevailing and potential rental and sales rates for the various uses that are proposed. The outcome of the appraisal provides an indication of the residual land value of the masterplan.

The differential between the estimated total development cost and the estimated total development value provides a Residual Value. The Development Appraisal for the West Norwood Masterplan shows a combined Residual Value of -£75,040,000. A positive return would have reflected the potential capital receipt to the landowner. However, this negative return identifies the likely requirement for subsidy to enable the development to come forward. Lambeth Council can use this figure to work with partners, landowners and developers as it begins to assess how to take forward future development across the town centre.

The development appraisal costs do not include land values which will require more detailed studies. Moreover, they are based on a number of assumptions. These include assumed unit sizes, values, affordable housing split, construction costs and take up rate. The costs were estimated at the end of 2008 and the appraisal is intended to provide a starting point for any future Masterplan Implementation Team in taking forward development. Actual development costs will depend on the scope of development, the specifics of the site and the market conditions. As such, robust due diligence, detailed costings and further appraisals will need to be undertaken to provide an accurate development cost.

Delivery strategy

The range of uses included in the masterplan is typical of a town centre – residential, retail, commercial and leisure. The implementation of the masterplan proposals is underpinned by three principles:

- that flexibility will be required due to the scale and range of uses proposed. This means that the masterplan will be delivered as a series of projects on a phased basis as private sector appetite presents itself, rather than as a single scheme
- that a combination of public and private sector expertise will be required to deliver the masterplan in partnership
- that public sector resources available to deliver the project are limited and that a combination of public and private sector resources will be required

Roles and Responsibilities

A strong partnership approach between the public and private sectors will be key to the successful implementation of the masterplan. Lambeth Council has a vital role to play in ensuring the successful regeneration of West Norwood. The Council will need to provide strategic direction and assist in the coordination of organisations and potential stakeholders and partners.

The Council will need to mobilise its own resources but also encourage others to do the same. It will also need to liaise with future service providers to ensure partners are engaged in the long term delivery of the masterplan.

The following partners will need to be involved in the delivery of the masterplan.

PUBLIC SECTOR	PRIVATE SECTOR	OTHER
Lambeth Council	Local businesses	Community groups
Transport for London	Landowners	Nettlefold Theatre
London Development Agency	Developers	South London Theatre
Primary Care Trust	South London Business	Norwood Youth Forum
Homes and Communities Agency		Youth Employment Solutions Tenants Resident Associations

Of these organisations, it is Lambeth Council who has the widest involvement in the town centre (through their Housing, Planning, Education, Libraries, Economic Development and Urban Regeneration roles) and the broadest set of powers through their wellbeing powers under the Local Government Act 2000 .

As such, whilst the Council alone cannot deliver the masterplan (this will depend on the involvement of all the other bodies identified above), its role is the most significant of all the delivery agencies and it is critical to stimulating developer interest. It is fundamental to the success of the masterplan that the Council:

- Is the champion and lead for the project
- Takes a joined up approach to delivering its services in West Norwood for the benefit of delivering the masterplan
- Commits to using all its relevant powers (planning, land assembly, etc.) where necessary to deliver the masterplan
- Influences and works with other agencies required to be part of the delivery of the masterplan
- Resources a dedicated officer team covering all its relevant functions in the area with clear reporting lines through to the Council's Senior Management Team and Council Members with project sponsors at both SMT and Member level
- Communicates internally and externally about the project and its aspirations through a range of marketing and branding initiatives

The Council will also play an important role in enabling partnership working with community groups in line with the Government's 'Communities in Control' White Paper which signals the key role of community groups in future service delivery and management.

Potential roles for the other partners are as follows:

- Transport for London – funding for proposed transport improvements as set out in the masterplan
- London Development Agency – funding for development projects and infrastructure, business support and skills/training, town centre management
- Homes and Communities Agency – funding to support housing delivery
- Primary Care Trust – participation in the Norwood Hall scheme/seek alternative site if Norwood Hall is not delivered, support for wider masterplan proposals
- Lambeth Children and Young Peoples Service – key role in delivering the proposed Primary School in West Norwood Commercial Area
- Local businesses – participation in town centre management, active engagement in the delivery process were appropriate, support and promotion of the wider masterplan principles
- Landowners – participation in the planning and development process, facilitation of the engagement process with local businesses and residents were appropriate
- South London Business – to provide a business network and voice for business, lobbying, linking the masterplan to the City Growth initiative, skills initiatives, support and training identifying and promoting how business can benefit from the masterplan proposals
- Community Groups – participation in the planning process, participation in design and potential management of community facilities. This includes (but is not limited to) such facilities as community centres, street markets, playgrounds and tracts of land. This follows the aspirations set out in the Government's 'Communities in Control' White Paper
- Community Land Trusts – owns or control land for the benefit of local communities

We set out below what these roles would mean at a detailed level for both the implementation of specific elements of the masterplan and the regeneration of the town centre as a whole.

⁽¹⁾ The Act states that local authorities have power to do anything which they consider is likely to achieve any one or more of the following objects:

- (a) the promotion or improvement of the economic well-being of their area,
- (b) the promotion or improvement of the social well-being of their area, and
- (c) the promotion or improvement of the environmental well-being of their area

Masterplan Implementation

Enabling Studies

As part of masterplan development process some key studies and areas of further investigation have been identified. These Enabling Studies will be important to assist masterplan delivery. The table below sets out key policy related Enabling Studies (this is not an exhaustive list). In addition more specific feasibility studies and investigations have been identified to support the delivery of specific projects within the Opportunity Areas and these are listed in the sections below.

ENABLING STUDIES WHICH CAN BE UNDERTAKEN

- Branding strategy
- Research into Land ownerships
- Green travel plan
- Site specific viability analysis
- Planning Briefs for masterplan projects (to be prioritised by the Council)
- Indicative land assembly strategy
- Valuation of council assets
- Housing needs survey
- Assessment of community infrastructure needs
- Waste Study
- Energy Study
- Water Study
- Materials Study
- Cultural Diversity - Study into the implications for the masterplan
- Broadband Capacity Study
- Role of the Third Sector
- On Street Parking

Masterplan Projects

The masterplan projects for each Opportunity Area are listed below together with key supporting actions and information required for delivery. This includes project phasing; preliminary work required and associated costs; and potential funding and partners.

The costs for the various studies, strategies or reports set out within the tables are estimates for 2009 based on previous experience. Accurate costs will need to be assessed based on the final agreed briefs. They are included here for illustrative purposes only and to provide a basis to draw down funding to kick start the masterplan. They are not a commitment to funding at this stage.

It is recommended that Lambeth Council provides funds for a masterplan implementation team. Where a project or action set out in the tables could be delivered by this team, we have noted 'Masterplan Implementation Team'.

As part of the masterplan development, development costs were estimated by Gardiner Theobald and fed into a development appraisal run by DTZ. These costs did not include land values, which will require more detailed studies. The development costs and appraisal are intended to provide a starting point for the Masterplan Implementation Team in taking forward development and were estimated at the end of 2008. They have not been included here as actual development costs, which will depend on the actual scope of development, the specifics of the site and the market conditions. As such, robust due diligence, detailed costings and further appraisals will need to be undertaken to provide an accurate development cost.

In assessing the indicative phasing for the delivery of the various Opportunity Areas we have assumed that each area and site has the potential to be developed independently and that one area is not predicated on another commencing first. It is likely that sites and opportunities which have already been subject to extensive studies and consultation are likely to be brought forward first along with those that have less complex land assembly issues.

“Soft” Interventions

The scale and impact of the current economic downturn is still unclear. However, its severity and the speed of contraction has had an adverse effect on many masterplan and development proposals and it is likely to delay the delivery of planned schemes in West Norwood. Against this background a number of soft interventions have been identified which could be implemented to reduce the impact of the downturn on people and businesses in West Norwood. This would provide them with skills and resources to cope with the downturn and up-skill or re-skill to take advantage in the upswing. Some of these interventions would also act as catalysts for masterplan delivery when the economy recovers.

Residents

- Improve benefit take up, greater promotion of entitlement through channels such as the library and other community facilities – perhaps introduce a drop in service to discuss what is available.
- Promote and support credit unions and co-operatives that provide loans to individuals who can't access normal banking routes. Promotion through the library and health facilities.
- Subsidise and promote local shopping through a loyalty card or voucher system.

Property

- Lobby Central Government by supporting Local Government Association calls for VAT relief on long-term empty homes to bring vacant properties back into use. Cutting VAT on homes that have been empty for more than six months to stimulate the building trade and prevent further job losses in the sector.
- Accelerating retrofitting to reduce fuel bills and cut CO2 emissions – greater promotion of government schemes for rebates for lagging and pipes and insulating lofts. Promotions can be undertaken in Norwood library and other community facilities.
- Identify local investment opportunities that can be implemented quickly highlighting these to Government, for example affordable housing schemes.
- Review any relevant planning applications previously refused planning permission – work in partnership with applicants to resolve issues particularly those related to the delivery of affordable housing and community facilities. Take a more proactive stance to engage and get some development activity underway.

- Ensure that lists of vacant properties and shop units are kept up-to-date and circulate data to local commercial property agents.
- Contact landlords of vacant shop units such as Woolworth to investigate the possibility of temporary community use. This must be balanced against the loss of business rates income and the need to ensure that shop fronts are well maintained and attractive.

Skills

- Improve skills through promotion of training, apprenticeships and volunteering.
- Reduce worklessness – focus on creating opportunities to keep residents job ready.
- Utilise vacant space in town centres to deliver these training needs.
- Promote increased take up of central government schemes such as contribution towards IT equipment and training for low income families. Organise seminars and presentations on this topic in Norwood library.

Business

- Support for small businesses through greater promotion of the business link service. More promotion of allowances available to SMEs for training and investment in business equipment. This can be undertaken through the South London business network or the local chamber of commerce.
- Review supply chain and more effective use of local SME businesses in procurement of goods and services by the Council.
- Free car parking days to promote shopping in local centres on council owned car parks.
- Lobby Central Government for business rates relief on small businesses.

Masterplan Interventions

Further to the soft interventions that should be considered, there are a number of masterplan projects that could be brought forward as a priority to act as a catalyst for further regeneration by placing the town centre in a good position once the state of the economy improves.

MDO 38

There is strong interest from the private sector to deliver this site. The Council owns land in the area and therefore an opportunity exists to maximise the value of these council-owned assets. The fact that public sector land ownerships exist provides an opportunity for the site to continue to move forward as a priority since an element of land assembly can be de-risked. Land acquisition by Lambeth Council may also be an option to help future viability of development on this site. The site provides the most significant opportunity in West Norwood town centre to improve retail offer as well as potentially contributing to other projects, subject to viability.

Norwood Hall – Neighbourhood Resource Centre

Feasibility analysis has been undertaken for a leisure centre and PCT facility on this site. Since this scheme is already committed to by the Council and the community is expecting delivery, it should remain an early priority. This is particularly the case when such public sector-backed schemes are likely to be amongst the few that are able to progress in the short term. In addition, progress with this project will assist in catalysing other projects in West Norwood by acting as an important statement of confidence in the town centre and providing important community facilities that will enhance the attractiveness of the town centre for future investment.

Primary School in the West Norwood Commercial Area

Ensuring West Norwood has appropriate social infrastructure will be key to unlocking residential growth when the market improves. The masterplan has identified the need for a new 2 form entry primary school in West Norwood to accommodate existing and future demand created by planned residential development. There is limited space in the area to accommodate such provision and the West Norwood Commercial Area has been identified as offering a potential solution through acquisition and development of an appropriate amount of land. A funding and feasibility plan looking at the most suitable site and a land acquisition strategy could be undertaken to facilitate development.

Town Centre Management

During a recession management and promotion of the area will be critical. Lambeth Council's Economic Development Strategy identifies the need for a new responsive approach to the business community through the implementation of locally appropriate models of town centre management. Helping to create an environment that is safe, clean and attractive and providing a coordinated and professional marketing and events programme are two of the Council's objectives that could be supported through short term interventions. Both would also provide support to businesses in the area.

Shop vacancies are likely to rise in the short term. Ensuring bill posters do not accumulate on vacant shop windows and working with local artists to produce installations to fill vacant shop fronts are two practical examples of interventions that could make a tangible difference to the area in a downturn. The Council could instigate this and other town centre management initiatives and support it until the local economy grows stronger. Local businesses could ultimately lead and manage a wider town centre management portfolio, including the Council's other town centre management objectives of improving transport, parking, signage and accessibility, promoting visitor attractions and tourism and integrating the daytime and evening economies. Section 106 funding could potentially be used as a source to establish a fund with which to take forward town centre management.

Transport & Public Realm

Budgets could be committed to deliver the new public realm and transport improvements along Norwood High Street, which could potentially be linked into the town centre management strategy to maximise its impact.

Further information on these and other projects are detailed later in this chapter.



Markets will be an important element of a Town Centre Management Strategy

	PRELIMINARY WORK AND ESTIMATED COSTS	POTENTIAL FUNDING	POTENTIAL PARTNERS	POSSIBLE TIMESCALE	LINKS TO OTHER PROJECTS / PROGRAMMES	REQUIREMENTS
Tulse Hill 1	<ul style="list-style-type: none"> Feasibility study into potential for temporary market outside station to consider impact on car parking (Masterplan Implementation Team) Engage with Network Rail regarding refurbishment of station and future mixed use development as part of a Planning Brief (Masterplan Implementation Team) 	<ul style="list-style-type: none"> Private sector developer Registered Social Landlord Network Rail Lambeth Council 	<ul style="list-style-type: none"> Private sector developer Lambeth Council Network Rail Transport for London Adjoining landowners 	Medium - Long Term	<ul style="list-style-type: none"> Potential to link in with Station development and adjacent sites within Tulse Hill. Town centre management strategy 	<ul style="list-style-type: none"> Scheme development Dialogue with Network to gauge aspirations Completion of a feasibility study Planning brief Consider land assembly strategy Negotiations with landowners Consideration of development contribution strategy (tariff) Development of branding strategy
Tulse Hill 2	<ul style="list-style-type: none"> Explore proactive opportunities for environmental/public realm improvements to increase attractiveness and marketability of area (£20-30k) 	<ul style="list-style-type: none"> Private sector developer Registered Social Landlord 	<ul style="list-style-type: none"> Lambeth Council Adjoining landowners 	Short - Medium Term	Potential to link in with Station development and adjacent sites within Tulse Hill.	<ul style="list-style-type: none"> Scheme development Planning brief Consider land assembly strategy Negotiations with landowners
Tulse Hill 3	<ul style="list-style-type: none"> Research land ownerships and lengths of leases (£5k) Develop Planning Brief for Tulse Hill area proposals (£30-35k) Market the area to land owners and developers (Masterplan Implementation Team) 	<ul style="list-style-type: none"> Private sector developer Registered Social Landlord 	<ul style="list-style-type: none"> Lambeth Council Adjoining landowners 	Short - Medium Term	Potential to link in with Station development and adjacent sites within Tulse Hill.	<ul style="list-style-type: none"> Scheme development Planning brief Consider land assembly strategy Negotiations with landowners
Tulse Hill 4	<ul style="list-style-type: none"> Developer selection and ultimate delivery (Masterplan Implementation Team) 	<ul style="list-style-type: none"> Private sector developer Registered Social Landlord Network Rail 	<ul style="list-style-type: none"> Private sector developer Lambeth Council Network Rail Transport for London Adjoining landowners 	Short - Medium Term	<ul style="list-style-type: none"> Potential to link in with Station development and adjacent sites within Tulse Hill. Town centre management strategy 	<ul style="list-style-type: none"> Scheme development Dialogue with Network to gauge aspirations Completion of a feasibility study Planning brief Consider land assembly strategy Negotiations with landowners Consideration of development contribution strategy (tariff)

	PRELIMINARY WORK AND ESTIMATED COSTS	POTENTIAL FUNDING	POTENTIAL PARTNERS	POSSIBLE TIMESCALE	LINKS TO OTHER PROJECTS / PROGRAMMES	REQUIREMENTS
Access Storage Site	<ul style="list-style-type: none"> • Research land ownerships and lengths of leases (£5k) • Soft marketing test with RSLs, if appropriate (Masterplan Implementation Team) • Engage with land owner(s), if appropriate (Masterplan Implementation Team) • Launch site and opportunity to market at appropriate time (£15K). • Detailed planning and scheme delivery 	<ul style="list-style-type: none"> • Lambeth Council • Private sector developer • Registered Social Landlord 	<ul style="list-style-type: none"> • Private sector developer • Adjoining landowners • Registered Social Landlord 	Short - Medium term	<ul style="list-style-type: none"> • Improvements to public realm and highways projects • Links to highways and public realm strategy for Norwood Road 	<ul style="list-style-type: none"> • Scheme development • Planning brief • Consider land assembly strategy • Consideration of development contribution strategy (tariff) • Negotiations with landowners



Access Storage



The new Elmgreen School under construction

	PRELIMINARY WORK AND ESTIMATED COSTS	POTENTIAL FUNDING	POTENTIAL PARTNERS	POSSIBLE TIMESCALE	LINKS TO OTHER PROJECTS / PROGRAMMES	REQUIREMENTS
MDO38	<ul style="list-style-type: none"> Consider land acquisition to support holistic regeneration of the site (Masterplan Implementation Team) Review public sector ownerships and scheme design to support planning application (Masterplan Implementation Team) Consider community infrastructure requirements, delivery mechanisms and timings (Masterplan Implementation Team) Support planning application – start development (Masterplan Implementation Team) Submit planning application and scheme delivery 	<ul style="list-style-type: none"> Lambeth Council Private sector developer Registered Social Landlord CLG (to support 3rd sector involvement in management of community and/or commercial developments) 	<ul style="list-style-type: none"> Private sector developer Lambeth Council Transport for London Adjoining landowners 	Short - Medium term	<ul style="list-style-type: none"> Improvements to public realm and highways projects Links to highways and public realm strategy for Norwood Road. Town centre branding strategy 	<ul style="list-style-type: none"> Complete evaluation of emerging proposals Development of branding strategy Consider land assembly strategy Consideration of development contribution strategy (tariff) Negotiations with landowners



MDO38

	PRELIMINARY WORK AND ESTIMATED COSTS	POTENTIAL FUNDING	POTENTIAL PARTNERS	POSSIBLE TIMESCALE	LINKS TO OTHER PROJECTS / PROGRAMMES	REQUIREMENTS
Canterbury Grove 1	<ul style="list-style-type: none"> Site CG1 – Lambeth Council to secure outline planning consent and market site/seek development partner (£15k) 	<ul style="list-style-type: none"> Lambeth Council Private sector developer Registered Social Landlord 	<ul style="list-style-type: none"> Private sector developer Landowner Lambeth Council 	Short - Medium Term	<ul style="list-style-type: none"> Links to highways and public realm strategy for Norwood Road. Potential to link in with MDO 38 site 	<ul style="list-style-type: none"> Scheme development Planning brief Consider land assembly strategy Consideration of development contribution strategy (tariff) Negotiations with landowner
Canterbury Grove 2	<ul style="list-style-type: none"> Site CG2 – Scheme development & feasibility, research into land ownerships (£20k) Produce planning brief, including pedestrian bridge as part of scheme (£30k) Launch marketing (£15k) 	<ul style="list-style-type: none"> Lambeth Council Private sector developer Registered Social Landlord 	<ul style="list-style-type: none"> Private sector developer Adjoining landowners Lambeth Council 	Short - Medium Term	<ul style="list-style-type: none"> Links to adjoining development site. Planned highways improvements. 	<ul style="list-style-type: none"> Scheme development Planning brief Consider land assembly strategy Consideration of development contribution strategy (tariff) Negotiations with landowners



Canterbury Grove

Norwood Hall

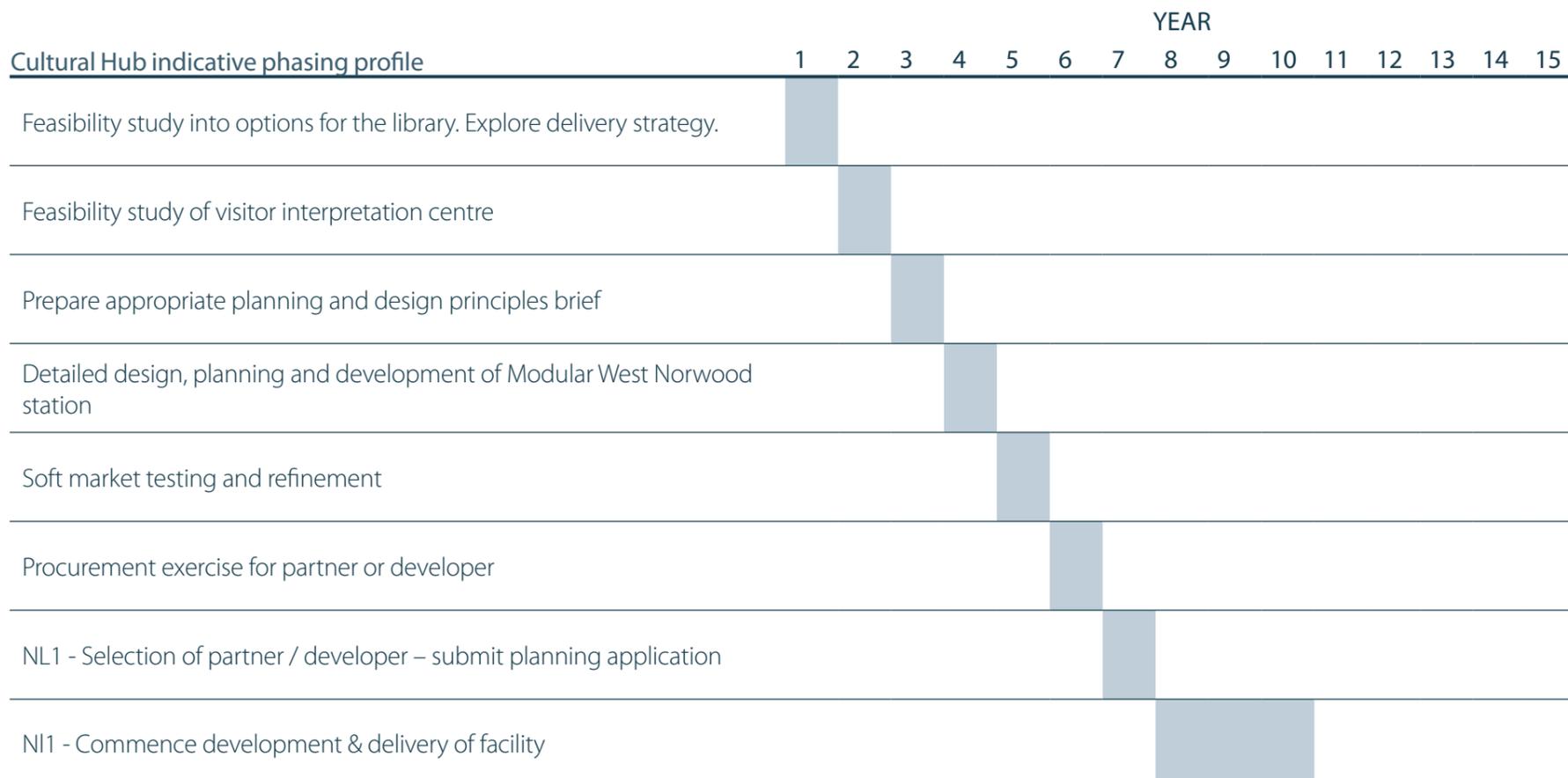
Whilst the future of Norwood Hall is fundamental to the regeneration of the town centre, in delivery terms it is being taken forward as an independent PFI project. This is being led by the Council, working with the PCT to deliver the health element of the proposals.

The scheme has an estimated development cost of circa £16-18m. It may be possible to apply CLG PFI credits (£14.2m) towards the scheme for the Council's contribution. A timescale of 3 years for the scheme to be completed is considered reasonable.

Cultural Hub

The masterplan includes proposals for the potential refurbishment or redevelopment of the current library and Nettlefold Hall to re-provide similar facilities. Redevelopment is likely to require residential development to fund proposals, as part of a mixed use scheme. Since the site is Council owned, the Council should seek a development partner to deliver the masterplan proposals for the Cultural Hub. Potential procurement routes need to be tested before this process is started. Should a refurbishment option be taken forward funding from Section 106 contributions or other sources of funding or grants will need to be identified. Proposed improvements to the West Norwood Cemetery will also need to be taken forward through Section 106 or other sources of funding or grant.

The timing of such work will be dependent on the procurement route required. A timescale of 8-10 years for the cultural hub to be completed is reasonable. The tables below set out the actions required to facilitate development of the Cultural Hub and the proposed phasing of these actions as well as the development/refurbishment of the library and Nettlefold Hall.



	PRELIMINARY WORK AND ESTIMATED COSTS	POTENTIAL FUNDING	POTENTIAL PARTNERS	POSSIBLE TIMESCALE	LINKS TO OTHER PROJECTS / PROGRAMMES	REQUIREMENTS
Cultural Hub	<ul style="list-style-type: none"> • Feasibility study into options for the library. Explore options for a delivery partner and potential to combine delivery of library with other public sector-owned land to make a more attractive proposition to the market (£40-60k) • Feasibility study for a Visitor Interpretation Centre in West Norwood Cemetery Gatehouse (£10-15k) • Develop and commission design principles brief for public realm and ecological improvements to cemetery using emerging cemetery masterplan (£5-10k) • Soft market testing and refinement of facilities (£15K) • Procurement exercise for partner or developer (£75k) • Detailed design, planning and development of 'modular' West Norwood Station (£700k Network Rail funded) • Norwood Hall delivered according to PFI programme, with completion by 2011 (£16m PFI funded) 	<ul style="list-style-type: none"> • Private sector developer • Registered Social Landlord • Lambeth Council • Natural England • English Heritage • Network Rail • Private sector delivery partner • CLG (to support 3rd sector involvement in management of community and/or commercial developments) 	<ul style="list-style-type: none"> • Private sector developer • Registered Social Landlord • Lambeth Council • Natural England • English Heritage • Network Rail 	Medium Term	<ul style="list-style-type: none"> • Links to adjoining development site. • Planned highways improvements. • Town centre management strategy 	<ul style="list-style-type: none"> • Scheme development • Consultation with local community • Planning brief • Consideration of development contribution strategy (tariff) • Development of branding strategy

West Norwood Commercial Area and Cheviot Gardens

The masterplan currently proposes a phased approach for this area.

- Early phases that are compliant with current UDP policy, which involve the incremental delivery of development comprising the current uses in better configured and modern accommodation.
- Later phases involving the introduction of a mix of different types of employment as well as a mix of uses around the edge of the KIBA along Knights Hill and Norwood High Street and other facilities such as an ecology park and primary school.

There are two potential routes which the Council could take to deliver these options:

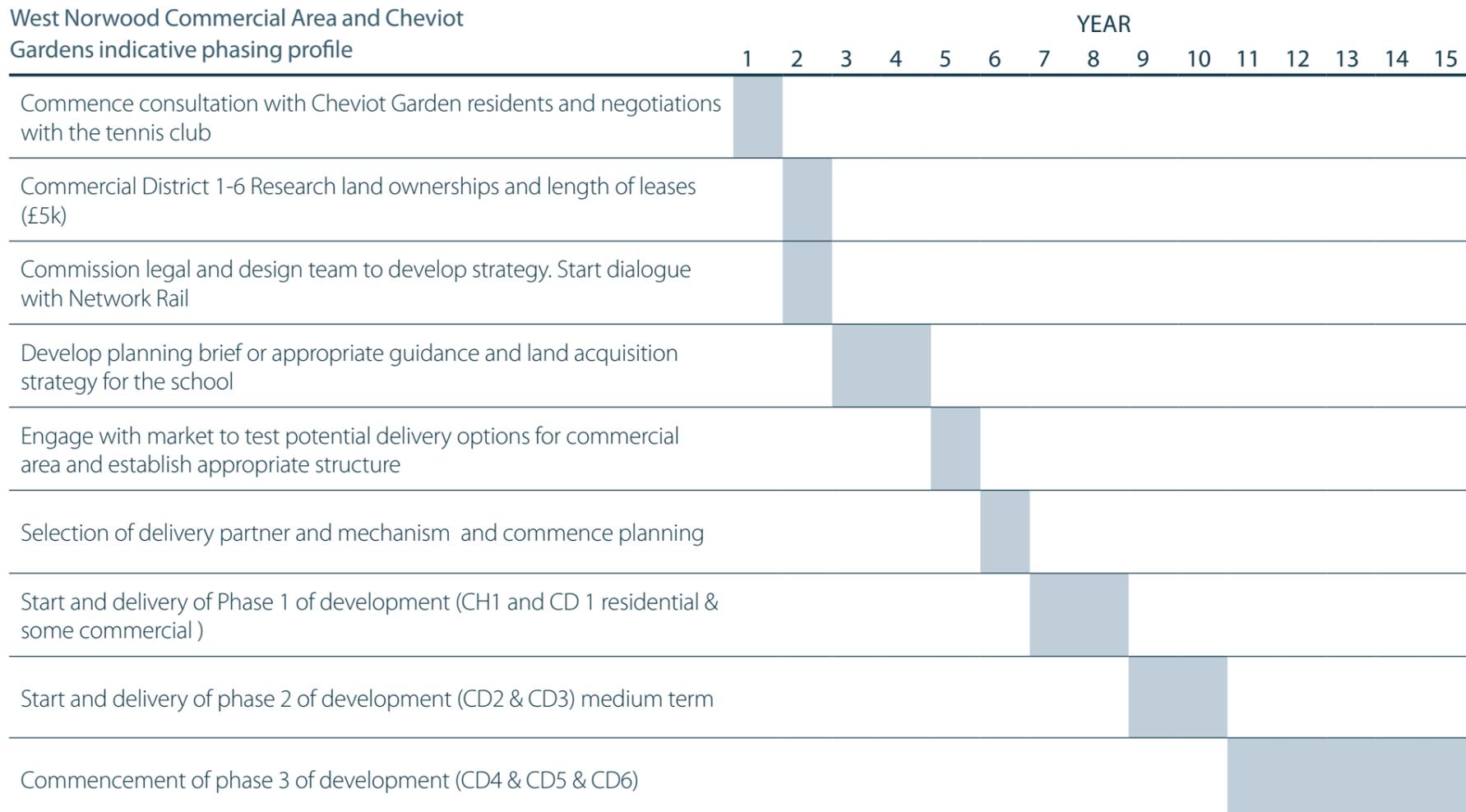
- Route 1 - A proactive approach that sets a clear planning context for the area but involves the Council working with a development partner to acquire land and redevelop the area
- Route 2 - A more reactive approach that sets a planning strategy for the area – using this masterplan as a tool – which is developed to respond to developer interest in taking the sites forward.

Either of these routes could be taken in the early and later phases of development. However, it is considered that a reactive approach (route 2) would be more suited to the early phase of development. Route 1 is better suited to the more complex proposals envisaged in delivering the later phases which will require more sophisticated delivery arrangements. While this approach would involve a greater degree of risk and cost to the Council, it is more likely to deliver the greater level of regeneration benefits proposed for this area in a longer term aspiration for the KIBA and its integration with the rest of the town centre.

The location of the primary school in the masterplan is indicative. Due diligence and further feasibility and capacity work will need to be undertaken to determine the best possible location within the West Norwood KIBA. Once these have been undertaken a land acquisition strategy would need to be developed by Lambeth Council to deliver the scheme.

In terms of phasing, we consider a 10-15 year timescale to be reasonable. The tables below set out the actions required to facilitate development within the Opportunity Area and the proposed phasing of these actions as well as the development projects themselves.

West Norwood Commercial Area and Cheviot Gardens indicative phasing profile



	PRELIMINARY WORK AND ESTIMATED COSTS	POTENTIAL FUNDING	POTENTIAL PARTNERS	POSSIBLE TIMESCALE	LINKS TO OTHER PROJECTS / PROGRAMMES	REQUIREMENTS
Cheviot Gardens	<ul style="list-style-type: none"> Consult with residents to assess aspirations for the site (Masterplan Implementation Team) Negotiate with tennis club to either include site in any scheme and improve existing facilities or provide alternative sporting facility within scheme (Masterplan Implementation Team) 	<ul style="list-style-type: none"> Lambeth Council Private sector developer Registered Social Landlord 	<ul style="list-style-type: none"> Private sector developer Registered Social Landlord Adjoining landowners 	Medium - Long Term	<ul style="list-style-type: none"> Links to adjoining development site. Planned highways improvements. 	<ul style="list-style-type: none"> Scheme development Feasibility study Consultation with local community Planning brief Consideration of development contribution strategy (tariff)
Commercial District 1 – 6	<ul style="list-style-type: none"> Research land ownerships and lengths of leases (£5k) Commission legal and design team to develop land acquisition strategy based on need, financial deliverability and planning deliverability (£50-75k) Develop Planning Brief for West Norwood Commercial Area proposals (including Primary School) (£40-60k) Engage with market to test potential development vehicle options for commercial area and establish appropriate structure (Masterplan Implementation Team) Engage with Network Rail to establish potential development opportunities for ecology park or trail e.g. land acquisition or partnership (Masterplan Implementation Team) Selection of delivery partner and mechanism. Commence planning (included in original legal commission) Land acquisition strategy for Primary School site (Masterplan Implementation Team) 	<ul style="list-style-type: none"> Private sector developer Registered Social Landlord Lambeth Council London Development Agency Local Education Authority Private sector delivery partner 	<ul style="list-style-type: none"> Private sector developer Transport for London Lambeth Council London Development Agency Adjoining landowners Existing local business / occupiers Network Rail (as land owner) Local Education Authority 	Short - Long Term	<ul style="list-style-type: none"> Improvements to public realm and highways projects. Town centre management strategy 	<ul style="list-style-type: none"> Scheme development Feasibility study Planning brief Consultation with existing occupiers Market testing of the vision Consider land assembly strategy Negotiations with landowners Consideration of development contribution strategy (tariff) Development of branding strategy

Town centre management

The analysis in this chapter has concentrated on the delivery of the separate physical elements of the masterplan. However, the ongoing management and promotion of West Norwood will be critical to ensure the town centre's success. This links to the Council's Economic Development Strategy which states that:

"A new approach to being responsive to the business community and implementing locally appropriate models of town centre management across the borough's town centres to help improve the local trading environment will help to develop local businesses. The sustainable regeneration of the borough will provide the environment that businesses need to thrive."

The document confirms that the Council will:

"Alongside the promotion of inward investment in the town centres we will introduce best practice in commercial town centre management. We will work with local businesses to:

- Create an environment which is safe, clean and attractive
- Improve transport, parking, signage and accessibility
- Provide a coordinated and professional marketing and events programme
- Promote visitor attractions and tourism
- Integrate the daytime and evening economies"

Each of these strands of action is relevant to the future success of the masterplan area.

Whilst it is for the Council to instigate such work and support it until the local economy grows stronger, we consider that it is for local businesses to ultimately lead and manage town centre management. This would follow the path of many town centre management partnerships as they have evolved in the UK over the past 15 years. Ultimately, a Business Improvement District (BID) structure may be plausible, but we would recommend that a town centre management scheme of critical mass is achieved before this is considered. In terms of first steps, the Council should engage proactively with local businesses and landowners to identify what their priorities would be for a town centre management scheme and what potential management structures would work best. Other early issues to consider should include identifying the actions needed to encourage inward investment, and to market West Norwood as a place to visit and to do business. Involving the Association of Town Centre management in these early discussions would also be beneficial.

Section 106 funding could potentially be used as a source of establishing a fund with which to take forward town centre management initiatives in West Norwood.

Good practice examples of what town centre management can achieve are not hard to find. For example, Battersea's town centre management partnership worked with Ottakars booksellers to organise a SW11 Literary Festival to promote Battersea town centre. Also, Shepherds Bush town centre management worked with the Council and Transport for London to improve the local transport interchange and pedestrian links.

In terms of phasing, work on town centre management needs to take place immediately and would need to run continuously throughout the masterplan implementation period. The actions needed to establish and develop a town centre management framework in West Norwood are set out in the table below.

	PRELIMINARY WORK AND ESTIMATED COSTS	POTENTIAL FUNDING	POTENTIAL PARTNERS	POSSIBLE TIMESCALE	LINKS TO OTHER PROJECTS / PROGRAMMES	REQUIREMENTS
Town centre management	<ul style="list-style-type: none"> • Council to engage in capacity and leadership building with business community (Masterplan Implementation Team) • Establish town centre management business leadership model (Masterplan Implementation Team) • Marketing strategy (£15-25k) • Develop specific projects to address themes including safety and security, shopfront improvements, etc. (£100k) 	<ul style="list-style-type: none"> • Lambeth Council • Local businesses • LDA 	<ul style="list-style-type: none"> • South London Business • Lambeth Chamber of Commerce • Local Businesses 	Short - Long Term	<ul style="list-style-type: none"> • All development proposals 	<ul style="list-style-type: none"> • Consideration of development contribution strategy (tariff)



15 year programme for change



Partnership working and stakeholder engagement

Site wide transport infrastructure and public realm

To inform site specific development proposals as they come forward and to ensure the public realm and transport strategy is holistic, it is important that detailed design and modelling work is undertaken of the highway and public realm proposals. Preliminary work necessary is identified in the table below.

Utilities Capacity

The masterplan has identified potential development issues in relation to surface water drainage and electricity capacity in West Norwood. More detailed work is required to assess how energy and water can be better utilised and managed across the potential development proposed in the masterplan. This would then inform development decisions and possible planning briefs moving forward.

As identified in the Development Capacity chapter, electricity capacity in West Norwood is unlikely to be able to accommodate this level of development. Lambeth Borough Council will need to work with EDF to ascertain the cost of increasing electricity capacity for the West Norwood area and then develop a funding schedule across the potential development sites to share the costs of increasing electricity capacity across the masterplan proposals. This could be part of a potential development contribution strategy.

	PRELIMINARY WORK AND ESTIMATED COSTS	POTENTIAL FUNDING	POTENTIAL PARTNERS	POSSIBLE TIMESCALE	LINKS TO OTHER PROJECTS / PROGRAMMES	REQUIREMENTS
Site wide transport infrastructure and public realm	<ul style="list-style-type: none"> Commission detailed design and modelling of masterplan highway and public realm proposals (including electronic information boards and parking strategy) (£80-100K) 	<ul style="list-style-type: none"> Private sector developers Transport for London 	<ul style="list-style-type: none"> Transport for London 	Short - Long Term	<ul style="list-style-type: none"> All development proposals 	<ul style="list-style-type: none"> Scheme development Feasibility study Planning brief
Utilities Capacity	<ul style="list-style-type: none"> Commission energy and water strategy (30k-40K) Liaise with EDF Energy regarding costs of increasing electricity capacity and establish mechanism for sharing costs across development (Masterplan Implementation Team) 	<ul style="list-style-type: none"> Private sector developers 	<ul style="list-style-type: none"> EDF 	Short -Long Term	<ul style="list-style-type: none"> All development proposals 	<ul style="list-style-type: none"> Consideration of development contribution strategy (tariff)

Masterplan Funding

In terms of funding, we consider that the following sources could assist in delivering the masterplan.

TYPE OF FUNDING	SOURCES
Grant	<ul style="list-style-type: none"> Lambeth Council London Development Agency Homes and Communities Agency
Other public sector funding	<ul style="list-style-type: none"> Transport for London Network Rail Primary Care Trust Department for Communities and Local Government
Business rates	<ul style="list-style-type: none"> Business Improvement District Local Authority Business Growth Incentive Business Rate Supplement
Borrowing	<ul style="list-style-type: none"> Prudential borrowing Public Works Loan Board Bonds
Planning gain	<ul style="list-style-type: none"> Section 106 Community Infrastructure Levy
Asset values	<ul style="list-style-type: none"> Land in public sector ownership
Private sector investment	

To maximise the potential from the above sources we recommend that:

- Business cases for funding are drawn up for specific projects within the masterplan to allow applications to be made for grant
- A lobbying strategy is put in place to tap other sources of public sector funding
- The potential for business rate-related funding and borrowing is tested by the Council
- Section 106 policy is implemented and a view is taken from within the Council regarding whether to implement a Community Infrastructure Levy (CIL)

- The value of public sector land that could be added into regeneration schemes is assessed and decisions taken by landowners to use their landholdings proactively to assist the delivery of the masterplan
- A marketing and awareness raising process is undertaken, led by the Council, to raise private sector interest in investing in the area

Section 106 Contributions

Lambeth Council has an adopted S106 Planning Obligations SPD. Based on this document an estimate of S106 contributions for development within the masterplan can be calculated by roughly aggregating previously achieved contributions. Please note that this is indicative, as S106 contributions are dependent on the perceived impacts a development may have and what is required to mitigate that impact.

Tulse Hill 1, 2, 3 & 4	£765,035
Access	£225,000
MDO38	£1,080,000
Canterbury Grove	£185,000
Norwood Library	£145,000
Cheviot Gardens	£440,000
Commercial District	£7,000,73
TOTAL	£9,840,770

S106 contributions will be negotiations on a case by case basis. The masterplan provides an indicative framework to allow for consideration of a range of projects over the short to long term that could benefit from subsidy. Key areas for consideration are improvements to the public realm, public services, town centre management and social inclusion.



09

SUSTAINABILITY
ASSESSMENT

This assessment provides an evaluation of the masterplan in relation to the nine sustainability criteria listed in the table below. These criteria are derived from the BRE Environmental Assessment Method (BREEAM), One Planet Living and the EDAW Stage 2 Sustainability Assessment. Further information on BREEAM and One Planet Living may be found in the glossary, which is located in Appendix 1. Please note that although this document uses indicators and standards from One Planet Living to assist with the Sustainability Assessment, it is not a One Planet Living Document.

Sustainability targets will be reviewed on an on-going basis through revisions of strategies and standards such as the Lambeth Sustainability Charter.

NUMBER	SUSTAINABILITY CRITERIA	ASSOCIATED OBJECTIVE
1	Living within environmental limits	<p><i>BRE Environmental Assessment Method</i></p> <ul style="list-style-type: none"> • Climate change <p><i>One Planet Living</i></p> <ul style="list-style-type: none"> • Zero carbon
2	Energy, Water, Waste and Materials	<p><i>BRE Environmental Assessment Method</i></p> <ul style="list-style-type: none"> • Resources <p><i>One Planet Living</i></p> <ul style="list-style-type: none"> • Sustainable water • Zero waste • Local and sustainable materials <p><i>Stage 2 Sustainability appraisal</i></p> <ul style="list-style-type: none"> • Area - wide planning for energy production, waste management and water resource/ drainage management
3	Transport and Movement	<p><i>BRE Environmental Assessment Method</i></p> <ul style="list-style-type: none"> • Transport <p><i>One Planet Living</i></p> <ul style="list-style-type: none"> • Sustainable transport <p><i>Stage 2 Sustainability appraisal</i></p> <ul style="list-style-type: none"> • Reduced need to travel by car and improved choice to travel by train, bus, cycling and walking, especially east-west

NUMBER	SUSTAINABILITY CRITERIA	ASSOCIATED OBJECTIVE
4	Ecology and Biodiversity	<p><i>BRE Environmental Assessment Method</i></p> <ul style="list-style-type: none"> • Ecology <p><i>One Planet Living</i></p> <ul style="list-style-type: none"> • Natural habitats and wildlife <p><i>Stage 2 Sustainability appraisal</i></p> <ul style="list-style-type: none"> • New habitats and wildlife corridors • Improved amenity value of the cemetery and other open space
5	Economy and employment	<p><i>BRE Environmental Assessment Method</i></p> <ul style="list-style-type: none"> • Business <p><i>Stage 2 Sustainability appraisal</i></p> <ul style="list-style-type: none"> • Increased number and variety of employment opportunities for local people • Increased education and training opportunities • Support for an evening economy
6	Public realm and identity	<p><i>BRE Environmental Assessment Method</i></p> <ul style="list-style-type: none"> • Placemaking <p><i>One Planet Living</i></p> <ul style="list-style-type: none"> • Culture and heritage <p><i>Stage 2 Sustainability appraisal</i></p> <ul style="list-style-type: none"> • All areas accessible to all

NUMBER	SUSTAINABILITY CRITERIA	ASSOCIATED OBJECTIVE
7	Community and equity	<p><i>BRE Environmental Assessment Method</i></p> <ul style="list-style-type: none"> • Community <p><i>One Planet Living</i></p> <ul style="list-style-type: none"> • Local and sustainable food • Equity and fair trade <p><i>Stage 2 Sustainability appraisal</i></p> <ul style="list-style-type: none"> • New and improved community facilities for local people of all ages
8	Health and happiness	<p><i>BRE Environmental Assessment Method</i></p> <ul style="list-style-type: none"> • Health and happiness <p><i>Stage 2 Sustainability appraisal</i></p> <ul style="list-style-type: none"> • Better health care services and reduced health inequalities
9	Building Design and Sustainability	<p><i>BRE Environmental Assessment Method</i></p> <ul style="list-style-type: none"> • Buildings <p><i>Stage 2 Sustainability appraisal</i></p> <ul style="list-style-type: none"> • New affordable, key worker and market housing • Support for long term management and maintenance • Design that reduces opportunities for crime • All buildings accessible to all

The masterplan option is marked against the sustainability categories using the following scoring system:

-  likely to have a very positive effect
-  likely to have a negative effect
-  likely to have a positive effect
-  likely to have a very negative effect
-  likely to have a neutral effect or positive effects would balance out negative effects
-  unknown or could have a positive or a negative effect depending on how it is implemented

PREFERRED OPTION

SUSTAINABILITY OBJECTIVE	IMPACT	EXPLANATION
Living within environmental limits		<p>The masterplan meets Code for Sustainable Homes level 4 for all short term projects, rising to level 6 by 2016.</p> <p>New commercial and other buildings should meet BREEAM Very Good and be zero carbon by 2019 to minimise the amount of CO2 in the atmosphere.</p> <p>The masterplan promotes the use of public transport where possible and provides many new or improved pedestrian and cyclist routes to help combat the effects of climate change.</p>
Energy, water, waste and materials		<p>The masterplan meets Code for Sustainable Homes level 4 for all short term projects, rising to level 6 by 2016.</p> <p>Sustainable Urban Drainage is a key part of the masterplan. Green and brown roofs are identified across the proposals, with grey water re-use provided for at the leisure centre. Soakaways are proposed to reduce the level of surface water run off into the sewers, to enable additional foul water for new development to enter the system.</p> <p>Combined Cooling Heat and Power systems are identified on both the MDO38 and Norwood Hall sites. It is not deemed possible to establish CCHP in the residential development as competition rules require a choice of energy provider to residential properties that a CCHP system could not deliver.</p>
Transport and movement		<p>The masterplan encourages many improved pedestrian and cycling routes to and from new and existing attractions, such as Elmgreen School, Norwood Park and the employment area. Accessibility and individual desire to walk or cycle across the area would therefore be improved significantly.</p> <p>The masterplan promotes sustainable transport options and expects developers of proposals to include sustainable transport options in their proposals where appropriate</p> <p>Improved public realm and accessibility to the train stations should encourage more people to travel by public transport rather than by car.</p> <p>Off-street parking spaces are provided on the MDO 38 site to make West Norwood an easier and more pleasant place to shop and visit. This will need to be managed carefully to ensure it does not increase car dependency, but does support economic development. Equally, some on-street parking spaces are removed and replaced with bus lanes, or wider pavements along Norwood Road and Knight's Hill to ease the flow of public transport and improve the quality of the public realm. This should increase the number of visitors by public transport.</p> <p>New residential development near the train stations increases the density of housing that is highly accessible to public transport and should reduce dependence on car travel accordingly.</p> <p>Improvements to the public realm and traffic calming measures on Norwood High Street and Knight's Hill will make the southern gateways to the site more inviting.</p>
Ecology and Biodiversity		<p>Redevelopment of the Norwood Hall site, improvements to public realm in the cemetery and the creation of an Ecology Park should be achieved without any net reduction in open space and should ensure existing habitats are protected. They also have the potential to improve local biodiversity, provide new habitats and improve local understanding of biodiversity issues. The significant improvements to the quality of these spaces will greatly improve their amenity value.</p> <p>In order to create an Ecology Park some woodland or tree cover may need to be removed, but this would be undertaken in a controlled manner with effective mitigation measures to counter any adverse impact.</p> <p>Improvements to the public realm will create ecological value through interventions such as street tree planting and flower beds.</p> <p>The secluded and peaceful nature of West Norwood Cemetery is retained for the natural environment, despite better promotion of the attraction.</p>
Economy and employment		<p>This proposed provision of 7,290 sqm retail provision, a net increase of 4,147 sqm on the employment site will greatly enhance the amount and variety of employment opportunities in the area and boost the local economy.</p> <p>Redevelopment of key sites within the employment area could increase employment floorspace by 64%, through better use of space and improved amenity in the local area. This could provide an estimated uplift of up to 750 jobs over the 15 year period of the masterplan (based on an assumption that new floorspace would be 50% B1 and 50% B2). The shift to B1 land use and business incubation to support small and medium sized enterprises should encourage local employment opportunities.</p> <p>The Elmgreen School and Park Campus are currently being developed which will provide additional, high quality education facilities and training for adults, although this development will take place irrespective of the masterplan.</p> <p>Refurbishing or redeveloping the library into a modern facility based around an 'Ideas Store' concept would positively impact on adult education opportunities.</p>

Greening buildings will contribute to a reduction in surface water run off



Recycling should be a considered part of the public realm



Potential for an ecology park

PREFERRED OPTION

SUSTAINABILITY OBJECTIVE	IMPACT	EXPLANATION
Public realm and identity		<p>The masterplan encourages improvements to all major pedestrian routes in the study area and proposes a significant number of cycle routes.</p> <p>Traffic calming along Norwood High Street and realignment of some existing building footprints creates a community and activity hub in the centre of West Norwood and reduces vehicle dominance over pedestrians. This facilitates a dedicated market space and enhances the identity of West Norwood town centre amongst some of its greatest landmarks. Similarly, development at the MDO 38 site and Tulse Hill station will provide other focal spaces surrounding by retail, cafés and activity that all add vibrancy and character to West Norwood.</p> <p>The adaptation of West Norwood RAILSIDES into an Ecology Park increases accessibility to both this area and Norwood Park to the south east.</p> <p>A greater mix of employment types and uses (the proposed primary school) in the West Norwood Commercial Area and an improved streetscape will make this part of West Norwood more welcoming and help combat the current negative perceptions of the area.</p> <p>Public realm interventions such as tree planting, new seating and other new street furniture contribute to a greater sense of pride in the area and a more relaxing place.</p>
Community and equity		<p>Elmgreen School will allow for community use of many of its facilities including: library; sports facilities; halls; ICT suites; technology rooms; meeting and conference rooms. The use of these facilities will be restricted to certain times of day and does not totally replace the need for separate facilities.</p> <p>Refurbishing or redeveloping West Norwood Library facilitates into a modern and more welcoming facility and creating a new public space that relates to Norwood High Street and nearby green spaces should significantly benefit the sense of community and identity in the area.</p> <p>Renovating South London Theatre would improve this facility and should be done in conjunction with a community development and engagement strategy.</p> <p>A new 'Joint Service Centre' at Norwood Hall including a Primary Care Trust facility, some youth provision and sports leisure centre (with gym and swimming pool) will greatly enhance the quality and range of local community facilities.</p> <p>Traffic calming on Norwood High Street would help foster connectivity between the various cultural and community facilities.</p> <p>The provision of a new primary school in the West Norwood Commercial Area KIBA will greatly increase the much-needed supply of primary school places in the area.</p> <p>All elements of the public realm will be required to comply with Disability Discrimination Act (DDA) Guidelines.</p>
Health and happiness		<p>Demolishing the derelict Norwood Hall and replacing it with a new Neighbourhood Resource Centre with PCT Health Centre and Leisure Centre (with gym and swimming pool) will provide a significantly greater range of locally accessible health care services and will aim to improve the quality of the existing green space, which should encourage a healthy outdoor lifestyle.</p> <p>The masterplan promotes many pedestrian and cyclist-friendly interventions, which encourage healthier lifestyles.</p> <p>The creation of an Ecology Park and improved access to Norwood Park should promote healthy living and happiness.</p> <p>The increase in new, well designed housing stock will help promote healthier residents. The proposed redevelopment at Cheviot Garden housing estate will have a significant impact upon healthier living as the current stock is in a poor condition.</p>
Building design and sustainability		<p>Buildings should be built to meet Code for Sustainable Homes Level 4 for residential and BREEAM Very Good for all other buildings. Please note that this standard is a minimum and will need to be increased over the life of the masterplan.</p> <p>Additional housing from residential proposals would provide significant new housing in the area, which should help meet housing demand including the provision of affordable housing.</p> <p>The masterplan promotes high quality design and architecture, which should reduce opportunities for crime and have a positive effect on perceptions of crime.</p> <p>Major development at Tulse Hill Station as an interchange and residential or live/work development along Norwood High Street and in the West Norwood Commercial Area should help foster a greater sense of community safety.</p> <p>Refurbishing or redeveloping West Norwood Library and the Norwood Hall sites, along with pavement widening along Norwood Road and Norwood High Street should create more lively public spaces that are better designed, and have good visibility and lighting. This should help prevent crime.</p>

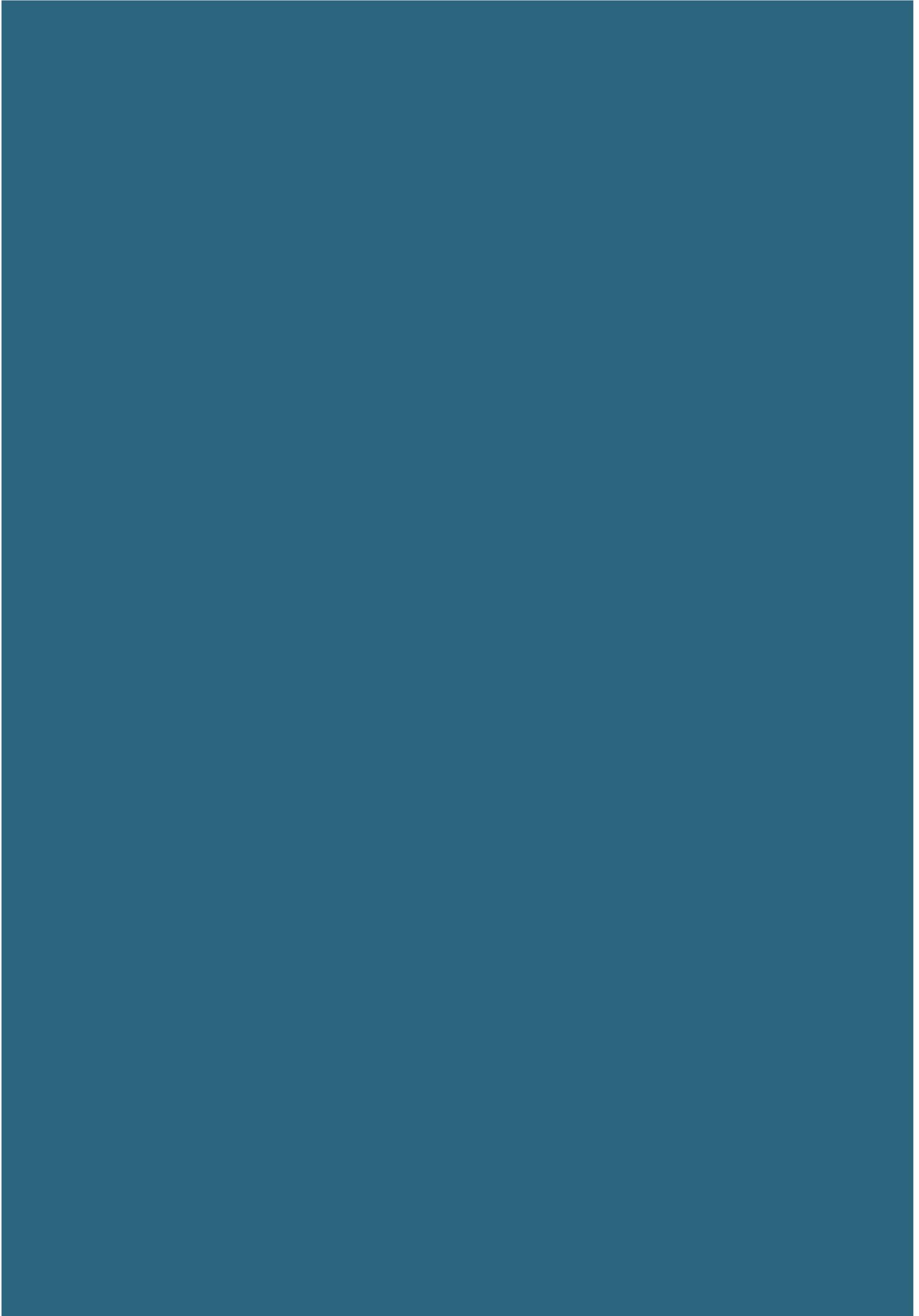
Public realm and identity



Health and happiness



Sustainable building design



APPENDIX 1

GLOSSARY OF TERMS

ABC

<p>Building Research Establishment Environmental Assessment Method (BREEAM)</p>	<p>A tool for measuring the environmental performance of new and existing buildings. An 'Excellent' is the highest rating, signifying a score of over 70</p>	<p>Community Infrastructure Levy</p>	<p>A new charge which local authorities are able, but not required, to charge on most types of new development in their area. CIL charges will relate to the size and character of the development paying it. The proceeds of the levy will be spent on local and sub-regional infrastructure to support the development of the area.</p>
<p>Character Area</p>	<p>Areas of Norwood identified as having certain tangible or distinctive characteristics within its boundaries</p>	<p>Community Strategy</p>	<p>A strategy prepared by the Local Strategic Partnership in an area to improve local quality of life and aspirations, under the Local Government Act 2000</p>
<p>City Growth Strategy</p>	<p>An approach to the regeneration of cities, aiming to stimulate the regeneration of deprived urban areas by focusing on economic strengths and competitive advantages rather than their social weaknesses.</p> <p>They place a strong emphasis on business growth and wealth creation as the best means of tackling the social and economic problems of city areas, and seek to engage business closely in developing and implementing programmes of action.</p>	<p>Comparison Goods</p>	<p>As defined in MapInfo's Goods Based Retail Expenditure Estimates & Price Indices – Information Brief 07/02):</p> <ul style="list-style-type: none"> • Books • Clothing & footwear • Furniture, floor coverings and household textiles • Audio-visual equipment and other durable goods • Hardware and DIY supplies • Chemists' goods • Jewellery, watches and clocks • Bicycles • Recreational and other miscellaneous goods
<p>Code for Sustainable Homes</p>	<p>A national standard for sustainable design and construction of new homes launched in December 2006. The Code measures the sustainability of a new home against categories of sustainable design, rating the 'whole home' as a complete package. The Code uses a 1 to 6 star rating system to communicate the overall sustainability performance of a new home. The Code sets minimum standards for energy and water use at each level and, within England, replaces the EcoHomes scheme, developed by the Building Research Establishment (BRE). In February 2008 the Government confirmed a mandatory rating against the Code will be implemented for new homes from 1 May 2008.</p>	<p>Conservation Area</p>	<p>Areas of special architectural or historic interest, the character or appearance of which it is desirable to preserve or enhance.</p>
<p>Combined Cooling Heat and Power (CCHP)</p>	<p>A power plant (producing electricity) that simultaneously generates both heat and cooling for use in buildings (space-heating or air-conditioning). Also known as 'tri-generation'.</p>	<p>Core Strategy</p>	<p>A Development Plan Document setting out the spatial vision and strategic objectives of the planning framework for an area, having regard to the Community Strategy</p>
<p>Combined Heat and Power (CHP)</p>	<p>A power plant (producing electricity) that will also produce heat, usually in the form of steam, which can be used for heating space or water. Also known as 'co-generation'. Both CHP and CCHP are more efficient than conventional plants because they harness heat that would otherwise be lost as a waste product.</p>		

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Development Plan Document (DPD)

A document produced by the Council that makes up part of the Local Development Framework and thus the Development Plan.

Sets out the Council's policies and proposals for development. The Council must make decisions on planning applications in accordance with the DPDs (together with the London Plan), unless other material considerations indicate they should do otherwise.

There are three types of Development Plan Document that a Council is required to prepare:

- the Core Strategy,
- Site-Specific Allocations document, and
- the Proposals Map.

In addition the Council can prepare optional Local Development Documents:

- Area Action Plans (see AAP)
- Supplementary Planning Documents. These are thematic documents, concerned for example with housing, employment, shopping development, and generic Development Control Policies.

Equality Impact Assessment (EqIA)

A method for assessing the likely impacts of a policy, strategy or project on certain groups of people known as equality target groups, identified by the Greater London Authority as: women; black and minority ethnic people; young people and children; older people; disabled people; lesbians; gay men; trans people and people from different faith groups. An EqIA is designed to anticipate these consequences and identify steps to ensure that, as far as possible, any negative impacts are eliminated or minimised and opportunities for promoting equality are maximised.

The Lambeth EqIA officer has commented on and shaped this masterplan at each stage of its development.

Flood Risk Assessment

An assessment of the likelihood of flooding in a particular area so that development needs and mitigation measures can be carefully considered.

Inclusive Design

Aims to remove barriers that create undue effort, separation or special treatment, and enables everyone to participate equally in mainstream activities independently, with choice and dignity. Inclusive design creates an environment where everyone can access and benefit from the full range of opportunities available to members of society.

Ideas Store

Combination of a traditional library and information service with learning opportunities, bringing communities together through helping individuals (pursuing hobbies, expanding knowledge, job seeking).

Index of Multiple Deprivation (IMD)

Based on a series of statistics revealing information on aspects of deprivation for Districts and for Super Output Areas (SOAs).

The information covers 10 aspects of deprivation, making up the IMD—income deprivation, employment deprivation, health deprivation and disability, education, skills and training deprivation, barriers to housing and services, crime and the living environment.

Each SOA is assigned a national rank, so that the most deprived SOA for each index is given a rank of 1 and the least deprived SOA is given a rank of 32,482. The same is done for Districts (ranking them from 1 to 354). This enables a comparison of SOAs (and Districts) across the country.

Key Industrial Business Area (KIBA)

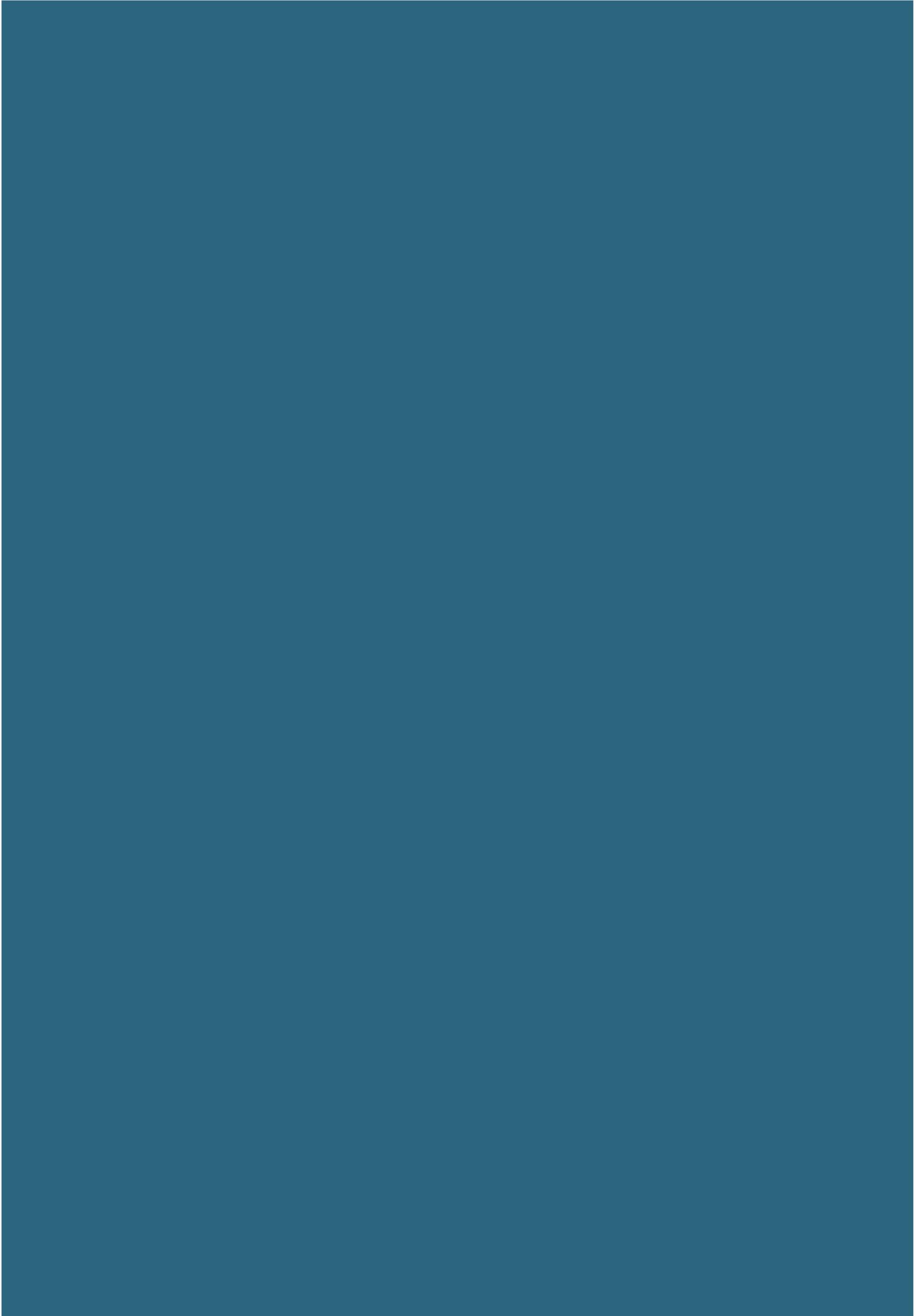
KIBAs are strategically important employment sites that are safeguarded for B Class land uses (business, industrial, warehousing). Uses that fall in other Use Classes are not allowed (e.g. retail, residential, hotels, leisure and non-residential institutions) Non-use class developments commonly found in industrial areas are allowed (e.g. artists studios/rehearsal areas and galleries; haulage; employment training; bus garages and telecommunications).

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Lifetime Homes	<p>Ordinary homes designed to provide accessible and convenient homes for a large segment of the population from young children to frail older people and those with temporary or permanent physical or sensory impairments. Lifetime Homes have 16 design features that ensure that the home will be flexible enough to meet the existing and changing needs of most households, as set out in the Joseph Rowntree Foundation report 'Meeting Part M and Designing Lifetime Homes'.</p>	Metropolitan Town Centre	<p>A type of centre identified in the London Plan as making up the London Town Centre Network. Mainly in the suburbs, Metropolitan Town Centres serve wide catchment areas covering several boroughs and offer a high level and range of comparison shopping. They typically have over 100,000 square metres of retail floorspace, including multiple retailers and department stores. They also have significant employment, service and leisure functions</p>
Local Development Framework (LDF)	<p>Term used to describe a folder of documents, which includes all the local planning authority's local development documents. The Planning and Compulsory Purchase Act 2004 requires the eventual replacement of UDPs with a new LDF. An LDF is comprised of:</p> <ul style="list-style-type: none"> • Development Plan Documents (which form part of the statutory development plan) • Supplementary Planning Documents <p>The local development framework will also comprise of:</p> <ul style="list-style-type: none"> • the Statement of Community Involvement • the Local Development Scheme • the Annual Monitoring Report • any Local Development Orders or Simplified Planning Zones that may have been added 	Major Development Opportunities (MDO)	<p>Sites identified as suitable for development by Lambeth Council in the adopted Local Plan (2007).</p>
Local Strategic Partnership (LSP)	<p>Cross-sectoral, cross-agency umbrella partnerships focused and committed to improving the quality of life and governance in a particular locality. They seek to enable services to be aligned in a way that effectively meets the needs and aspirations of those who use them.</p>	One Planet Living	<p>A global initiative based on ten principles of sustainability developed by BioRegional and WWF.</p>
London Plan	<p>A Spatial Development Strategy for the capital produced by the Mayor. It is London's Regional Spatial Strategies are made outside of London. This replaces the previous strategic planning guidance for London (known as RPG3), issued by the Secretary of State. The London Plan is the strategic plan setting out an integrated social, economic and environmental framework for the future development of London looking forward 15–20 years</p>	Opportunity Site	<p>A site within this AAP which has been identified as suitable for redevelopment, but is not currently designated in adopted policy</p>
London Plan Density Matrix	<p>Sets out a strategic framework for sustainable residential densities at different locations. It aims to reflect and enhance existing local character by relating the accessibility of an area to appropriate development</p>	Preferred Options	<p>A stage in the preparation of a Development Plan Document (following on from the Issues and Options Stage and before the Submission Stage), at which the Council is trying to identify the main choices they have. At this stage the public will be asked for their views – the Council will prepare a report for them to comment on.</p>
		Primary Care Trust (PCT)	<p>An organisation that manages health services (e.g. hospitals, dentists, opticians, NHS walk-in centres, NHS Direct, pharmacies) and works with local authorities and other agencies that provide health & social care locally, to make sure that the needs of local communities are being met.</p>

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<p>Regional Economic Strategy</p>	<p>These statutory strategies take an integrated and sustainable approach to economic development and regeneration by tackling business competitiveness, productivity and the underlying problems of unemployment, skills shortages, social exclusion and physical decay. They provide:</p> <ul style="list-style-type: none"> • a regional framework for economic development, skills and regeneration to ensure better strategic focus for, and co-ordination of, activity in the region whether by the agency or by other regional, sub-regional or local organisations; • a framework for the delivery of national and European programmes and influence the development of government policy; and • the basis for the RDAs' detailed action plans. 	<p>Sustainability Appraisal</p>	<p>An appraisal of the economic, environmental and social effects of a plan from the outset of the preparation process to allow decisions to be made that accord with sustainable development.</p>
<p>Sequential Test</p>	<p>A planning principle that seeks to identify, allocate or develop certain types or locations of land before others. For example, brownfield housing sites before greenfield sites, or town centre retail sites before out-of-centre sites.</p>	<p>Supplementary Planning Document (SPD)</p>	<p>A document that fills out policies and proposals in a Development Plan Document. There are several possible types of Supplementary Planning Document, e.g.:</p> <ul style="list-style-type: none"> • design guides • development briefs, master plans • village design statements • that part of a parish plan that deals with development. <p>They are part of the Local Development Framework and, if relevant, can be a material consideration in decisions on planning applications. However, they are not an official part of the Development Plan and not subject to Independent Examination; and so have less formal weight than the Development Plan Document to which they refer. The Council have to involve local communities in their preparation.</p>
<p>Sites of Importance for Nature Conservation (SINCs)</p>	<p>Designation used in many parts of the UK to protect areas of importance for wildlife at a county scale. These sites are protected by local authorities from most development through planning policies in their development plans.</p>	<p>Traffic Regulation Orders (TRO)</p>	<p>A Traffic Regulation Order (TRO) is the statutory legal document necessary to support any enforceable traffic or highway measure.</p> <p>TROs are required for a range of restrictions, including:</p> <ul style="list-style-type: none"> • waiting and loading • one-way streets • speed limits • weight and width restrictions • access and turning restrictions • road and footway closures • cycle and bus lanes • high-occupancy vehicle lanes <p>Needed to restrict certain actions on the highway to ensure safety, accessibility and minimum disruption to local life.</p>
<p>South London Sub-Regional Development Framework (SRDF)</p>	<p>Policy directions and focus for implementation for the South London sub-region identified in the London Plan, produced by the Mayor in 2006 in partnership with boroughs and other stakeholders. The sub-regional frameworks provide guidance on Opportunity, Intensification and Regeneration Areas, town centres, suburbs and Strategic Employment Locations. The frameworks were consistent with, and provided further guidance on, the policies in the London Plan.</p>		
<p>Standard Assessment Procedure (SAP)</p>	<p>Adopted by the government as part of the UK national methodology for calculation of the energy performance of buildings. It is used to demonstrate compliance with building regulations for dwellings - Part L (England and Wales), Section 6 (Scotland) and Part F (Northern Ireland) - and to provide energy ratings for dwellings</p>		
<p>Strategic Flood Risk Assessment</p>	<p>An assessment of the location and nature of flood risk, carried out by a Council for its area in consultation with the Environment Agency. The assessment is used to inform Local Development Documents</p>	<p>Unitary Development Plan (UDP)</p>	<p>A development plan prepared by Local Planning Authorities, which contains policies equivalent to those in both a structure plan and local plan. These plans will continue to operate for a time after the commencement of the new development plan system, by virtue of specific transitional provisions, but will be superseded by the Local development Framework.</p>



APPENDIX 2

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