

A Plan for West Norwood and Tulse Hill: Community Evidence Base Report

A Final Report by
Regeneris Consulting, BDP,
AspinallVerdi and Urban Flow

The London Borough of Lambeth

A Plan for West Norwood and Tulse Hill: Community
Evidence Base Report

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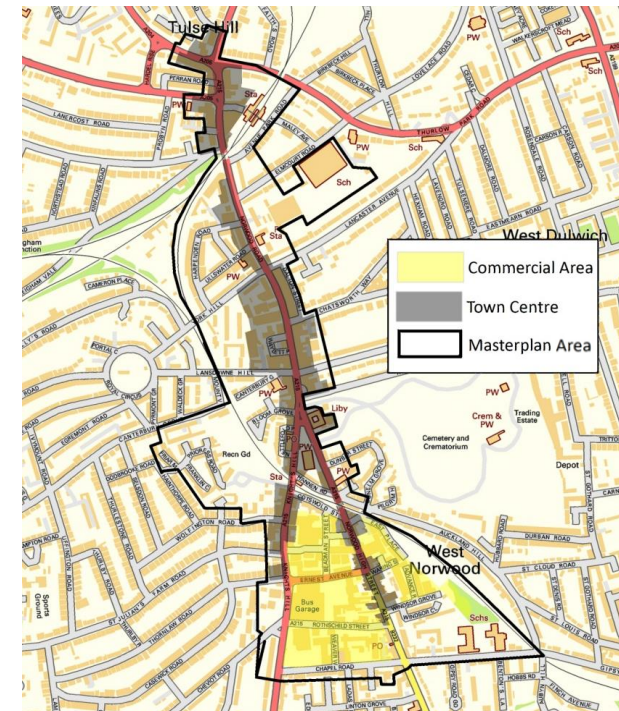
Executive Summary

- i. This community evidence base report has prepared to support the development of the Visioning West Norwood and Tulse Hill study. It provides an update on the current economic, social and physical position of West Norwood and Tulse Hill, and a summary of the findings from community consultation undertaken over the course of the commission.
- 1.1 The Visioning West Norwood and Tulse Hill study was commissioned by Lambeth Council to create a platform for growth, promote inward investment and maintain the momentum from recent investment that has been received over the last two years.

West Norwood and Tulse Hill

- ii. West Norwood and Tulse Hill is located to the south of the London Borough of Lambeth, with neighbouring areas including Brixton, Streatham, Herne Hill, West Dulwich and Crystal Palace.
- iii. The area serves a number of functions – primarily as a town centre, but also as an important location of employment land (within the Lambeth context). Employment land designations locally include the West Norwood Commercial area and the Parkhall Business Centre.

West Norwood and Tulse Hill



Source: Regeneris Consulting

- iv. Recent years have seen strong regeneration momentum locally: a number of developments have come forward since a masterplan was developed for the area in 2009, the area has seen significant investment to improve the public realm and town centre environment, and the area has also benefited from the establishment of the community-led Feast market.
- v. This momentum is currently being continued via the community led Streetworks project which will see further physical enhancements to Norwood Road and the removal of the Tulse Hill Gyratory.

- vi. In addition, a number of processes are currently underway which will exert socio-economic and community influences in the area in the future, including the recent establishment of the Station to Station Business Improvement District (BID) and the proposed development of neighbourhood plans by a number of neighbourhood forums in the area.

Socio-Economic Overview

- vii. The Norwood CLIP area contains around 7,600 jobs and 1,900 businesses, respectively accounting for around 5% and 10% of Lambeth's total employment and business base.
- viii. Recent economic performance has been strong. Over the past 5 years there has been employment growth of around 15% (+1,000 jobs) across the CLIP area, and growth in the business base of around 30% (+450 businesses).
- ix. The local economy is characterised by a relatively large base of sole traders and micro businesses employing up to 10 people. There is also evidence of strong self-employment rates and levels of homeworking amongst the resident population. That said, business start-up rates are currently lower than in other parts of Lambeth and London.
- x. The local economy is currently geared towards serving the needs of the local population: top employment sectors include health, education and retail. The area also has an employment strength in the manufacturing sector, reflecting industrial activities on the several parcels of employment land locally.
- xi. The local business base is more diverse, with evidence suggesting that West Norwood and Tulse Hill has growing strengths in higher value professional service activities, ICT and Digital Media and Creative Industries. The disparity between the employment and business statistics suggests that many of these are new, smaller firms, employing up to ten people.
- xii. There is evidence that the nature of the local economy is evolving. Generally speaking economic growth experienced in recent years has been delivered across the economy, including in higher value London priority

sectors such as professional and business services, and creative and digital activities. However, the size of the manufacturing sector has contracted, both in terms of the number of jobs and businesses.

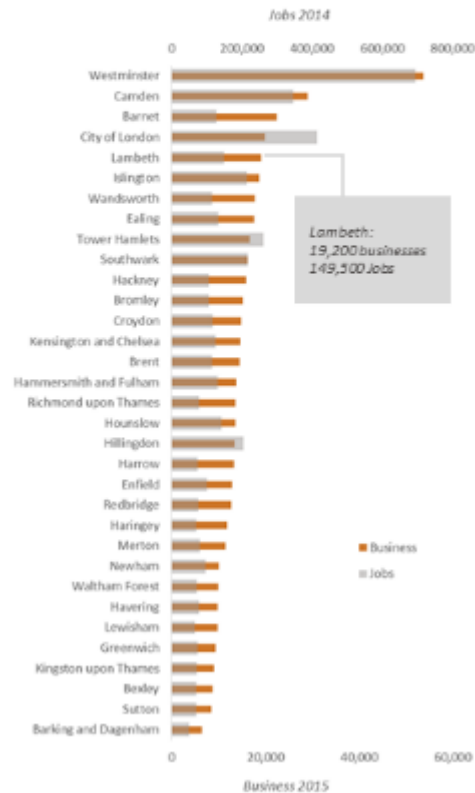
- xiii. The West Norwood and Tulse Hill area has experienced strong population growth in recent years. Generally speaking, the area benefits from strong labour market characteristics, with a large proportion of working age residents, a strong economic activity rate and above average skills levels. Despite this, socio-economic challenges remain with localised concentrations of unemployment and below average skills levels.
- xiv. Reflecting the nature of the economic characteristics of the area labour retention rates are low. There is a large net daily outflow of workers from the area; only around 4% of residents work locally.
- xv. Key socio-economic characteristics for Lambeth and West Norwood and Tulse Hill are summarised on the infographics overleaf.

London Borough of Lambeth – Economy in Context

BOROUGHS RANKED BY SIZE OF THE ECONOMY & RECENT GROWTH

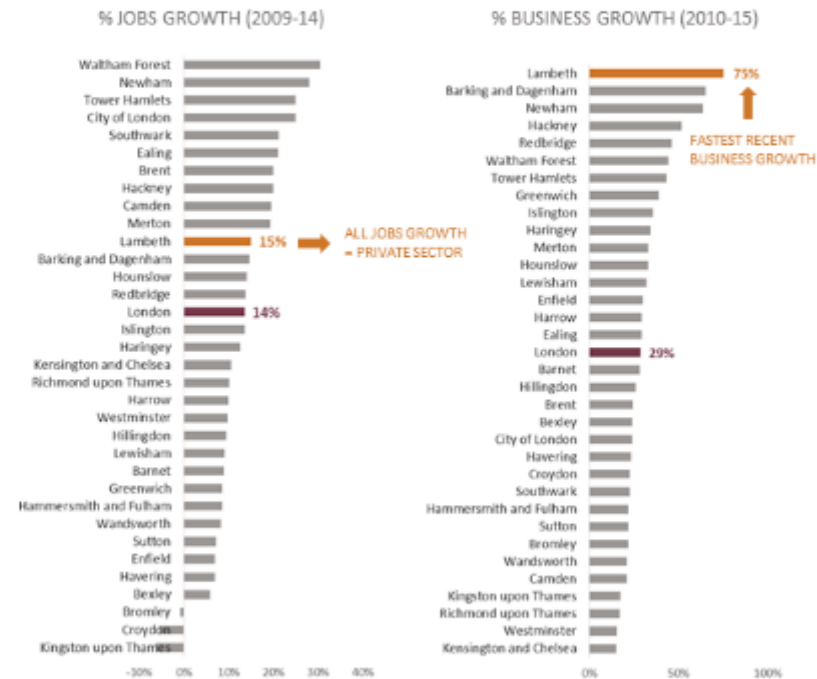
SIZE OF THE ECONOMY: BUSINESS & JOBS

Lambeth is one of the largest London Boroughs in terms of number of businesses (ranked 5th), however it is comparatively smaller in terms of jobs (ranked 8th).



RECENT PERFORMANCE

Lambeth experienced the strongest rate of business growth over recent years out of all London boroughs and an above average rate of jobs growth.



Lambeth contains a comparatively large proportion of public sector jobs (23%), the 7th highest of all London Boroughs. However all jobs growth in recent year has been within the private sector, which grew by +21%.

Source: ONS BRES, 2014

Note: it should be noted that a large amount of Lambeth's business growth relates to the far north of the Borough around Waterloo and Vauxhall. Further work is needed to verify the data and to explore the trend in more detail.

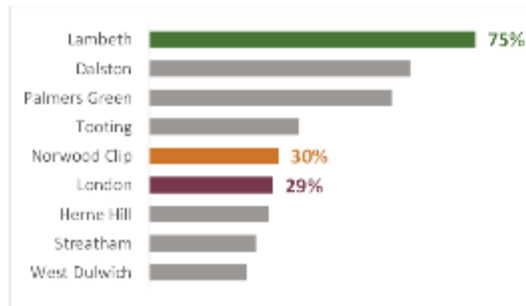
West Norwood and Tulse Hill: Economic Performance in Context



Business Growth

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

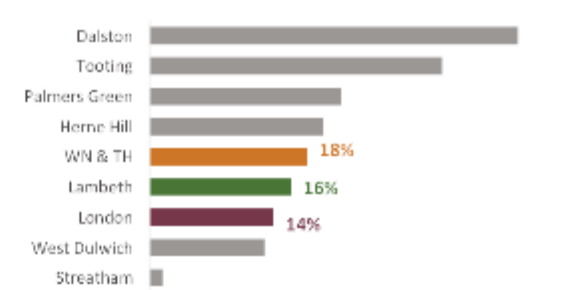
Higher than the London average
Lower than the Lambeth average



Employment growth

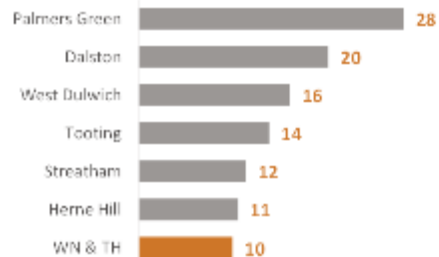
Employment growth outperforms Lambeth and exceeds London despite the limited function as a net employer. Although the area significantly falls behind areas such as Dalston and Tooting.

Higher than the London average
Higher than the Lambeth average



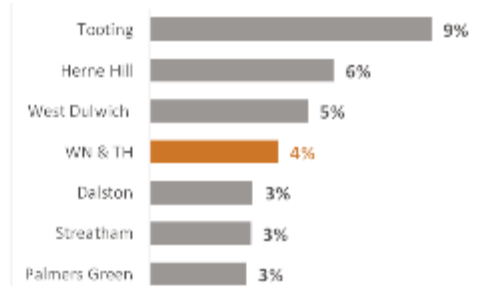
Start-up rates per 1000 population

Low start up rate per thousand population, under half the rate compared to Dalston and Palmers Green.



Labour Retention Rates

There is a low labour retention rate which is expected given the limited function as a net employer and outer London Borough location.



Source: ONS Census, 2011; BRES, 2014; Start Up Britain, 2014

Economic Function and Infrastructure

- xvi. The West Norwood and Tulse Hill area functions both as a town centre and an important employment land location.

The Town Centre

- xvii. West Norwood and Tulse Hill's primary function is as a town centre, with over 300 premises spread across 51,000 sqm. In Planning terms, units are dominated by 'A use classes' (retail, food and drinks and high street services), making up 80% of all premises. There is only a limited amount of office space within the town centre (excluding the Commercial Area), and, with the exception of a few spaces studio spaces for artists (such Parade Mews and Burbridge Studios), there is a lack of space for small businesses / start-ups.
- xviii. Analysis of a number of data sources suggests improving town centre performance in recent years, with increasing footfall levels and improving vacancy performance. Around 10% of town centre floorspace is currently vacant compared to 14% in 2012. However, despite improved vacancy performance, vacancy rates are still comparably high when benchmarked against other town centres in Lambeth.
- xix. The town centre has benefited from a recent programme of investments targeted at enhancing town centre viability, as well as the establishment of a number of community driven markets. A local Business Improvement District (BID) has also recently been established.

West Norwood Commercial Area

- xx. The West Norwood Commercial area is the largest Key Industrial Business Area (KIBA) in Lambeth, with around 45,000 sqm of commercial floorspace spread across 75 premises. Around 75% of this is in B Use Classes.
- xxi. Reflecting its size, the West Norwood Commercial area plays an important economic role in the area; home to an estimated 500 jobs which makes up 10% of all jobs across West Norwood and Tulse Hill socio-economic area.

- xxii. There are a broad mix of activities operating in the West Norwood Commercial area, but evidence suggests that manufacturing (including higher value manufacturing activities), professional and business services and wholesale sectors are the most important sectors.
- xxiii. At headline level, performance is strong with a low vacancy rate across the area. However, a number of challenges are faced including vacant sites, conversion of premises away from employment uses and evidence of declining manufacturing employment.
- xxiv. In addition to the West Norwood Commercial area, there are also a number of other employment locations locally – most importantly the Parkhall Business Centre, but also the Hamilton Road Industrial Estate and Parade Mews.

Wider Socio-Economic and Community Assets

- xxv. West Norwood and Tulse Hill is home to a range of wider assets of economic social and community value. There are a number of local community organisations and networks providing business and employment support, alongside those operating at the Lambeth and London levels. More generally, the area benefits from a strong and active community, as highlighted by the ongoing success and development of community led initiatives such as the Feast and Twist markets.

The Property Market

- xxvi. An initial property market review has been undertaken to provide an update on the commercial market and the residential market within West Norwood and Tulse Hill with particular focus on the Town Centre.
- xxvii. At headline level, the town centre has a high level of independent operators (retail and leisure) and there is limited representation of national multiple operators. There have been a limited number of retail transactions in recent years, with prices ranging from £9.15 per sq foot to £23.31 per sq foot depending on location. Generally speaking, units in the town centre

are small (typically less than 100sq m). Vacancy rates have been falling, and only a small number of units are currently available on the market.

- xxviii. The town centre has numerous leisure operators, including cafes, restaurants and bars and pubs. Again, the offer is largely independent. The most recent opening is Knowles of Norwood – a new bar / pub in the heart of the town centre on Norwood Road.
- xxix. There is only a limited amount of office space within the town centre (excluding the Commercial Area) and very few transactions have taken place in recent years.
- xxx. A number of recent town centre developments such as the Health & Leisure Centre have helped to support town centre patronage; proposed developments such as the cinema development can support this further.
- xxxi. As is the case across London, residential values have been growing strongly in recent years and the areas has seen a number of residential schemes come forward with more in the pipeline (such as The Loft at 348-352 Norwood Road, Cheviot Gardens, and the former Fire Station Site).
- xxxii. A number of opportunities for commercial and residential development remain within the town centre (such as Site 18) and will be the focus of the masterplan refresh.

Transport Assessment

- xxxiii. Since the 2009 Masterplan was published there has been a number of transport policy changes at a London-wide and borough level with a move towards pedestrian, cyclist and public realm and less focus on bus priority.
- xxxiv. Localised transport, movement and public realm improvements have been implemented in and around West Norwood (focused around West Norwood station) since the 2009 Masterplan which have improved pedestrian access, station access, parking, wayfinding and the public realm.

- xxxv. Two major schemes encompassing the Norwood Road between Tulse Hill station and Chestnut Road / Palace Road and Tulse Hill gyratory are currently under scheme development at the time of writing. The aim of these initiatives is to significantly improve the pedestrian environment, cyclist movement and safety, bus accessibility and interchange, and raise the quality of the public realm to better integrate Tulse Hill with West Norwood. The schemes are due to be constructed between 2018 and 2020.
- xxxvi. As a result of a shift in transport policy and Council objectives since the 2009 Masterplan was published, the extension of bus lanes and reduction of carriageway lanes are no longer an aspiration or deemed feasible by Lambeth Council. There is more of a shift towards measures to alleviate congestion, ease pedestrian and cyclist movement, address parking and loading issues and improve the quality of the public realm to encourage more local trips by foot and cycle.

Sites and Development

- xxxvii. The 2009 West Norwood Masterplan identified a number of opportunity sites for future development which were spread throughout the town centre.
- xxxviii. Although some of the projects identified in the 2009 masterplan have been delivered (including the Health and Leisure Centre and Elmgreen School), a number of sites listed as key principles remain undeveloped.
- xxxix. The masterplan refresh will focus on those sites which have not come forward to date, along with any others which have emerged in the interim. In doing so, focus will be placed on Tulse Hill (particularly regarding opportunities related to the removal of the gyratory), the core retail area on Norwood Road (focused on Site 18, one of the key 2009 masterplan sites which remains undelivered) and the Commercial Area to the south.
- xl. The masterplan refresh will look to optimise opportunities that relate West Norwood and Tulse Hill's identity, including its diverse character, varied topography, good level of accessibility and visual prominence of the area.

Community Consultation

- xli. Community consultation has been at the heart of the research programme. A specific objective was to ensure open and inclusive consultation, ensuring that a broad cross section of the community was engaged with.
- xlii. Central to the approach was the deployment of the interactive West Norwood and Tulse Hill Commonplace map, via which comments were collected on what people like, dislike and would like to see improved in the area. The tool proved a success, with over 1,000 comments were collected from over 500 individuals. In addition, a series of workshops and events and exhibitions were held over the course of the programme.
- xliii. Messages emerging from community consultation include:
- Demand for an enhanced retail and evening offer across the area - although views remain mixed on whether this should be more independent shops, more high street multiples, or both
 - Demand for more workspace for small businesses across the area
 - Demand for more open space and greening projects in the area
 - There is great anticipation for the delivery of the Cinema and Library project and also the South London Theatre
 - Concern about the vacant sites in the Commercial Area and the town centre - particularly the site on Chapel Road and the former Brooks Laundry Site
 - Consensus that action is needed to enhance the environment of the Commercial Area, and particularly Norwood High Street
 - Action to improve pedestrian and cycle access and movement in the area, particularly on residential roads leading to Norwood Road

- A range of ideas to retain and enhance the sense of community in the area, including more locally driven public art projects, extended events and greater roles for a number of existing community projects.
- Concern that regeneration may result in 'gentrification', with Brixton being used repeatedly as an example.

Summary of Issues

- xliv. The research has highlighted a number of overarching themes and questions to inform the West Norwood and Tulse Hill commission. These are:
- The evolving London economy – what is West Norwood and Tulse Hill's economic function / role in London and how can this be maintained or enhanced in the future?
 - Town Centre Vitality – how can West Norwood and Tulse Hill enhance its competitive position and take advantage of population growth to draw in greater levels of expenditure?
 - The Role of the West Norwood Commercial area – what is the importance of the Commercial area to West Norwood and Tulse Hill and Lambeth? What does an industrial estate of the future in London look like?
 - Bringing forward Sites and Development – how can opportunity sites be delivered in a way which supports successful and sustainable evolution of the town centre and commercial area?
 - Ensuring Social and Community Benefit – how to ensure the economy evolves in a way which retains and creates opportunity for all?

1. Purpose of Report

- 1.1 This community evidence base report has been prepared to support the development of the Visioning West Norwood and Tulse Hill study.
- 1.2 The Visioning West Norwood and Tulse Hill study was commissioned by Lambeth Council to create a platform for growth, promote inward investment and maintain the momentum from recent investment that has been received over the last two years.
- 1.3 This evidence base report provides an update on the current economic, social and physical position of West Norwood and Tulse Hill. The report sets the scene and provides a robust evidence base used to inform all four of the research strands outlined above.
- 1.4 The report focuses on providing an update on how the area has evolved in recent years, and in particular since the 2009 West Norwood and Tulse Hill masterplan was undertaken.
- 1.5 The evidence is presented in the following sections:

- Chapter 2: Introduction to West Norwood and Tulse Hill
- Chapter 3: Socio-Economic Overview
- Chapter 4: Economic Function and Assets
- Chapter 5: Property Market Review
- Chapter 7: Transport and Movement Review
- Chapter 6: Masterplan Context, Sites and Recent Development
- Chapter 7: Community Consultation
- Chapter 8: Moving Forward – Summary and Next Steps.
- Appendix A: Policy Review
- Appendix B: Summary of Recent Planning Applications

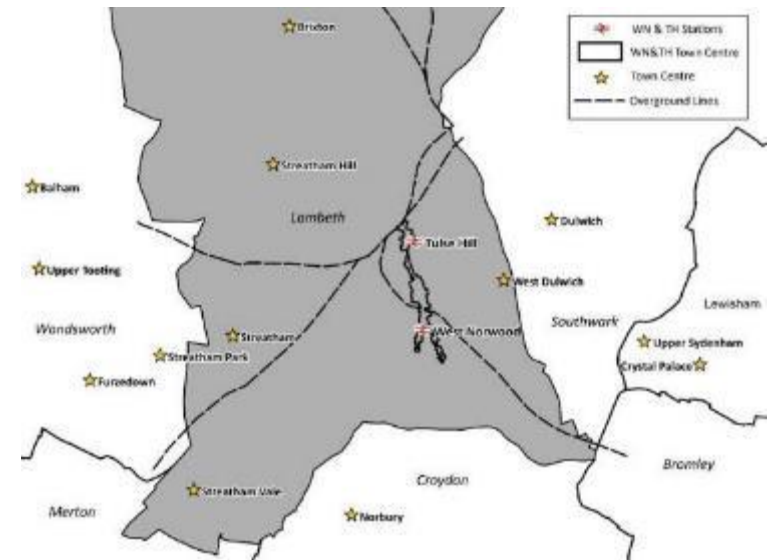
2. Introducing West Norwood and Tulse Hill

Summary

- West Norwood and Tulse Hill is located to the south of the London Borough of Lambeth, with neighbouring areas including Brixton, Streatham, Herne Hill, West Dulwich and Crystal Palace.
- The area serves a number of functions – primarily as a town centre, but also as an important location of employment land (within the Lambeth context). Employment land designations locally include the West Norwood Commercial area and the Parkhall Business Centre.
- Recent years have seen strong regeneration momentum locally. A number of developments have come forward since the Masterplan was developed for the area in 2009, and the area has seen significant investment to improve the public realm and town centre environment. The area has also benefited from the establishment of the community-led Feast market.
- This momentum is currently being continued via the community led Streetworks project which will see further physical enhancements to Norwood Road and the removal of the Tulse Hill Gyratory.
- In addition, a number of processes are currently underway which will exert socio-economic and community influences in the area in the future, including the development of the proposed West Norwood and Tulse Hill Business Improvement District and the proposed development of neighbourhood plans by a number of neighbourhood forums in the area.

- 2.1 West Norwood and Tulse Hill, designated as a district centre within the London Plan, is located towards the south of the London Borough of Lambeth. Other town centres nearby include Streatham to the west, Brixton and Herne Hill to the north, West Dulwich to the east and Crystal Palace further to the south.
- 2.2 The town centre itself is surrounded by residential areas which are largely suburban in nature.

Figure 2.1 Location Map



Source: Regeneris Consulting

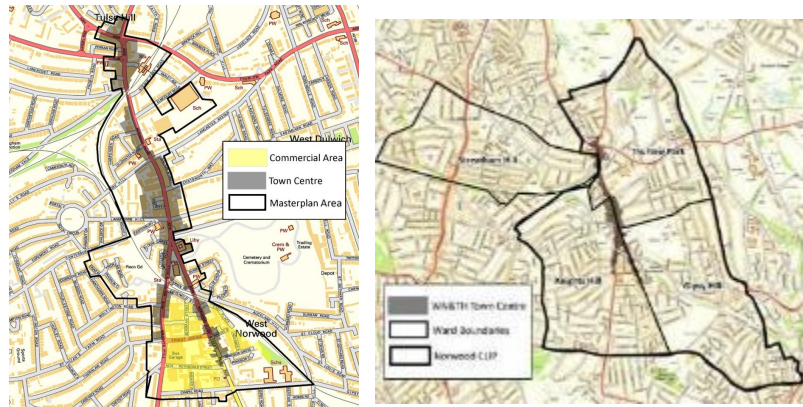
The Study Area

- 2.3 The West Norwood and Tulse Hill area as defined for this study is a broadly linear geography. The area is bounded by the South Circular Road and the Tulse Hill Gyratory to the north. Norwood Road runs south from here and is

the focal point of the study area along with the northern sections of Knights Hill and Norwood High Street.

- 2.4 Administratively, the boundary of the study area intersects five electoral wards: Thurlow Park to the north east, Gipsy Hill to the south east, Knight’s Hill to the west, Tulse Hill to the north and Streatham Hill to the west.

Figure 2.2 West Norwood and Tulse Hill: Town Centre and Commercial Area boundaries (left), ward boundaries (right)



Source: Regeneris Consulting

- 2.5 The study area largely covers the extent of West Norwood and Tulse Hill town centre (as defined by the town centre boundary in the Borough’s Local Plan) and the West Norwood Commercial area:

- **The town centre** – West Norwood and Tulse Hill is one of seven district centres in Lambeth¹. The designated town centre area is linear in nature, stretching from the South Circular in the north, to the northern part of Knight’s Hill and Norwood High Street to the south. In between, Norwood Road provides the central spine

¹ Four of these are in locations which overlap with adjoining Boroughs

connecting the north and south. A full profile of the town centre is included in Chapter 5

- **West Norwood Commercial area (KIBA)** – the 10 hectare West Norwood Commercial area (KIBA) is located to the south of the study area, and covers a triangular area bounded by Chapel Road, Norwood High Street and Knight’s Hill, along with further land to the east of Norwood High Street. The area is designated as a Key Industrial Business Area (KIBA) within Lambeth planning policy, and provides the largest concentration of land for employment uses within the Borough. The area is home to a number of established businesses across a range of industries and activities, along with a number of sites earmarked for redevelopment. A full profile of the West Norwood Commercial area (KIBA) is included in Chapter 5.

- 2.6 While located just outside the defined study area, the area is also home to:

- West Norwood Cemetery – located to the east of Norwood High Street, West Norwood Cemetery is a registered historic park and recognised as one of the more important cemeteries nationally
- Parkhall Business Centre – located further east (on the far side of West Norwood Cemetery), the Parkhall Business Centre is an 11,000 sqm business centre operated by the Workspace Group. The estate is designated as one of Lambeth’s KIBA’s and a profile is included in Chapter 5.

Connectivity

- 2.7 The town centre is located just to the south of the A205 South Circular Road, part of London’s strategic road network. The A215 Norwood Road which forms the central spine of the area is also an important strategic route.
- 2.8 The area is served by two mainline train stations:

- Tulse Hill station is served by Thameslink and Southern services, with services to central London (London Blackfriars, London St Pancras and London Bridge), destinations north of London (Luton and St Albans via Thameslink services), and a range of destinations to the south (including Beckenham, West Croydon, Sutton and Wimbledon)
- West Norwood station is served by services to central London (London Bridge and Victoria) and south London (Crystal Palace, Beckenham, Sutton and West Croydon).

- 2.9 A number of bus routes also operate through the town centre area, serving a range of destinations in central London along with neighbouring areas to the north and south.
- 2.10 A more detailed assessment of transport and connectivity in the area is provided in Chapter 8.

Development and Regeneration

- 2.11 There is existing development and regeneration momentum in West Norwood and Tulse Hill.
- 2.12 The **West Norwood Masterplan** was approved by the council in 2009 and provided a framework to support the development and regeneration of a number of identified sites within the town centre. In the period since, a number of sites identified have come forward or are in the process of coming forward. *A full review of these sites is provided in Chapter 6.*
- 2.13 Aside from physical development activity, recent years have also seen the establishment of **West Norwood Feast**, a monthly market with five hubs within the town centre. Launched in 2011, FEAST has quickly established a reputation for itself (and West Norwood) across London, having been cited as an example of best practice by the Greater London Authority².

²<https://www.london.gov.uk/what-we-do/regeneration/regeneration-project-west-norwood>

- 2.14 The town centre has also benefited from investment from the Mayor of London's **Outer London Fund**. Around £1.9 million (including match funding from the council) was secured across Rounds 1 and 2 of the programme to deliver public realm and shopfront enhancements, to help build the capacity of FEAST and to deliver a number of business support interventions. Delivery took place between 2011 and 2014.
- 2.15 In addition, there are also a number of programmes and processes currently underway in West Norwood and Tulse Hill which have the potential to have a significant impact on the physical, socio-economic and community characteristics of the area:

- **Streetworks** – Streetworks is a project to deliver a series of transport and movement improvements in West Norwood and Tulse Hill. This includes £2 million to continue enhancements along Norwood Road and £5 million to remove the Tulse Hill Gyratory. While the project is funded by Transport for London and supported by officers at Lambeth Council, the specifics of the project will be community-led: i.e. the Norwood Forum, the Tulse Hill Forum, local councillors and community groups are working together with residents, businesses, schools and road users to design the improvements. Both projects are currently in the design stage. Delivery of work under the Norwood Road strand is expected by 2018, with completion of work to remove the Gyratory by 2020.
- **Station to Station Business Improvement District (BID)** – established in summer 2016 following a successful ballot of local businesses. The BID will represent business in the area, and undertake a number of town centre management activities.
- **Norwood Cooperative Local Investment Plan** – Lambeth Council is currently in the process of developing Cooperative Local Investment Plans (CLIPs) to cover the Borough. CLIPs will provide a framework for the delivery of the Community Infrastructure Levy (CIL) and other funding at the local level. The Norwood CLIP (covering the

Thurlow Park, Knight’s Hill and Gipsy Hill wards) is one of seven CLIP areas within the Borough. The CLIP will be produced in partnership with the local community and will identify a number of local projects for delivery when funding is available.

- Neighbourhood Planning** – the Localism Act 2011 introduced new powers for local residents to play an active role in local planning policy via the development of neighbourhood plans. In the absence of parish or town councils in London, neighbourhood planning proposals are being taken forward by neighbourhood forums – an organisation or group of at least 21 individuals who either live, work and/or are elected members for the neighbourhood area. Each forum presides over a designated neighbourhood area where they are able to exercise powers. Four neighbourhood forums are emerging in and around the West Norwood and Tulse Hill area: the Norwood Planning Assembly, the Tulse Hill Forum, Brockwell Park Community, and the Herne Hill Forum. These four groups are in the process of defining and agreeing their geographical remit. The area outlined as the CLIP is an appropriate geography for the West Norwood Planning Area.

2.16 Whilst all relevant to West Norwood and Tulse Hill, the precise geographical remit of each of the above processes and projects varies, as demonstrated by the following map.

Figure 2.3 Plan of Masterplan, CLIP and Proposed Neighbourhood Planning Geographies



Source: Regeneris Consulting

2.17 The Visioning West Norwood and Tulse Hill study has been commissioned to help build upon the momentum generated by the above projects and processes, ensuring that the council has an up to date framework to help guide growth and evolution in the area over the coming years.

Policy and Strategic Context

2.18 A full review of the policy and strategic context has been undertaken and is set out in Appendix A.

2.19 This highlights that the policy context has evolved considerably since 2009, reflecting changes in the economic, political and societal landscapes. Findings of most relevance to this commission include:

- Perhaps most significant have been changes in planning policy – in particular the National Planning Policy Framework (NPPF) and the Localism Act, which have enabled a new tier of neighbourhood planning. In terms of wider area planning, recent years have also seen a number of iterations of the London Plan, the adoption of the Lambeth Core Strategy (2011), and the subsequent adoption of the Lambeth Local Plan (2015)
- In economic terms, at the London level, the GLA and London LEP are prioritising economic growth in a number of sectors, including finance and business services, creative industries, life sciences, and low carbon activities
- The GLA has also placed policy emphasis on supporting town centre vibrancy and vitality, by enhancing the physical environment, diversifying uses and intensifying employment and residential uses. There is also a current policy focus on supporting places of work, through provision of flexible and affordable workspace to support enterprise
- Locally, Lambeth Council has developed a cooperative commissioning model and a commitment to co-production: a principle that the council and Lambeth citizens will work together to plan, do and review what happens in the borough. This is underpinned by the council's strategic vision of “opportunity for everyone and fairness for all”
- The Lambeth Investment and Opportunity Strategy sets out the council's commitment and approach to “ensuring all share in the benefits of economic growth”. The strategy highlights that strong population and employment growth is expected in the Borough, particularly via the delivery of key opportunity sites in Vauxhall and Brixton. Opportunities for employment growth are also identified for West Norwood and Tulse Hill

- The 2009 West Norwood Masterplan identifies a number of opportunity sites and provides a framework to guide growth. Since this was published, a number of sites have come forward, and the town centre has also seen (ongoing) investment to enhance the quality of the environment.

3. Socio-Economic Overview

Summary of Findings

- The Norwood CLIP area contains around 7,600 jobs and 1,900 businesses, respectively accounting for around 5% and 10% of Lambeth’s total employment and business base.
- Recent economic performance has been strong. Over the past 5 years there has been employment growth of around 15% (+1,000 jobs) across the CLIP area, and growth in the business base of around 30% (+450 businesses).
- The local economy is characterised by a relatively large base of sole traders and micro businesses employing up to 10 people. There is also evidence of strong self-employment rates and levels of homeworking amongst the resident population. That said, business start-up rates are currently lower than in other parts of Lambeth and London.
- The local economy currently appears largely geared towards serving the needs of the local population: top employment sectors include health, education and retail. The area also has an employment strength in manufacturing, reflecting industrial activities on the several parcels of employment land locally.
- The local business base is more diverse, with evidence suggesting that West Norwood and Tulse Hill has growing strengths in higher value professional service activities, ICT and Digital Media and Creative Industries. The disparity between the employment and business statistics suggests that many of these are new firms, which are smaller in size.
- There is evidence that the nature of the local economy is evolving. Generally speaking economic growth experienced in recent years has been delivered across the economy, including in London’s higher value priority sectors such as professional and business services, and

creative and digital activities. However, the size of the manufacturing sector has contracted, both in terms of the number of jobs and businesses.

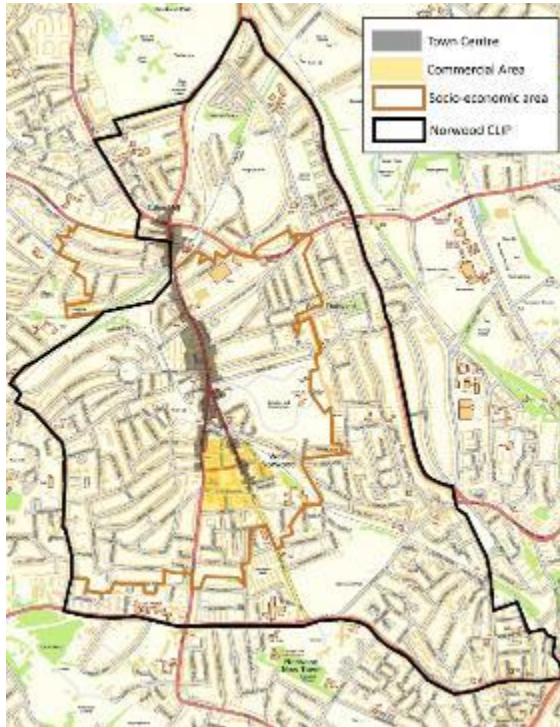
- The West Norwood and Tulse Hill area has experienced strong population growth in recent years. Generally speaking, the area benefits from strong labour market characteristics, with a large proportion of working age residents, a strong economic activity rate and above average skills levels. Despite this, socio-economic challenges remain with localised concentrations of unemployment and below average skills levels.
- Reflecting the economic characteristics of the area, labour retention rates are low. There is a large net daily outflow of workers from the area; only around 4% of residents work locally.

3.1 This chapter provides a high level review of the overall socio-economic characteristics of the West Norwood and Tulse Hill area, covering economic performance and the characteristics of the local population.

3.2 To undertake analysis, we have considered two local geographies:

- The West Norwood and Tulse Hill Socio-Economic Area – designed to capture the immediate catchment around the town centre and Commercial area (KIBA)
- The Norwood CLIP Area – a slightly wider socio-economic geography, covering the three wards of Thurlow Park, Knight’s Hill and Gipsy Hill.

Figure 3.1 Data analysis areas



Source: Regeneris, 2016

Economic Overview

Size of the Economy and Recent Performance

3.3 The West Norwood and Tulse Hill Socio-Economic Area contains around 4,500 jobs, a relatively small proportion (3%) of Lambeth’s total employment.

3.4 Across the wider Norwood CLIP area, there are around 7,600 jobs and 1,900 businesses. This business base constitutes around a tenth of the Lambeth economy.

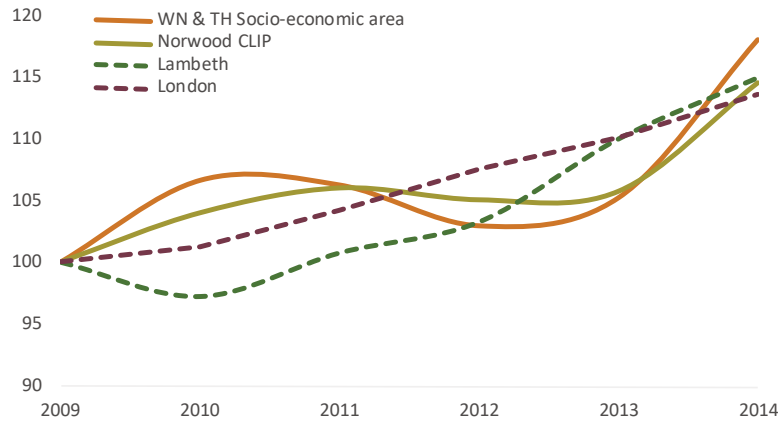
Table 3.1 Share in Lambeth

	West Norwood and Tulse Hill	Norwood CLIP	Lambeth	London
Employment				
No. 2014	4,500	7,600	149,500	4,850,000
% of Lambeth	3%	5%	100%	n/a
Change 09-14	+700	+1000	+19,500	+581,000
% Change 09-14	+18%	+15%	+15%	+14%
Businesses				
No. 2015	n/a	1,900	19,000	505,000
% of Lambeth	n/a	10%	100%	n/a
Change 10-15	n/a	+450	8,300	112,600
% Change 10-15	n/a	+30%	+75%	+29%

Source: ONS Business Register and Employment Survey (2014), UK Business Count (2014)

3.5 The local economy has experienced growth in recent years. Employment in the West Norwood and Tulse Hill Socio-Economic area has increased by +18% (700 jobs) since 2009, growing at a faster rate than Lambeth (+15%) and London (+14%). The majority of jobs growth (+490 jobs) have been created since 2013 following a decline from 2010-2013.

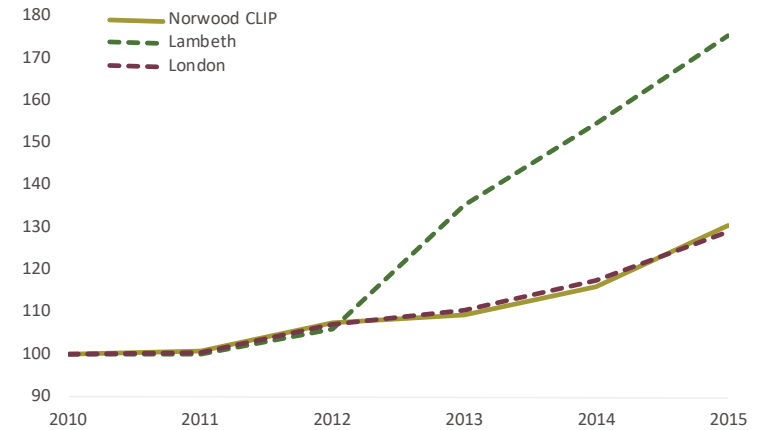
Figure 3.2 Indexed Employment Growth, 2009-2014 (2009=100)



Source: ONS, Business Register and Employment Survey, 2009-2014

3.6 Unlike jobs, the number of businesses in West Norwood have grown steadily in line with the London average since 2010, increasing by +30% (+450 businesses). This is significantly below the growth rate in Lambeth (+75%) which includes exceptionally high business start-up rates towards the north of the borough.

Figure 3.3 Indexed Business Growth, 2010-2015 (2010=100)



Source: ONS, UK Business Count, 2010-2015

Nature of the Employment Base

3.7 An above average proportion (28%) of employment in the West Norwood and Tulse Hill Socio-Economic Area is part time compared to the London average (26%). This reflects the nature of the local economy, with a large amount of activity in town centre retail and services which are characterised by more flexible employment practices.

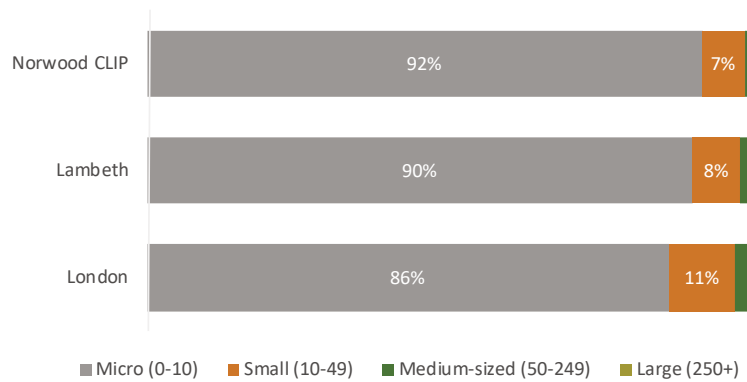
Business and Enterprise

3.8 The West Norwood and Tulse Hill business base is dominated by micro and small businesses, and evidence suggests there are higher than average levels of self-employed people and homeworkers in the resident population. That said, business start-up rates are lower than average elsewhere in the Borough.

Profile of the Business Base

3.9 The local business base is characterised by a larger than average proportion of micro and small businesses. Businesses employing up to 10 people represent 92% of all businesses in the area – above the Lambeth (90%) and London (86%) levels. Again, this will partly reflect the town centre function of the area – town centre businesses are typically smaller in nature.

Figure 3.4 Proportion of businesses by size

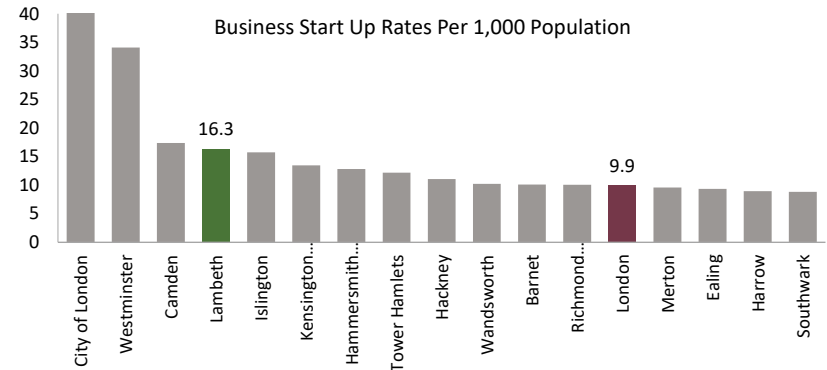


Source: ONS, UK Business Count, 2015

Business Start Up and Survival

- 3.10 Official ONS statistics on enterprise are only available at the Lambeth level.
- 3.11 Borough wide start up rates in Lambeth are relatively high when compared against the London average and all other London boroughs. Business start-up rates in Lambeth are 16.3 business start-ups per 1,000 residents, the fourth highest start-up rate out of all London Boroughs.

Figure 3.5 Comparative business Start-ups per 1,000 residents- all London Boroughs



Source: ONS, Business Demography, 2013

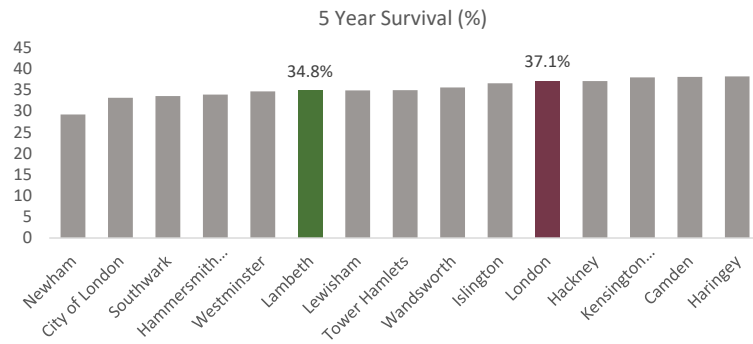
Note: The above chart does not demonstrate the full start-up rate of the City of London; here, the start-up rate of 302.6 start-ups per 1,000 residents (reflecting the low residential density).

3.12 Closer interrogation of the evidence suggests a positive enterprise trajectory across Lambeth:

- The number of business start-ups in Lambeth has almost tripled over the past 5 years, with 3,260 new start-ups in 2013 representing growth of +176% since 2008 (compared to growth of +44% London wide).
- While there has also been a growing number of business deaths over the past 5 years (increasing by around +88% since 2008), the rate of change has been slower than the increase in business start-ups, resulting in business base growth. Most recently there was a positive net (business births minus deaths) number of 2,840 start-ups in Lambeth in 2013.

- Despite this, new businesses face challenges in surviving. The following graph illustrates the 5 year survival rate of businesses in Lambeth that started in 2008 (compared to the London average and all inner London Boroughs) and demonstrates that the Borough performs below average against this indicator.

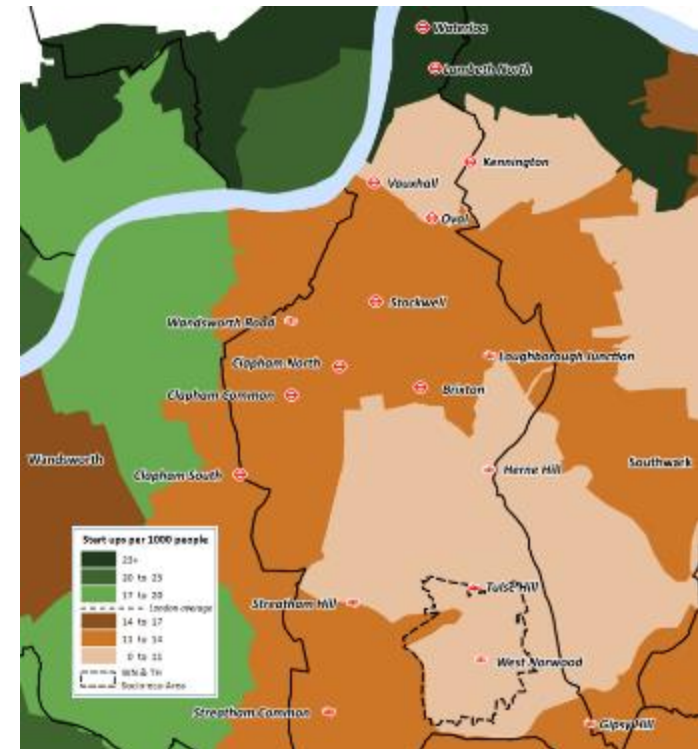
Comparative 5 year survival rate- inner London Boroughs



Source: ONS, Business Demography, 2013

3.13 Information from Companies House provides more local information on start-up rates. The following map draws on data from Start Up Britain and indicates the start-up rate for West Norwood is below average at 10 businesses per 1,000 residents. Start-up rates are generally stronger towards the north of the Borough and weaker in the south east around the West Norwood and Tulse Hill Socio-Economic area.

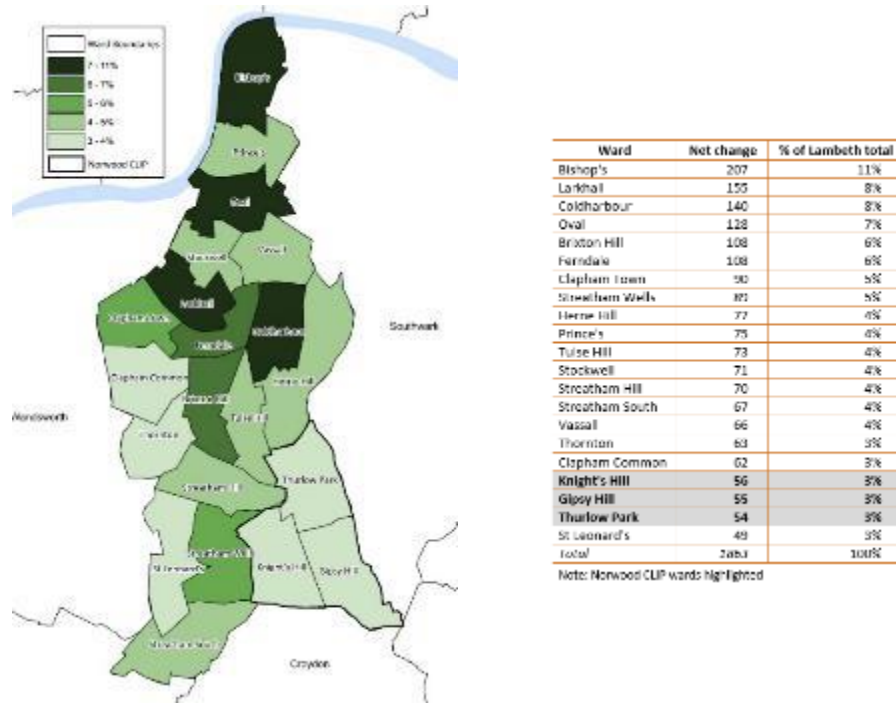
Figure 3.6 Start-ups per 1,000 people



Source: Start Up Britain, 2014

3.14 Ward level data for Lambeth on enterprise (accessed from InformDirect.co.uk) shows a similar trend, with the highest level of net change in the business base (start-ups minus deaths in a year) occurring to the north of the Borough. The three Norwood CLIP wards have contributed around 10% of Borough wide growth in 2014.

Figure 3.7 Net Change in No. of Businesses - % Contribution by Ward



Source: 2014 data available at InformDirect.co.uk

Other Indicators of Enterprise

3.15 While business start-up rates provide an indication of the levels of enterprise within an economy, analysis of other indicators such as the number of sole traders, homeworking and self-employment levels help to provide additional insight and depth to the analysis.

- Sole traders: information from the Inter-Departmental Business Register (IDBR) suggests there are around 350 sole traders in the

Norwood CLIP area, making up around 19% of the total business base. This exceeds the proportion across Lambeth (10%). Similar to micro businesses, the actual number is likely to be higher, as many sole trader businesses fall below reporting thresholds.

- Self-employment: self-employment levels also provide an indication of entrepreneurial tendencies of the local population, although it should be noted that those in self-employment may not actually work in the area where they live. There are around 2,000 self-employed people in the West Norwood and Tulse Hill Socio-economic area, which is nearly one fifth of all people in employment in the area. This is higher than Lambeth (17%) and equal to London (19%).
- Homeworking: Levels of homeworking provide a further indication of enterprising activity, although it should be noted that homeworkers may not necessarily be self-employed or engaging in enterprise. In total there were around 600 home workers living in the West Norwood and Tulse Hill Socio-economic area, amounting to 6% of residents in employment. This figure is slightly higher than Lambeth and London, where the proportion is 5% in both cases.

Table 3.2 Summary of other Indicators of Enterprise

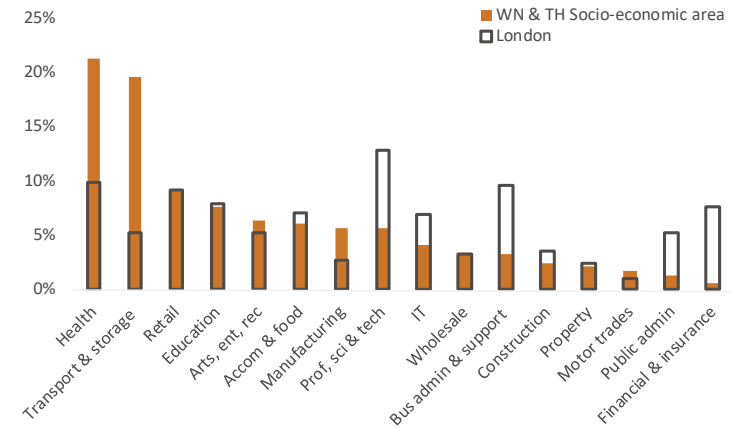
	WN&TH Socio-Economic Area	Norwood CLIP	Lambeth	London
Sole-traders (% of all businesses)	n/a	19%	10%	13%
Self-employment (% of all employed residents)	19%	18%	17%	19%
Homeworking (% of all employed residents)	6%	5%	5%	5%

Source: ONS, UK Business Count (2015), Census of population (2011), IDBR (2015)

Current Sector Strengths and Specialisms

- 3.16 Set in the wider Lambeth and London context, West Norwood and Tulse Hill Socio-Economic Area has a comparatively low value economy with a large emphasis on public sector services.
- 3.17 The largest employment sectors are:
- Health (950 jobs; 21% of all), which largely comprises of residential care activities such as nursing homes and social work for the elderly. Activity in this sector is more than two times more concentrated locally than is average across London.
 - Statistically, the transport sector is also important – providing around 900 jobs (a fifth of all). However, it should be noted that the majority of these jobs relate to the Norwood Bus Depot located within the West Norwood Commercial area (KIBA); it is likely that, while registered locally, many of these jobs will not be permanent on-site positions.
 - Retail is the third largest sector providing around 400 jobs (9% of all). This is a relatively average concentration of activity when compared to the London average.
- 3.18 Other than health and transport, sectors with a higher than average concentration of activity locally include Arts, Entertainment and Recreation (300 jobs, 7% of all; likely to partly reflect the leisure centre) and manufacturing (250 jobs, 3% of all; likely to reflect industrial activities within the Norwood Commercial area (KIBA)).
- 3.19 Generally speaking, higher value sectors such as professional and business activities are relatively small locally and are underrepresented relative to the London average. The professional, scientific and technical activities sector, for example, contributes 6% of jobs in West Norwood and Tulse Hill compared to 13% across London.

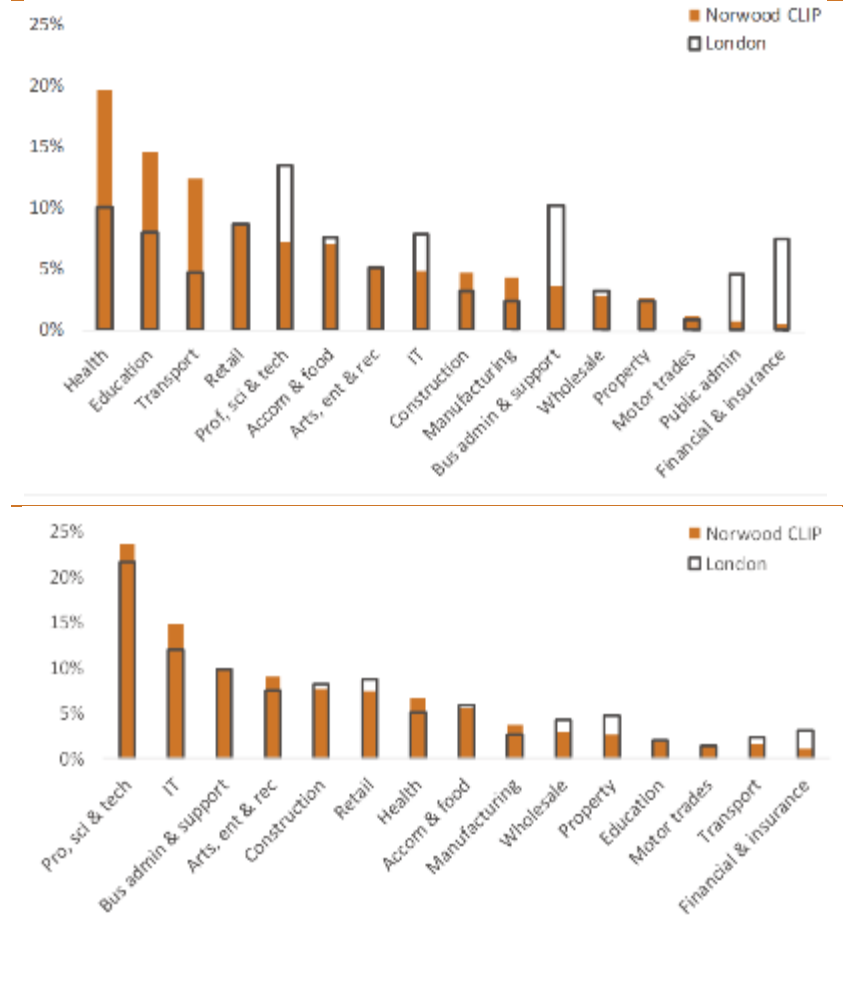
Figure 3.8 West Norwood and Tulse Hill Socio-Economic Area - Broad sector breakdown (Jobs)



Source: ONS BRES (2014)

- 3.20 Employment in the Norwood CLIP area largely mirrors the West Norwood and Tulse Hill Socio-economic area. Education and professional, scientific & tech employment plays a slightly greater role – likely to reflect the additional education assets within the wider area, and also additional employment uses (such as the Parkhall Business Centre).
- 3.21 As would be expected, the role of public sector service employment (e.g. education and health) is less prominent when examining the local business base; this reflects the fact that these sectors are typically characterised by larger employers. In contrast to the employment base, higher value sectors such as professional, scientific and tech, IT and business support services have a greater share of the business base than is average across London. This is likely to partly reflect small business located within the employment areas within the CLIP area – including the West Norwood Commercial area (KIBA) and the Parkhall Business Centre.

Table 3.3 Broad Sector Breakdown Norwood CLIP: Jobs (top) and Business (bottom)



Source: ONS BRES (2014) and UK Business Count (2015)

3.22 Full detail on the above analysis is provided in the tables and charts on the following pages. These demonstrate that:

- As highlighted above, generally speaking, *employment* in both the West Norwood and Tulse Hill Socio-Economic Area and the Norwood CLIP area is characterised by the higher value activities summarised above, including health, transport, education and retail. Activity in a number of cross cutting sectors which are important across London (including creative activities, science and technology and ICT and Digital Media) are under-represented locally. That said, the area has a strong employment specialism in higher value advanced manufacturing activities, alongside more traditional manufacturing activities.
- There is evidence of higher value specialisms within the local *business* base – including ICT and Digital, Creative, Science and Technology, Professional activities, and higher value (advanced) manufacturing activities.
- Generally speaking, growth has been achieved across a broad range of employment and business sectors – including higher value sectors such as creative and professional services. However, the manufacturing (both advanced and general) sector has contracted. While this is in line with wider trends, this is a concern given the importance of the West Norwood Commercial area (KIBA) locally.

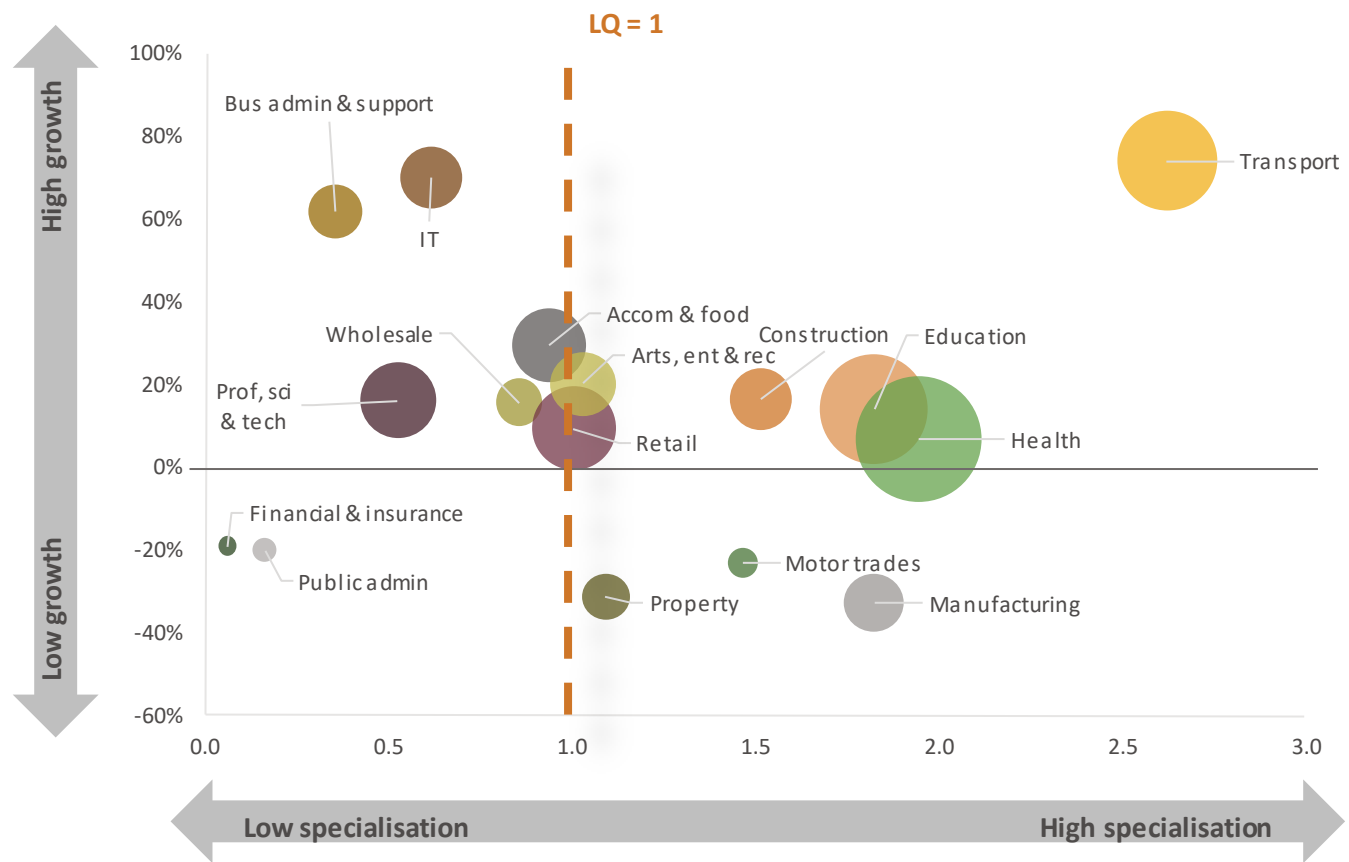
Table 3.1 Detailed Breakdown of the economy

	WN & TH Socio-economic area				Norwood CLIP							
	Employment (BRES 2014)				Businesses (UK Business Count 2015)				Employment (BRES 2014)			
	No	% total	LQ* vs London	Change 09-14 (%)	No	% total	LQ* vs London	Change 10-15 (%)	No	% total	LQ* vs London	Change 09-14 (%)
Broad Sectors												
Accommodation & food	300	7%	0.9	+51%	100	5%	1.0	+17%	600	7%	0.9	+27%
Arts, entertainment & rec	300	7%	1.2	+3%	150	8%	1.2	+31%	400	5%	0.9	+17%
Business, admin & support	150	3%	0.3	+93%	200	11%	1.0	+76%	300	3%	0.3	+57%
Construction	100	2%	0.7	-37%	150	8%	0.9	+32%	400	5%	1.5	+17%
Education	350	8%	1.0	+72%	50	3%	0.9	-13%	1650	19%	2.4	+20%
Financial & insurance	50	1%	0.1	-29%	<50	0%	0.3	+33%	50	1%	0.1	-7%
Health	950	21%	2.1	+19%	150	8%	1.3	+67%	1750	20%	2.0	+11%
IT	200	4%	0.6	+29%	300	16%	1.2	+27%	450	5%	0.7	+59%
Manufacturing	250	5%	2.1	-22%	50	3%	1.4	-13%	350	4%	1.7	-32%
Motor trades	100	2%	1.7	-4%	50	3%	1.2	+50%	100	1%	1.5	-19%
Professional, science & tech	250	5%	0.4	+6%	450	24%	1.1	+51%	600	7%	0.5	+20%
Property	100	2%	0.9	-46%	50	3%	0.6	+25%	200	2%	0.9	-27%
Retail	400	9%	1.0	+3%	150	8%	0.8	0%	700	8%	0.9	+10%
Transport	900	20%	3.8	+69%	50	3%	0.7	+20%	950	11%	2.3	+74%
Wholesale	150	3%	1.1	+43%	50	3%	0.7	0%	250	3%	0.9	+4%
Total	4,550	100%	-	+18%	1,900	100%	-	+30%	8,750	100%	-	+17%
Cross Cutting Sectors												
All Creative	300	7%	0.6	+51%	500	25%	1.3	+30%	750	8%	0.7	+67%
Science & Tech	700	16%	0.7	+10%	175	10%	1.1	+41%	1605	18%	0.8	30%
All ICT & Digital	100	3%	0.5	+25%	500	29%	1.3	+35%	341	4%	0.7	54%
Advanced Manufacturing	150	3%	5.0	-43%	n/a	n/a	n/a	n/a	140	2%	2.7	-45%

Source: BRES, 2014; UK Business Count, 2015

*Note: LQ stands for Location Quotient. This compares the concentration of activity locally to that across a wider area (in this case London), to illustrate degree of specialism. A score of 1 means an average concentration of activity; greater than one is a greater than average concentration; lower than one is a lower concentration of activity.

Figure 3.9 Norwood CLIP Sectors: Size, Concentration and Trajectory – Employment



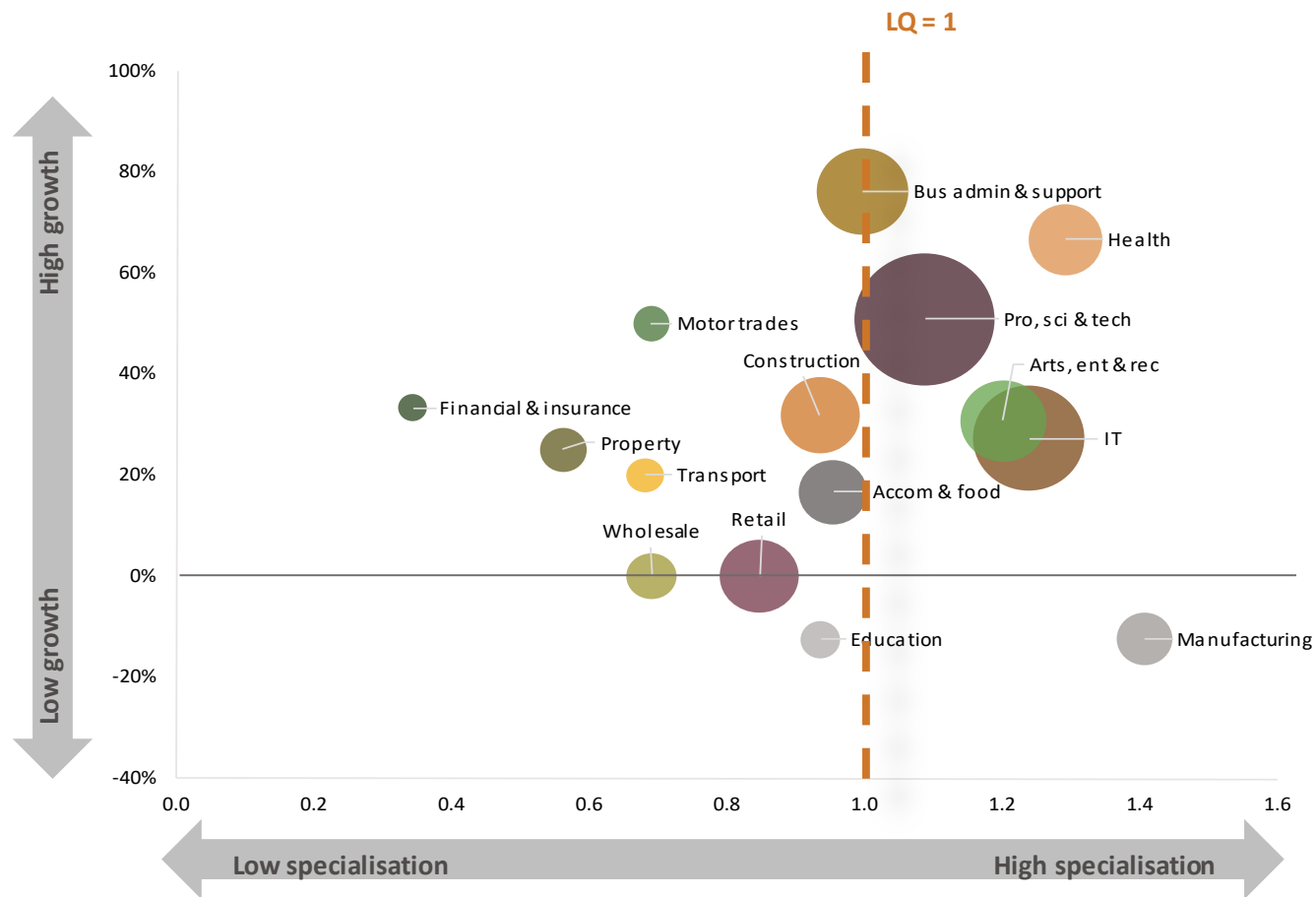
The chart summaries the sector profile of the Norwood CLIP area in terms of their size, degree of specialisation and growth trajectory:

- 1. Number of jobs (2014)** – denoted by size of the bubble.
- 2. Degree of specialisation (2014)** – concentration (as defined by Location Quotient) relative to the London average denoted by the horizontal positioning, with bubbles on the right of the chart showing greatest degree of specialisation.
- 3. Sector trajectory (2009-14)** – employment change denoted by vertical positioning, with bubbles at the top of the chart showing the greatest growth level in percentage terms.

The chart highlights that West Norwood and Tulse Hill’s employment specialisms are in Transport & storage, Education, Health and construction. Whilst currently smaller in scale and less specialised, high value sectors such as IT and business admin and support has displayed strong growth in recent years.

Source: ONS, BRES, 2014

Figure 3.10 Norwood CLIP Sectors: Size, Concentration and Trajectory – Business



The chart summaries West Norwood and Tulse Hill’s sectors in terms of their size, degree of specialisation and growth trajectory:

- 1. Number of jobs (2014)** – denoted by size of the bubble.
- 2. Degree of specialisation (2014)** – concentration (as defined by Location Quotient) relative to the London average denoted by the horizontal positioning, with bubbles on the right of the chart showing greatest degree of specialisation.
- 3. Sector trajectory (2009-14)** – employment change denoted by vertical positioning, with bubbles at the top of the chart showing the greatest growth level in percentage terms.

The chart highlights that high value sectors such as Pro, sci & tech, Arts, ent & rec and IT are important sectors within the Norwood CLIP. These sectors have experienced strong growth and are specialised in comparison to London. Manufacturing has seen a contraction in its business base.

Source: ONS, UK Business Count, 2015

The Population

3.23 The West Norwood and Tulse Hill Socio-economic area has experienced strong population growth in recent years. In general, the local area is characterised by a relatively strong labour market; that said, socio-economic challenges remain within certain parts of the community. These characteristics are explored throughout this section.

Table 3.2 Headline Population and Labour Market statistics

	WN & TH Socio-Economic Area	Norwood CLIP area	Lambeth	London
Total Population	21,000	42,000	n/a	n/a
Population growth (01-11)	+15%	+10%	+14%	+14%
Economically active of total pop (%)	58%	56%	60%	54%
Unemployment (%)	5%	5%	5%	4%
No qualification (%)	14%	13%	16%	18%
Level 4+ qualifications (%)	47%	45%	43%	38%

Overview of the Local Population

3.24 The West Norwood and Tulse Hill Socio-economic area had a population of around 21,000 in 2011, which had grown by 15% (2,800) since 2001. This is higher than population growth in both Lambeth (+14%) and London (+14%).

3.25 The Norwood CLIP has a greater proportion of residential areas, with approximately double the population than the West Norwood and Tulse Hill

Socio-Economic Area (c.42,000 residents). The population has grown at a slower rate, with an additional 4,000 residents (+10%) between 2001-2011.

3.26 More recent data, available from the mid-year population estimate, indicates population growth at the Borough level has continued to grow, experiencing +16% growth from 2004-2014.

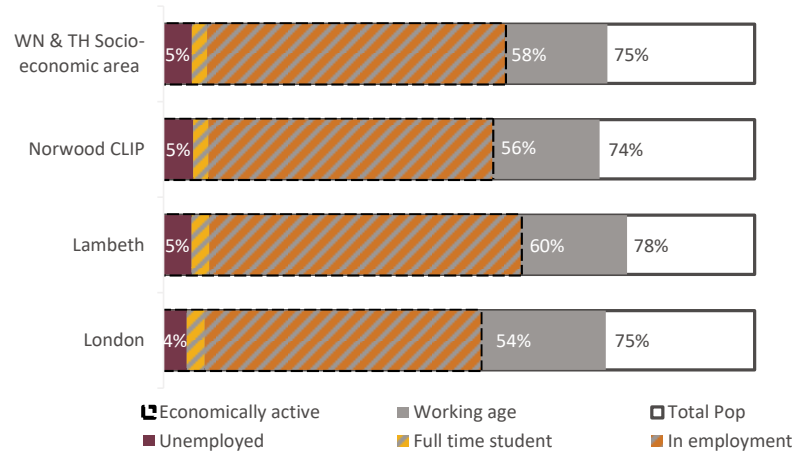
3.27 Similar to the demographic in Lambeth, the West Norwood and Tulse Hill area is ethnically diverse, particularly in the representation of Black/African/Caribbean/Black British, comprising 24% of the population (compared to 13% in London). This is reflected in the cultural businesses located along the high street. Similarly, The Norwood CLIP area has a comparable level of ethnic diversity.

Headline Labour Market Characteristics

3.28 Around 75% of all local residents in the West Norwood and Tulse Hill Socio-economic Area are of working age (16-74), equal to the London average (75%) but lower than the Lambeth average (78%). The Norwood CLIP has a slightly lower rate of 74%.

3.29 The proportion of residents economically active (of the total population) in the West Norwood and Tulse Hill Socio-Economic Area (58%) is higher than the London average (54%) but lower than the Lambeth average (60%). The rate for the Norwood CLIP reflects the lower rate of working age residents, with 56% economically active.

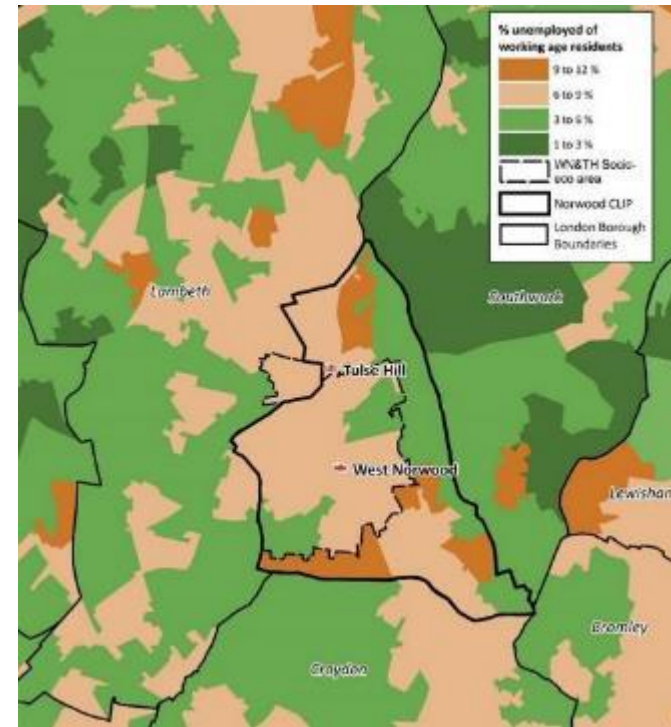
Figure 3.11 Economic activity of total population, 2011



Source: Census, 2011

- 3.30 Unemployment rates in the West Norwood Socio-Economic Area and the Norwood CLIP area (5%) are close to the Lambeth average and slightly above the London average (4%).
- 3.31 More local level analysis highlights local variations in unemployment: typically speaking unemployment levels in the immediate West Norwood and Tulse Hill area are above the Lambeth average. However below average unemployment levels are found to the east (toward West Dulwich) and south west (towards Streatham).

Figure 3.12 Unemployment: % of all residents



Source: Census, 2011

- 3.32 Job seekers allowance (JSA) claimant data provides a more up to date indication of unemployment in an area. According to the latest data available (August 2014), 460 residents in the West Norwood and Tulse Hill Socio-Economic area were claiming JSA, and 1,045 in the Norwood CLIP area.
- 3.33 The rate of working age residents claiming JSA in the West Norwood and Tulse Hill Socio-economic area (2.9%) is lower than the Lambeth average (3.2%) but higher than the London average (2.3%). In contrast the Norwood CLIP area has a higher rate (3.4%) than the West Norwood Socio-Economic

area and both the Lambeth and London average. This supports the pattern of higher unemployment in residential areas just outside the West Norwood Socio-Economic Area but inside the CLIP area (displayed in Figure 3.12).

3.34 Examined over a 5 year period JSA claimants have fallen significantly across all areas. The West Norwood and Tulse Hill Socio-Economic area shows positive signs in unemployment compared to other locations. The area experienced a greater decrease in JSA claimants (-37%) than the Lambeth average (-32%) and Norwood CLIP area (-29%).

Table 3.3 JSA Claimants, 2009-2014

	Total	Rate (%)*	Absolute Change (09-14)	Percentage Change (09-14)
WN&TH Socio-Economic Area	460	2.9%	-270	-37%
The Norwood CLIP area	1,045	3.4%	-420	-29%
Lambeth	7,590	3.2%	-3,500	-32%
London	141,275	2.3%	-82,645	-37%

Source: ONS, Jobseeker Allowance, 2009-2014

**Note: Rates are based on 2011 working age population data and are intended for illustrative purposes only.*

3.35 A lower proportion of claimants in the West Norwood and Tulse Hill Socio-Economic Area and Norwood CLIP area are aged between 20-29 compared to the Lambeth and London average. This is re-balanced by a higher proportion of claimants aged 40-49 compared to the Lambeth and London average.

Table 3.4 Breakdown of JSA Claimants by age group

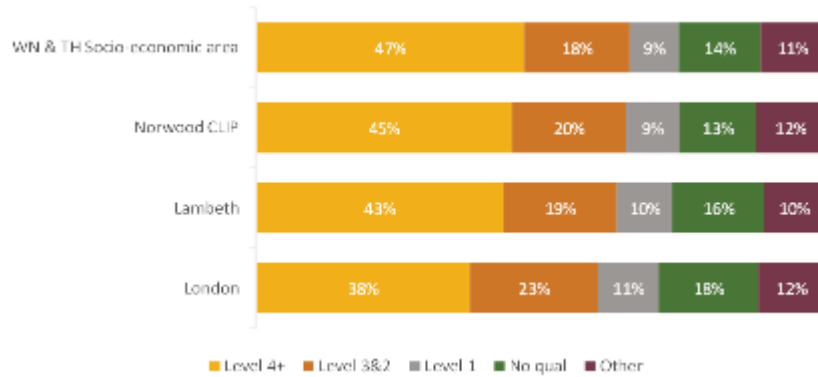
Age	WN&TH Socio-economic area	Norwood CLIP	Lambeth	London
20>	3%	3%	3%	4%
20-29	21%	23%	27%	31%
30-49	51%	49%	46%	45%
50-59	23%	21%	21%	18%
60<	2%	4%	3%	3%

Source: ONS, Jobseeker Allowance, 2014

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

3.37 The lower value nature of the economy (demonstrated in the employment sector specialism analysis) and low labour retention rate (identified in a later section) highlight that these skills are not fully utilised in the local economy.

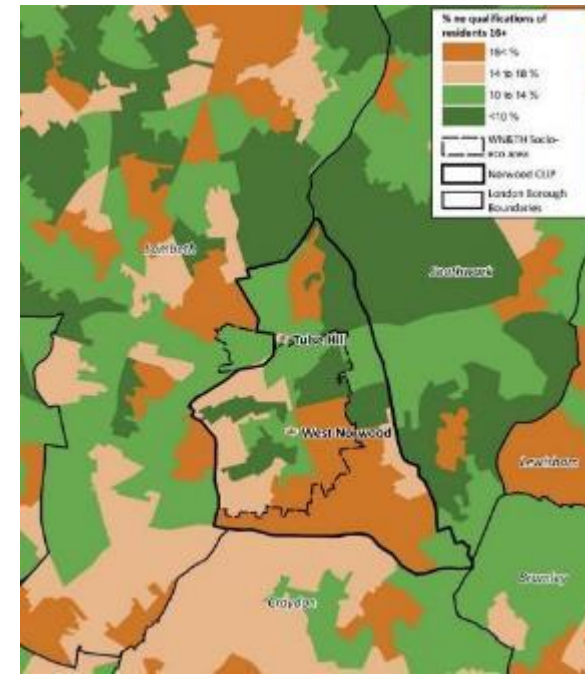
Figure 3.13 Highest Level of Qualification



Source: ONS, Census of Population, 2011

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

Figure 3.14 No qualifications: % of all residents



Source: Census, 2011

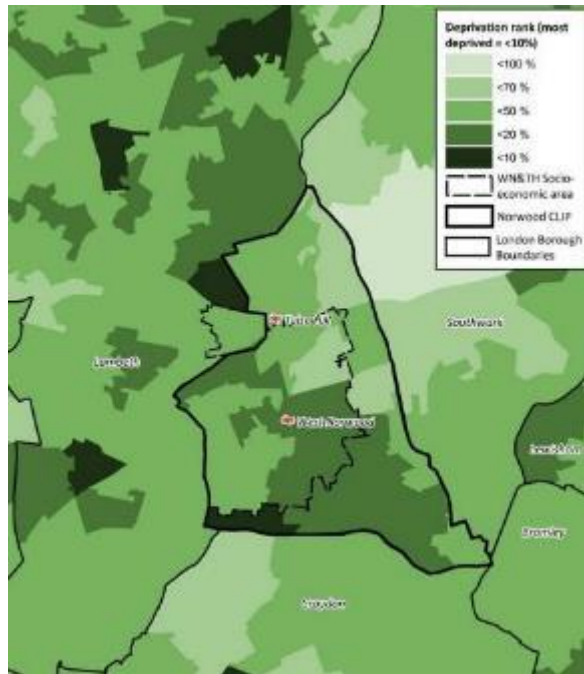
Prosperity

- 3.39 Average annual pay in the West Norwood and Tulse Hill Socio-economic area was around £50k a year in 2013, higher than Lambeth average (£49k) but lower than London (£52k). Despite an increase in employment in Lambeth by 15% since 2009, the average weekly pay in Lambeth declined by -3% since 2010.
- 3.40 The indices of multiple deprivation takes into account many of the above factors to consider overall relative deprivation in an area. As demonstrated

by the following map, a number of localities within the study areas are classified as being within the 20% most deprived localities nationally (including the southern half of the town centre and much of south east of the CLIP area), and one locality which is within the 10% most deprived areas (the far south west of the CLIP area toward Streatham Common). While just outside the study area, the area of Tulse Hill to the north west of the gyratory is also characterised by a high level of relative multiple deprivation.

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

Figure 3.15 Index of Overall Deprivation



Source: IMD, 2015

Economic Functionality

3.42 The above analysis demonstrates that West Norwood and Tulse Hill plays a number of roles, including both as a place to work and to live.

3.43 To fully understand these roles, as with any location in London, it is imperative that West Norwood and Tulse Hill is viewed in the wider Lambeth and London contexts.

3.44 The economic functionality of West Norwood and Tulse Hill is partly demonstrated by analysis of commuting data:

- Overall labour market retention rates are low, with 4% of residents from West Norwood and Tulse Hill also working in the local area.
- Around 14,500 residents leave the area every day, with 14% travelling elsewhere in Lambeth and the majority of the remaining residents travelling into parts of London for work.
- Around 4,300 workers travel into West Norwood each day, with the majority (92%) travelling from elsewhere in London, of which a third are from Lambeth.
- In total, there is a net out-flow of 10,200 workers each day, demonstrating the areas role as a net provider of labour to other economic locations.

Table 3.5 Travel to work flows

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

Source: ONS Census 2011

3.48 In Figure 3.16 the economic characteristics and performance of West Norwood and Tulse Hill is compared to that of a number of comparator town centres across London. Town centres have been selected which are similar in size and function.

3.45 Economic functionality also affects business performance and town centre vitality. Anecdotal evidence, for example, suggests that the area suffers from a large amount of retail leakage, with residents attracted by strong retail and leisure offers in neighbouring town centres.

Economic Performance in Context

3.46 To provide further context, we have compared the economic characteristics and performance of Lambeth and West Norwood and Tulse Hill to a number of comparator geographies. The results of this analysis are summarised on the following three pages.

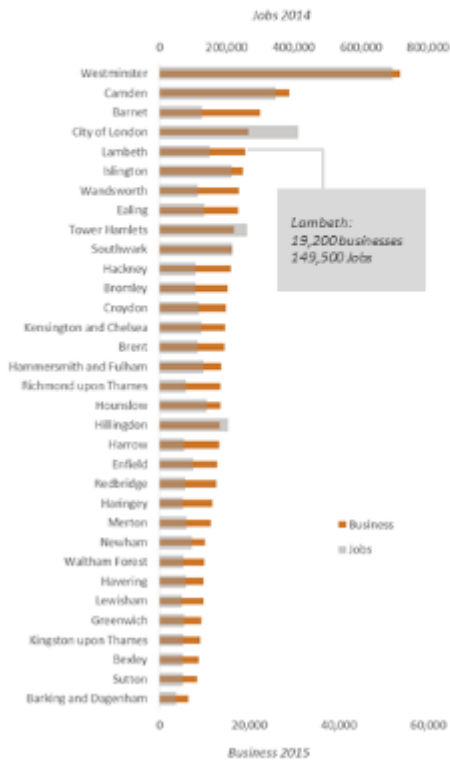
3.47 In **Figure 3.16**, the economic performance of Lambeth is compared to that of other London Boroughs. The analysis highlights the strong growth in the Lambeth economy in recent years (particularly in the business base), and the presence of a comparatively large public sector.

Figure 3.16 London Borough of Lambeth – Economy in Context

BOROUGHES RANKED BY SIZE OF THE ECONOMY & RECENT GROWTH

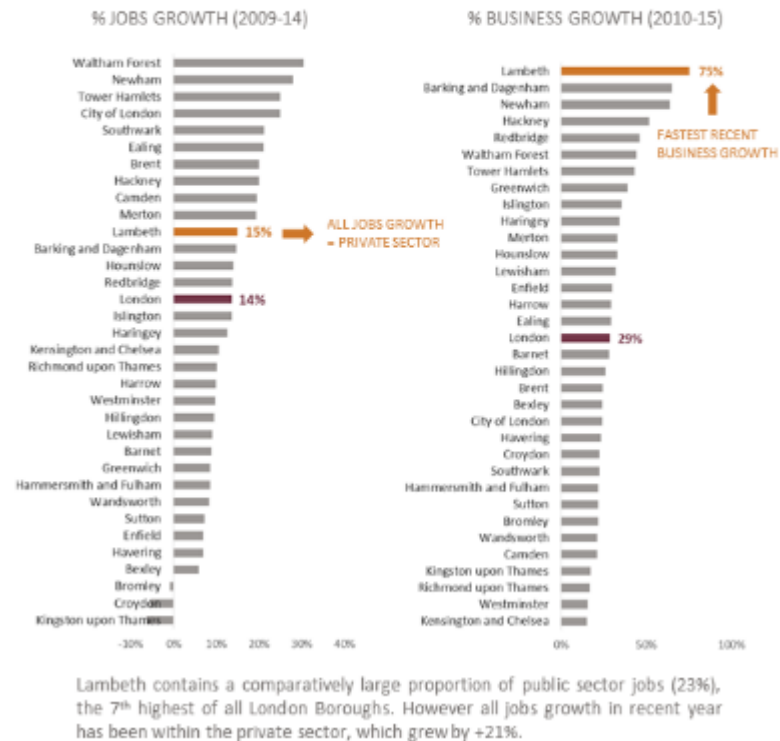
SIZE OF THE ECONOMY: BUSINESS & JOBS

Lambeth is one of the largest London Boroughs in terms of number of businesses (ranked 5th), however it is comparatively smaller in terms of jobs (ranked 8th).



RECENT PERFORMANCE

Lambeth experienced the strongest rate of business growth over recent years out of all London boroughs and an above average rate of jobs growth.



Source: ONS BRES, 2009-14; UK Business Count, 2010-15

Note: it should be noted that a large amount of Lambeth’s business growth relates to the far north of the Borough around Waterloo and Vauxhall. Further work is needed to verify the data and to explore the trend in more detail.

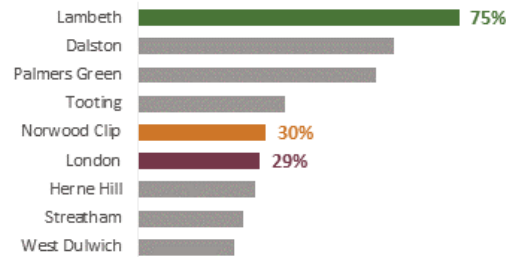
Figure 3.17 West Norwood and Tulse Hill: Economic Performance in Context



Business Growth

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

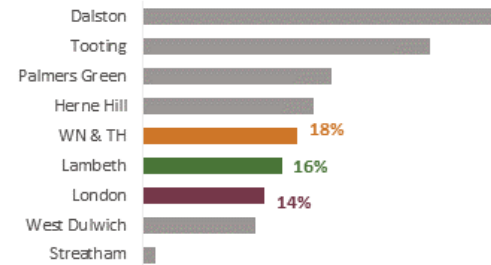
Higher than the London average
Lower than the Lambeth average



Employment growth

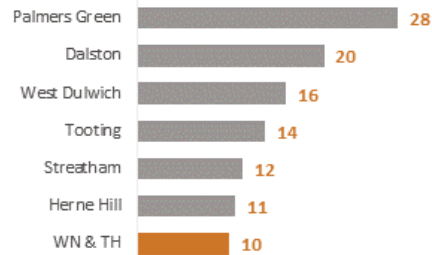
Employment growth outperforms the Lambeth and exceeds London despite the limited function as a net employer. Although the area significantly falls behind areas such as Dalston and Tooting.

Higher than the London average
Higher than the Lambeth average



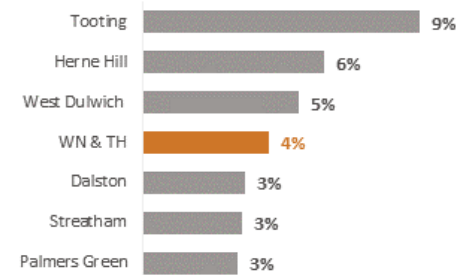
Start-up rates per 1000 people

Low start up rate per thousand, under half the rate compared to Dalston and Palmers Green



Labour Retention Rates

There is a low labour retention rate which is expected given the limited function as a net employer and outer London Borough location.



Source: ONS Census, 2011; BRES, 2014; Start Up Britain, 2014

4. Economic Function and Assets

Summary of Findings

- The West Norwood and Tulse Hill area functions as both a town centre and an important employment land location.

The Town Centre

- West Norwood and Tulse Hill’s primary function is as a town centre, with over 300 premises spread across 50,609 sqm.
- Premises are dominated by retail and service uses, making up 69% of all premises. Business uses account for just 8% of all premises and 15% of all floorspace.
- Analysis of a number of data sources suggests improving town centre performance in recent years, with increasing footfall levels and improving vacancy performance. Around 10% of town centre floorspace is currently vacant compared to 14% in 2012. However, despite improved vacancy performance, vacancy rates are still comparably high when benchmarked against other town centres in Lambeth.
- The town centre has benefited from a recent programme of investments targeted at enhancing town centre viability, as well as the establishment of a number of community driven markets. A local Business Improvement District (BID) has also recently been established.

West Norwood Commercial area (KIBA)

- The West Norwood Commercial area is the largest KIBA in Lambeth, with around 45,000 sqm of commercial floorspace spread across 75 premises.

- Reflecting its size, the West Norwood Commercial area plays an important economic role in the area; home to an estimated 500 jobs which makes up 10% of all jobs across West Norwood and Tulse Hill socio-economic area.
- There are a broad mix of activities operating in the West Norwood Commercial area, but evidence suggests that manufacturing (including higher value manufacturing activities), professional and business services and wholesale sectors are the most important sectors.
- While there is a low vacancy rate across the West Norwood Commercial area, a number of challenges are faced including vacant sites, conversion of premises away from employment uses and evidence of declining manufacturing employment.
- In addition to the West Norwood Commercial area, there are also a number of other employment locations locally – most importantly the Parkhall Business Centre, but also the Hamilton Road Industrial Estate and Parade Mews.

Wider Socio-Economic Assets

- The area is home to a range of wider assets of economic social and community value. There are a number of local community organisations and networks providing business and employment support, alongside those operating at the Lambeth and London levels.

4.1 This chapter explores in more detail the economic role and function of West Norwood and Tulse Hill along with wider socio-economic assets and infrastructure.

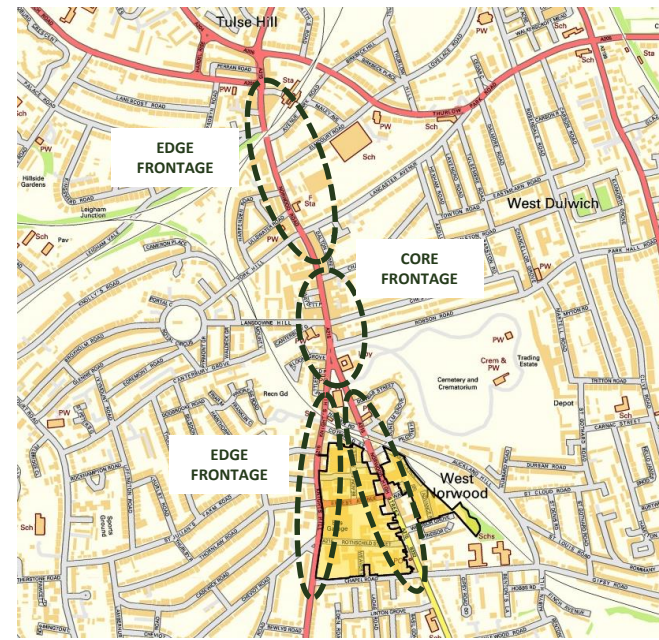
Economic Function

4.2 As highlighted by the preceding analysis, the West Norwood and Tulse Hill area functions both as a town centre and as an important employment location in the Lambeth context. These roles are examined in more detail below.

Town Centre Function

- 4.3 West Norwood and Tulse Hill’s primary function is as a town centre. It is classified as a district centre within local and regional policy and its economic activity is largely geared towards serving its local resident population.
- 4.4 West Norwood and Tulse Hill is linear in nature and, within local policy documents, three main sections of the town centre are identified:
- South of West Norwood Train Station – edge frontage (Knights Hill and West Norwood High Street)
 - Middle section of Norwood Road – core frontage; and
 - North of Chatsworth way up to Tulse Hill railway – edge frontage.

Figure 4.1 West Norwood and Tulse Hill Town Centre



Source: Regeneris Consulting, 2016

Town Centre Uses

- 4.5 The latest GOAD data (June 2016) provides a profile of commercial premises and floorspace within the West Norwood and Tulse Hill Core Town Centre area (Middle Section of Norwood Road which excludes the activities to the south of West Norwood train station) and north of Chatsworth Way.
- 4.6 There are just over 300 premises in total, providing floorspace of 51,000 sqm in the core West Norwood and Tulse Hill town centre area. Premises in the core town centre area are dominated by retail (A1, A3, A4, A5) and service uses (A2 & D1), making up over two thirds of all premises and half of floorspace. Around 10% (31) of all premises in the core West Norwood and

A Plan for West Norwood and Tulse Hill: Community Evidence Base Report

Tulse Hill town centre area are currently vacant, representing 11% of all floorspace.

4.7 Further analysis of the data reveals:

- A large proportion (40%) of all premises and a third of all floorspace in West Norwood and Tulse Hill are shops (A1), including a number of convenience stores, hairdressers and clothes retail.
- Food & drink establishments account for the second largest proportion of floorspace (18%).
- Business uses account for 8% of all premises and 15% of all floorspace, with around half of all these B1 premises taken up by business service sector activities. The remainder are largely car repairs and public services.

4.8 These statistics are illustrative of the defining role that retail and local service activities play in the functioning of the local economy.

Table 4.1 Summary of Floorspace Uses (Core Town Centre)				
	Premises		Floorspace	
	No. (Sqm)	%	No. (Sqm)	%
Shops (A1)	149	50%	18970	40%
Financial & professional services (A2)	28	9%	4150	9%
Food & Drink establishments (A3, A4, A5)	58	19%	6040	13%
Sui Generis	12	4%	2090	4%
Business (B1)	25	8%	7650	16%
General industrial (B2)	1	0%	60	0%
Storage or distribution (B8)	3	1%	1000	2%

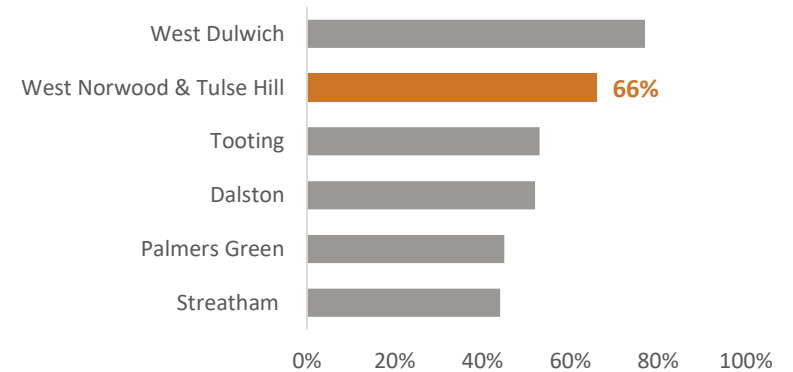
³ Note: data is not available for comparison with Herne Hill

Hotels (C1)	1	0%	140	0%
Non-retail institutions (D1)	16	5%	4180	9%
Assembly and leisure (D2)	3	1%	1300	3%
Not Classified	4	1%	1930	4%
Total	300	100%	47510	100%

Source: GOAD June 2016

4.9 According to GLA town centre health check data 66% of floorspace across West Norwood and Tulse Hill town centre is made up of independents. Compared to other town centre locations West Norwood and Tulse Hill has a comparably higher proportion of independent floorspace than Streatham (44%), Palmers Green (45%), Dalston (52%) and Tooting (53%), however a lower proportion than West Dulwich (77%)³.

Figure 4.2 Proportion of floorspace made up of independents



Source: GLA 2013 Town Centre Health Check

The Night Time Economy

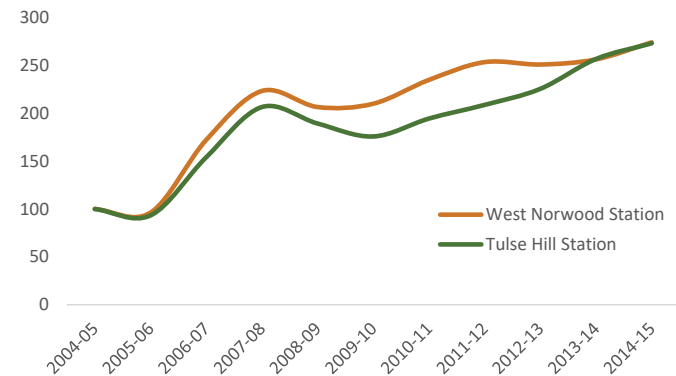
Evidence provided within the Lambeth After Dark study (2013) suggests that the West Norwood and Tulse Hill night time economy is currently comparatively small, with a limited offer in terms of restaurants and bars and wider cultural amenities.

However, there is evidence of positive momentum. The past year has seen investment in a number of bars and restaurants locally, and in coming years the area is also set to benefit from the Picturehouse Cinema development and South London Theatre refurbishment.

Town Centre Footfall

- 4.10 Analysis of a number of data sources suggests increasing footfall levels in the town centre.
- 4.11 Footfall data for West Norwood town centre was collected as part of West Norwood’s Outer London Fund (Round 2) regeneration project. The data suggests that between 2011 and 2014 there was a c.60% increase in daily footfall in West Norwood town centre (based on daily activity). While these figures should be treated with a certain degree of caution (manual counts are difficult to repeat on a like for like basis and hence are open to data fluctuations), there was general positivity amongst those surveyed that town centre performance was on the up.
- 4.12 The Office of Rail and Road (ORR) provides data on estimated station usage for all stations in Great Britain. The annual estimates on station usage consists of the number of people travelling from or to the station (entries and exits) and is based on data derived from the rail industry’s ticketing and revenue system.
- 4.13 Figure 4.3 illustrates the number of station entries and exits between 2004/05 and 2014/15. There has been steady growth in station entries and exits since 2009/10 at both local stations, with the number of station entries and exits growing at a faster rate at Tulse Hill station over the period than West Norwood Station.

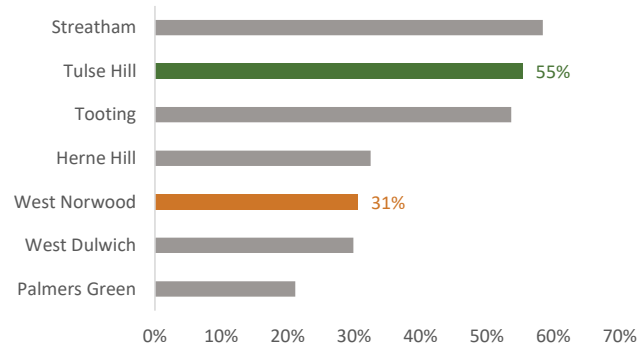
Figure 4.3 West Norwood and Tulse Hill Station entries and exits



Source: Office of Rail and Road, 2004/05- 2014/15

- 4.14 Figure 4.4 shows the percentage growth in station entries and exists at Tulse Hill, West Norwood and comparator area stations since 2010. Tulse Hill has experienced one of the strongest rates of growth after Streatham, with a 55% increase in station entries and exits since 2009/10. In contrast West Norwood station is towards the lower end of the scale with growth of +31%.

Figure 4.4 Growth in station entries and exits (2009/10- 2014/15)

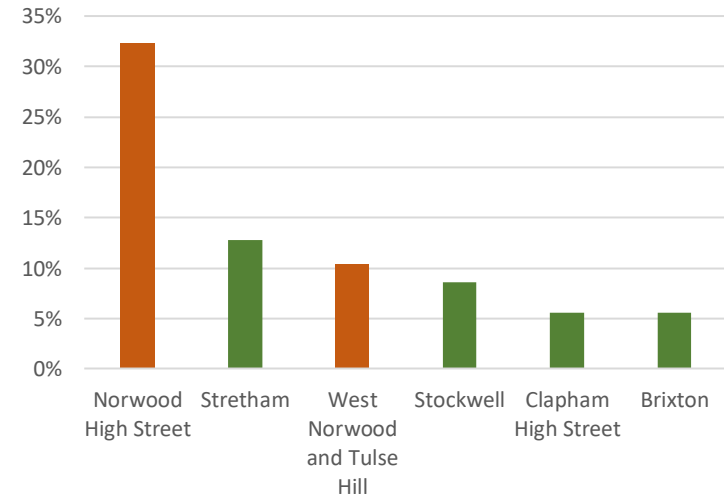


Source: Office of Rail and Road, 2009/10- 2014/15

Town Centre Vacancy

- 4.15 Evidence also suggests improving vacancy performance in recent years.
- 4.16 The latest GOAD data provides an overview of town centre vacancy rates in Lambeth. Around 10% of floorspace across West Norwood and Tulse Hill town centre is currently vacant, which is down from around 14% of floorspace in 2012.
- 4.17 Despite this recent improvement, West Norwood and Tulse Hill town centre (alongside Stockwell), has a higher vacancy rate than several other town centre locations in Lambeth.
- 4.18 Vacancy is particularly high on Norwood High Street at the south of the town centre (over 30%)
- 4.19 **Further work is currently underway to probe into current town centre performance across the comparator town centres in more detail.**

Figure 4.5 Town Centre Vacancy rates (% of floorspace), 2016



Source: GOAD, 2016

Norwood High Street

Norwood High Street is located to the south of the study area and forms part of the designated town centre area. This part of the town centre threads through the West Norwood Commercial area (KIBA).

However, consultation has highlighted that this part of the town centre faces a number of specific challenges, including higher than average vacancy, a low quality environment and evidence of conversions of retail premises to residential uses.

Research is ongoing to benchmark the performance of Norwood High Street against that of the wider town centre area.

Retention of Spend

- 4.20 Anecdotal evidence from consultation suggests that West Norwood and Tulse Hill retains relatively low levels of spend from its catchment, with residents attracted by a strong retail and leisure offer in neighbouring town centres such as Brixton and West Dulwich.
- 4.21 To a certain extent this is borne out by statistical evidence:
- The Lambeth Retail Survey (summarised in Chapter 3) demonstrates a low level of spend from the local population is retained within the town centre area
 - Local spend is also likely to be affected by the low labour market retention rates described in chapter 4: only 4% of residents work in the area – this directly affects the theoretical potential for daytime spend in the area.
- 4.22 Consultation has also suggested that, despite the large number of jobs located in the West Norwood Commercial area (KIBA) and the Parkhall Business Centre, linkages with the town centre are currently relatively weak, with implications for levels of town centre spend.

Visitor Perceptions

- 4.23 In 2014 MRUK research were commissioned by the London Borough of Lambeth to carry out a survey of West Norwood’s visitors to assess the performance of West Norwood town centre. Two waves of research were carried out, with 120 surveys of visitors to West Norwood town centre carried out in each wave. The following visitor patterns emerged from the research (all figures represent an average of wave 1 and wave 2):
- The vast majority of visitors (91%) use West Norwood high street for food shopping. The second most popular activity was eating out, with around 40% using it for this.
 - When asked to describe West Norwood high street in three words visitors were relatively positive (wave 1 only), with a third of visitors

describing the high street as ‘busy/lively/ vibrant’. However, some visitors were more negative, with 28% describing the high street as ‘dirty/ rundown/ drab’ and 15% saying that it ‘needs more shops’.

- The proportion of respondents stating their overall satisfaction for West Norwood high street as ‘good/ very good’ is very low at 17% in 2014. The majority (67%) stated ‘average’ satisfaction for West Norwood high street, with the remaining stating ‘poor/ very poor’.
- Around 85% of visitors surveyed rated the variety of shops and services as ‘average’ or ‘poor’, which was an increase from 2013 where a substantially lower 22% of visitors rated the variety of shops and services as ‘poor’ or ‘very poor’.
- A high proportion of visitors who rated the variety of shops and services as ‘poor’ or ‘very poor’ said they would like to see a large supermarket (30%) and more clothes shops (28%).
- When visitors were asked what improvements they would most like to see in the local area, 88% said a ‘better variety of shops’, 33% said ‘reduce traffic’ and 22% said ‘more parking available’. Other improvements included cleaner streets and improved toilet facilities.

Recent and Future Town Centre Investment / Projects

- 4.24 As highlighted in Chapter 2, the town centre has benefited from a recent programme of investment targeted at enhancing town centre vitality. The Outer London Fund project saw a range of improvements to the town centre environment, including public realm enhancement, shopfront improvements and wayfinding interventions.
- 4.25 The town centre has also benefited from the establishment of a number of community driven markets:
- **West Norwood FEAST** - established in 2010, FEAST is a volunteer powered street market and platform for community events with the aim of making West Norwood a better place to live by encouraging

the development of the town centre through social and economic interventions. The market is held monthly (on a Saturday) and is set up across four hubs within the town centre.

- **Twist Pop Up** – Twist is a new community market (late 2015) located on Station Rise, Tulse Hill. The market is being delivered by Tree Shepherd (a social enterprise supporting Lambeth residents who are unemployed) through funding awarded by the Mayor of London’s High Street Fund. The market supports local unemployed residents in testing their trade locally and eventually developing their business.

4.26 Going forward, perhaps the most significant opportunity for the town centre is the new **Station to Station BID**. While it is still in its early set up phase, the BID is working alongside the council, the police and other local stakeholders and has pledged to:

- Be the voice for local business within West Norwood and Tulse Hill.
- Provide businesses with more opportunities to grow and prosper.
- Reduce costs for businesses in the area.
- Enhance West Norwood and Tulse Hill’s position ‘on the map’ and promote the local commercial, leisure and historical areas to visitors, residents, local employers and investors
- Support a clean and green town centre that provides a more welcoming environment for residents, visitors and businesses.
- Draw in local and strategic funding.
- Help shape local plans and strategies affecting the area.

4.27 A ballot of businesses is expected in summer 2016.

⁴ Other compatible industrial and commercial uses are considered to be those which are ancillary to, or provide for the needs associated with industrial areas such as builders’ yards, haulage, employment-training, bus garages and telecommunications.

Employment Function

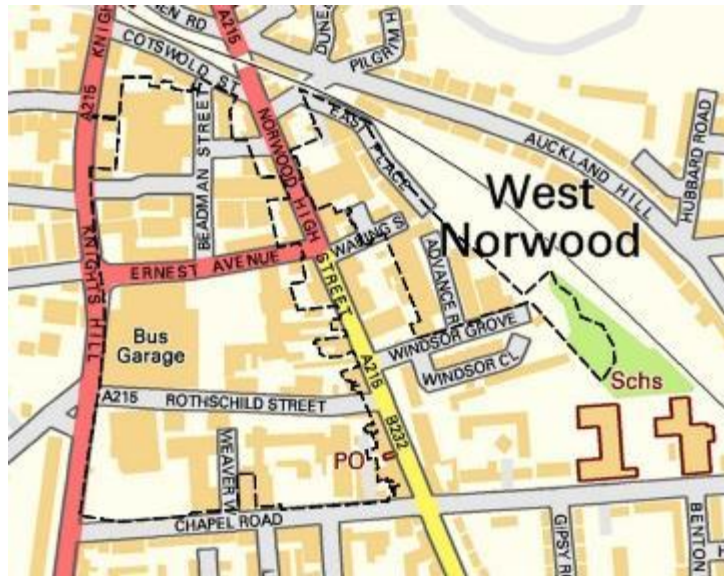
4.28 West Norwood is home to Lambeth’s largest area of employment land, the West Norwood Commercial area (KIBA). A number of other important employment locations are also located within the West Norwood and Tulse Hill area, including the Parkhall Business Centre and the Hamilton Road Industrial Estate.

West Norwood Commercial Area (KIBA)

4.29 The West Norwood Commercial area (KIBA) is located at the southern end of the town centre area, just south of West Norwood train station.

4.30 Designated as a KIBA it forms part of the borough’s strategic reservoir of land for employment uses. Such land is specifically safeguarded within local planning policy for business, industry, storage (B use class) and waste management uses, including green industries and other compatible commercial uses⁴ (excluding large scale retail).

Figure 4.6 West Norwood Commercial area (KIBA)



Source: Regeneris Consulting, 2016

Overview of Floorspace

- 4.31 The West Norwood Commercial area is the largest KIBA in Lambeth according to floorspace figures, with around 45,000 square metres of commercial floorspace spread across around 75 premises.
- 4.32 Floorspace increased from 2012-2014 by 10% due to the expansion of the West Norwood Commercial Area to re-include Windsor Centre Business Park as the site is no longer required for school development, and the addition of Windsor Grove Scrap Yard Site.
- 4.33 Around 33,000 sqm (nearly 75%) of floorspace is in B use classes. Non B-Class uses in the Commercial Area include a mix of uses which comply with the KIBA designation, including the Norwood Bus Garage, and uses which

are classified as being ‘ancillary’ to employment uses (eg builders merchants such as Travis Perkins).

- 4.34 There are also a number of uses within the Commercial Area which do not comply with the Borough Planning policy. In recent years a number of churches have taken up space within the Commercial Area. While these do not comply with the KIBA designation, it is understood that there has been no enforcement action from the council against these uses to date.

Economic Overview

- 4.35 Reflecting its size, the West Norwood Commercial Area plays an important economic role in the area.
- 4.36 There is no single dataset which confirms the number of businesses and jobs located in the area. However, analysis of a range of available sources suggests there are in the range of 425 to 670 jobs and 40 to 70 local businesses:

- The Inter Departmental Business Register (IDBR) – is a comprehensive list of UK businesses that is used by government and is a key data source for analysis of business activity. IDBR data suggests that there are **670 jobs** in the West Norwood Commercial Area and **40 local businesses**. Caution needs to be used when interpreting this figure as it includes a large number of jobs at the bus depot (c.300 jobs) that whilst registered locally, are unlikely to be actually located in the KIBA area and are likely to be located off site (including outside the Borough).
- The Business Register and Employment Survey (BRES) provides survey based information on employment at the local level (LSOA) and provides an estimate of recent changes in jobs based within the

KIBA area. Based on the closest fitting LSOA covering the KIBA area⁵, BRES data suggests there are around **450 jobs** within the West Norwood Commercial Area.

- Estates Gazettes (EGi) - offers up to date information for many commercial properties in the UK. Employment data is based on Experian’s business database which is formed from a variety of sources (such as Companies House and Thomson Directories). EGi rely on their researchers and relationships with agents to provide up to date property market data. Analysis of EGi data suggests that there are **425 on-site jobs** in the West Norwood Commercial Area and **50 local businesses** (data does not include Norwood Bus Garage).
- Duedil – draws on data from both the web and Companies House to provide a more inclusive snapshot of local areas than might be the case with IDBR. This is due to small businesses often being excluded from official datasets if they fall below official accounting thresholds. Duedil suggests that there are **70 businesses** currently active in the West Norwood Commercial Area (comprehensive employment data is not available).

4.37 Based on the above analysis and excluding jobs that are likely to be located outside of the designated area, we estimate that there are around 500 jobs based in the West Norwood Commercial Area. This accounts for around 10% of jobs across the West Norwood and Tulse Hill socio-economic area.

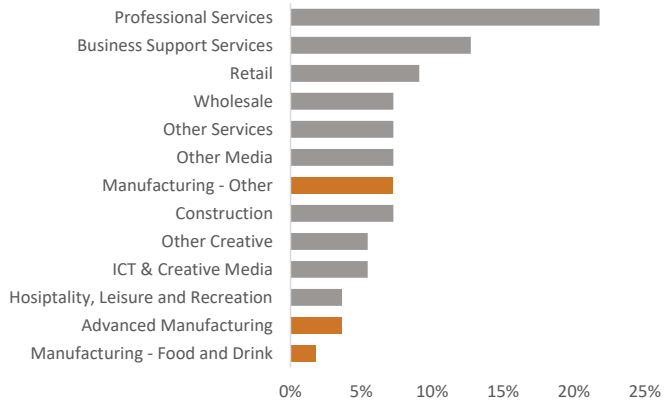
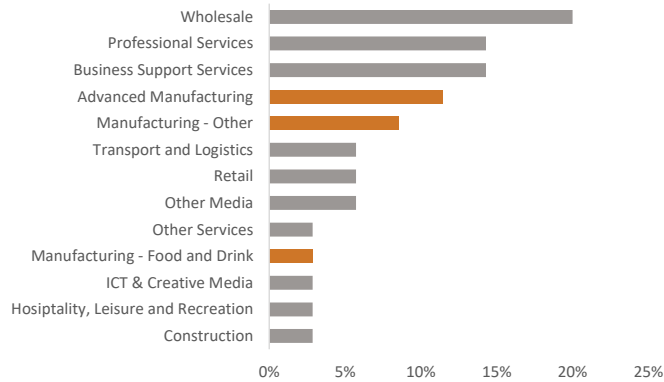
Sectors and Specialisms

4.38 There are a broad mix of activities operating in the West Norwood Commercial Area, but evidence suggests that manufacturing (including higher value manufacturing activities), professional and business services and wholesale sectors are the most important sectors.

- 4.39 According to IDBR data around 20% of businesses are operating in the manufacturing sector, with the largest number of these carrying out higher value advanced manufacturing activities. The wholesale, professional services and business support services are also important business sectors.
- 4.40 Duedil uses data from both the web and Companies House to provide a sector overview of businesses operating in an area. Duedil suggests a slightly different picture of businesses operating in the Commercial area, with fewer businesses operating in the manufacturing sector (13% of businesses) and a stronger presence of sectors such as professional services, other creative and ICT and creative media.
- 4.41 The difference between the two datasets may reflect a number of factors. On the one hand, Duedil data is more current than IDBR, suggesting the difference may reflect business base evolution. However, the larger number of professional services firms in the Duedil data may also reflect businesses registered at addresses in the area, but not necessarily operating.

⁵ Public sector, and hospitality & leisure jobs have been removed from the analysis in an attempt to remove jobs that fall within the designated LSOA but are outside the KIBA area

Figure 4.7 Commercial area (KIBA) Business activities by Sector – (IDBR, 2014 (top); Duedil, 2016 (bottom))

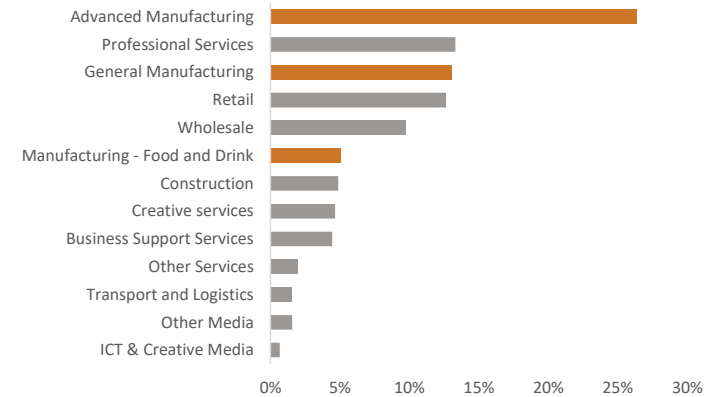


Source: IDBR, 2014, Duedil 2016

4.42 Business Register and Employment Survey (BRES) data provides a broad estimate⁶ of the types of employment operating in the West Norwood Commercial Area. According to this data source manufacturing activities account for around 50% of all jobs in the Commercial Area, with most of these advanced manufacturing jobs; which include activities such as manufacturing of paints and manufacturing of other chemical products.

4.43 Other large employment sectors are professional service activities, which include retail estate and renting activities; and the wholesale sector where all activities fall within the wholesale of machinery and equipment sub-sector.

Figure 4.8 West Norwood Commercial Area employment activities by Sector (BRES)



Source: BRES, 2014

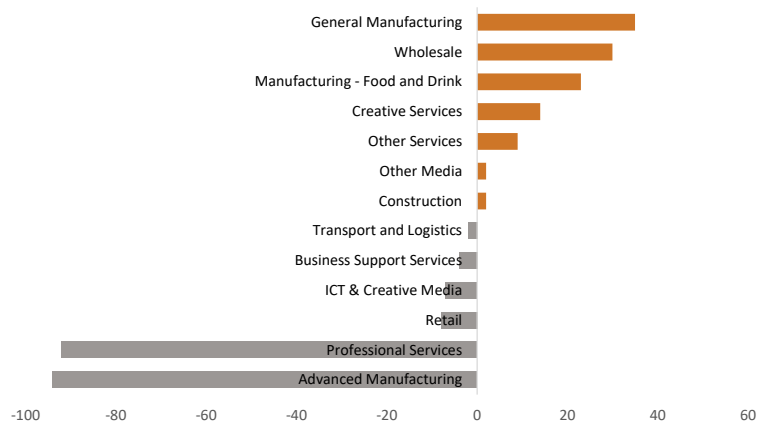
Note: Public Sector, hospitality and leisure jobs have been excluded from the analysis as they are likely to capture activities that fall outside of the KIBA boundary

⁶ Based on the closest fitting LSOA for the KIBA area. Public sector, and hospitality & leisure jobs have been removed from the analysis in an attempt to remove jobs that fall within the designated LSOA but are outside the KIBA area.

Performance

- 4.44 Vacancy rates in the Commercial Area are currently low: latest (summer 2016) intelligence suggests there are currently a handful of premises being marketed.
- 4.45 BRES data allows us to assess the high level change in jobs within the Commercial Area since 2009. Overall there has been a decline in jobs within the Commercial Area by -100 jobs or -20% since 2009.
- 4.46 The absolute decline in jobs occurred across a number of sectors, including advanced manufacturing (-100 jobs) and professional services (-100 jobs). The general manufacturing sector experienced the largest absolute growth in jobs between 2009 and 2014 by + 50 jobs. The wholesale and creative service sector jobs grew at the fastest rate (%) since 2009 by +200%.

Figure 4.9 KIBA Employment Change, 2009-14



Source: BRES 2009- 2014
 Note: Public Sector, hospitality and leisure jobs have been excluded from the analysis as they are likely to capture activities that fall outside of the KIBA boundary

Opportunities and Challenges

- 4.47 The area benefits from being home to a mix of uses, with some bigger value activities and well established and high profile businesses (such as Mylands of London Paints).
- 4.48 That said, the area is characterised by relatively poor infrastructure, a lack of signage and a small number of derelict/ unused premises and sites. While no planning permission has been granted for conversion of employment space in the area, there is also evidence that there have been a small number of illegal conversions to other uses (including residential uses and other uses such as churches) have taken place in recent years.
- 4.49 Reflecting the above, a need has been identified to create an identity that is regionally recognised and separates the Commercial Area from other retail and residential uses in the area.
- 4.50 In terms of future opportunities, there are numerous potential development sites in the area; these are considered in more detail in the next chapter.
- 4.51 The Commercial area was also identified as one of the 14 KIBAs most suitable for waste transfer and management uses in Lambeth’s 2013 Waste Evidence Base. This is set within the context of the Mayor of London’s Borough level waste management requirements (set out within the London Plan), which will require additional waste management and transfer sites to be identified within Lambeth to enable the Borough’s waste allocation to be met.

Other Employment Locations

- 4.52 There are a number of other important economic locations in West Norwood and Tulse Hill:
 - **Parkhall Business Centre** is located behind West Norwood Cemetery and Crematorium. The centre is operated by Workspace Group and provides flexible space for small businesses. The Parkhall business centre is home to 106 premises spread across 11,000 sqm of commercial floorspace. Consultation with the business centre

manager has highlighted that the centre is currently performing strongly, and that Workspace Group is in the middle of an investment programme to upgrade the quality of the space. A diverse range of businesses are located on-site, from professional and creative services, to making and industrial activities. It should be noted that Workspace Group market the centre as West Dulwich as opposed to West Norwood, despite being closer to the latter.

- **Hamilton Road Industrial estate** is situated just off Gipsy Road, between West Norwood and Gipsy Hill stations. The site provides light industrial units and hosts a variety of businesses, including a number of food and drink manufacturing businesses such as Gipsy Hill Brewing Company and the London Beer Factory which also have beer tap rooms open to the public on certain days. The Hamilton Road Industrial Estate is home to 10 premises across 2,000 sqm of commercial floorspace.
- **Parade Mews** located just off Norwood Road opposite Tulse Hill station, is home to a variety of small creative and artistic premises. Businesses located in the mews are largely focused on craft activities uses such as Parade Mews Pottery, a working pottery offering a variety of pottery classes and a shared pottery studio for rent.

Business Performance and Perceptions

In 2014 Lambeth Council commissioned Ecorys to conduct a survey of businesses in West Norwood to understand what impact the Outer London Fund town centre initiatives have had and overall business perceptions. A total of 79 interviews were completed. Lambeth Council also commissioned a Lambeth wide business survey (Ecorys 2015) to gauge perceptions of Lambeth as a business location and allows comparison of West Norwood with the Lambeth average and Lambeth's five other neighbourhood areas (North Lambeth, Clapham, Brixton and Streatham). A total of 726 interviews were completed by businesses across Lambeth.

Perceptions of the area

- Some 34% of businesses in West Norwood rated their current location as a 'good' or 'very good' place to run a business (a slight decrease compared to 39% last year). This compares to 61% of businesses across Lambeth rating Lambeth as a 'good' or 'very good' location to do business. Most businesses (61%) that rated West Norwood as a 'good' or 'very good' location to do business said this was due to the location. When compared to other neighbourhood areas a comparably small number of businesses in Norwood ranked Lambeth as a 'good' or 'very good' business location.
- Around 20% of businesses in West Norwood rated their current location as a 'poor' or 'very poor' place to run a business. Around 40% of businesses that rated West Norwood as poor or very poor said this was due to it being very run down/ lots of crime. 27% of businesses said it was due to lack of customers.
- Encouragingly, 62% of businesses surveyed in West Norwood claimed the local environment around their business to have improved over the last two years. Lots of improvements/ developments by the council was the most frequently (31%) reported reason for why it had improved. Other reasons included, the area is tidier and cleaner, nicer shops/ more businesses and more greenery. Around one third of businesses did not feel the local environment around their business had improved over the last two years.
- When asked what improvements they would like to see if more funding become available, 1 in 5 businesses stated better parking facilities. Other improvements frequently mentioned included road and footpath improvements, further updating shop fronts, traffic reduction measures and better lighting.

Business Performance

- 26% of businesses in West Norwood claimed their turnover had increased since October 2011. 27% claimed their turnover had remained stable over the period and 15% reported a decrease over this period. Increasing sales, profitability and reducing costs are the most frequent objectives for businesses over the next 12 months.
- In discussing key challenges for businesses, the most frequent challenges were parking/transport, competition in the market place, cost and creating demand. Where transport/parking is an issue, this was often regarding parking for customers.

BID Feedback

As part of the BID engagement process the BID team engaged with 100 local businesses to understand how they felt about the formation of a Business Improvement District in West Norwood and Tulse Hill town centre. The survey found that:

- When looking to the future 80% of the businesses surveyed were optimistic about the future of their business, 14% were unsure and 4% were pessimistic.
- When asked about recent business performance, 55% of businesses had grown (business/ turnover) in the last year, 26% remained stable and 1% had just started.

Wider Economic Assets: Support Networks, Organisations and Projects

4.53 There are a range of wider economic assets available to West Norwood and Tulse Hill's community and businesses.

Physical Assets

4.54 West Norwood and Tulse Hill is home to a growing number of cultural and leisure facilities/ spaces which serve a collective purpose of serving the local population, supporting economic growth and enhancing local skills, community cohesion, pride and wellbeing. These include (but are not limited to):

- **West Norwood Crematorium and Cemetery** – is a 40-acre cemetery which is recognised as one of the 'Magnificent Seven' cemeteries of London and is of major historical, architectural and ecological interest.
- **Parks** – the area is home to a number of parks and open spaces. Other than the Cemetery in the heart of the town centre, these include Tivoli Park (to the south of the Commercial Area), Norwood Park (to the south east of the Commercial Area), Hillside Gardens (to the west of the town centre) and numerous smaller open spaces and allotments. Further afield are a number of larger and regionally significant parks including Brockwell Park, Tooting Bec Common, Streatham Common and Crystal Palace Park.
- **West Norwood Library** – has a range of library services and facilities, as well as holding a number of local community events. The library is currently under refurbishment through a joint library-cinema project between Lambeth council and Picturehouse Cinemas.

- **Portico Gallery** – hosting a variety of local events, classes and exhibitions.

Support Networks, Organisations and Projects

4.55 In addition to these physical assets, there are a number of business and community support networks and organisations active locally (and across Lambeth); these are summarised in the table overleaf. Key findings include:

- As is the case across London, supply of locally led business and employment support projects/ programmes is currently limited. There are no specific business or employment support projects currently being delivered locally in West Norwood and Tulse Hill and existing local providers of SME workspace (e.g. Parkhall Business Centre) do not currently offer any specific support services. Generally speaking the level of business support available for businesses across London and nationally has declined in the period since 2010.
- The London business support context is currently evolving rapidly, with the recent launch of the Growth Hub and the forthcoming inception of the 2014-20 ERDF programme. While there are currently no specific plans at the Lambeth level to bid for ERDF funding for business support delivery activities, it is possible that these could emerge in the coming years – either as local level projects driven by specific partners (e.g. HEI) or as projects across wide geographical areas (in the mould of past projects such as Supply Cross River which have seen delivery across multiple Boroughs).
- Commissioning by the council itself is likely to focus on Borough level interventions, with bespoke mechanisms built in to enable geographic targeting of activity where necessary or appropriate.

Table 4.2 Summary of current Business Support Networks and programmes

Community and Business / Networks / Organisations	Provision in West Norwood and Tulse Hill and Lambeth	<ul style="list-style-type: none"> • Station to Station BID – established in 2016, following a successful ballot. The BID will represent businesses across the town centre and reinvest a levy to improve the town centre environment and support a strengthened local economy. • Norwood Community Group Services (NCGS) – a charity which was set up by a group of parents to support and engage young people in positive activities. They run a series of education and training projects including youth mentoring and counselling. • L’Arche London- is a community of people with and without learning disabilities who share life together, living and/ or working. They provide registered care, supported housing and specialist day services to help people with disabilities live fulfilled lives. • Tulse Hill Forum – an independent voluntary group which aims to provide a place where local people can get involved in making decisions that affect the Tulse Hill area. The group is playing a role in developing the BID and is also in the process of developing a neighbourhood plan. • Norwood Action Group (NAG) – was formed in 1996 as a community group dedicated to ‘the economic, environmental and social regeneration of the area’. Actions include campaigns to save local community facilities and public meetings to enable local people to shape Norwood’s future development decisions. • Tree Shepherd – a Lambeth social enterprise “dedicated to promoting local economies as a means to enabling all members of the community to participate in and benefit from economic development”. They provide support to Lambeth residents to start up and develop businesses (including mentoring). In West Norwood and Tulse Hill, Tree Shepherd has also coordinated the creation of TWIST market on Station Rise. • One Planet Ventures (see also The Hatch below) – organisation which aims to create sustainable enterprises and projects.
	Provision across south London and wider areas	<ul style="list-style-type: none"> • London Southside Chamber of Commerce – business networking group representing Lambeth, Southwark and Wandsworth. • Federation of Small Businesses (FSB) – the FSB is the UK’s largest campaigning pressure group promoting and protecting the interests of the self-employed and owners of small firms. • UK Trade and Investment (UKTI) – provides support to UK based businesses in developing their international markets through exports. • London and Partners – the official promotional organisation for London, London and Partners connects international businesses to London, helping them set up, succeed and grow.
Business and Employment Support Projects/ Programmes	West Norwood and Tulse Hill, and Lambeth wide	<p>Support is provided via the business networks and directories outlined above. In addition, there are a number of specific support projects covering Lambeth and wider areas:</p> <ul style="list-style-type: none"> • The Hatch Incubator – a Lambeth based incubator, open to all entrepreneurs aged 18-30 that live in the London Borough of Lambeth. Over the next 2 years will support 48 entrepreneurs and their businesses or social enterprises, provide work space and facilitate a dedicated back-office and mentoring programme. • Lambeth Business Growth Club – periodically held business coaching sessions and events delivered by the London Coaching Group in partnership with the London Borough of Lambeth.

		<ul style="list-style-type: none"> • Supply Lambeth – Supply chain project funded by S106 and delivered in partnership with South London Procurement Network, linking local businesses to supply chain opportunities arising from major developments across Lambeth. Focus on the construction, health and hospitality sectors. • Lambeth Education Business Partnership activity – the London Borough of Lambeth supports a programme of partnership activity between businesses and schools primarily focussed on the delivery of educational outcomes arising from employment and skills plans relating to Vauxhall Nine Elms sites and contractors. Aspirations to scale this up with the employment of an Education Business Partnership Officer through the New Homes Bonus Programme. • London Borough of Lambeth skills and employability activities – a range of skills and employability activities are outlined within the Lambeth Investment and Opportunity Strategy, including apprenticeship programmes, efforts to improve links between employers and schools (including influencing curriculum), the Lambeth Careers Forum, the Pathways to Employment and Working Capital employability programmes. All this activity envisages close partnership working with Lambeth College and other providers, local employers, developers and neighbouring Boroughs (via the Joint Coordination Unit). These activities are also likely to evolve with the roll-out of the new 2014-20 ESF programme. • South London Procurement Network – provides a free face to face sourcing and matching service for suppliers in South London Boroughs to maximise business benefits.
London wide support		<p>The GLA and London Enterprise Panel offer a number of forms of support for businesses. These currently include:</p> <ul style="list-style-type: none"> • Growth Hub – the London LEP’s 'Growth Hub' (https://lep.london/growthhub) aims to provide a one-stop-shop at the London level for all London's business support initiatives, including those which emerge in the future under the new ERDF programme. • Mayors Export Programme – aims to help London small and medium sized businesses to export to overseas markets or help businesses that are already trading to make the move into fast growing emerging markets. Funded via Growing Places Fund and the European Regional Development Fund. • The London Co-investment Fund (LCIF) is a £25m fund set up to address the funding gap in London faced by tech start-ups seeking to raise seed investment. It typically supports businesses emerging from accelerators, incubators and support programmes seeking to raise between £250,000 and £1m. • Broadband vouchers (as part of the national Super Connected Cities programme) – support for small businesses of up to £3,000, providing vouchers to small businesses to install high speed broadband. • The GLA’s Business Support Helpline – advice and guidance for new and existing businesses in London. Provides information on national and local schemes, grants and loans to help businesses start and grow. • London Youth Support Trust
Provision at wider levels		<p>There are a number of government levels schemes and initiatives providing support to businesses. These include:</p> <ul style="list-style-type: none"> • Access to finance – a number of access to finance schemes including Start Up Loans, which is a government-funded scheme to provide loans and mentors for entrepreneurs. • New Enterprise Allowance – provided money and support to help you start your own business for people on certain unemployment benefits.

		<ul style="list-style-type: none">• Business Growth – support for business growth includes:<ul style="list-style-type: none">• Growth Vouchers – voucher scheme providing up to £2000 to fund strategic advice on subjects such as finance, recruitment, management skills, marketing and technology.• Growth Accelerator – a service led by growth specialists providing advice on connections, routes to investment and strategy to help drive business growth.• UKTI – programmes such as Gateway to Global Growth which provide help for experienced exporters to expand their overseas business.• Manufacturing Advisory Service (MAS) – helps manufacturing companies create business and product strategies for growth).
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5. Property Market Review

Summary of Findings

- A property market review was undertaken to provide an update on the commercial market and the residential market within West Norwood and Tulse Hill with particular focus on the Town Centre.
- At headline level, the town centre has a high level of independent operators (retail and leisure) and there is limited representation of national multiple operators. There have been a limited number of retail transactions in recent years, with prices ranging from £9.15 per sq foot to £23.31 per sq foot depending on location. Generally speaking, units in the town centre are small (typically less than 100sq m). Vacancy rates have been falling, and only a small number of units are currently available on the market.
- The town centre has numerous leisure operators, including cafes, restaurants and bars and pubs. Again, the offer is largely independent. The most recent opening is Knowles of Norwood - a new bar / pub in the heart of the town centre on Norwood Road.
- There is only a limited amount of office space within the town centre (excluding the Commercial Area) and very few transactions have taken place in recent years.
- A number of recent town centre developments such as the Health and Leisure Centre have helped to support town centre patronage; proposed developments such as the cinema development can support this further.
- As is the case across London, residential values have been growing in recent years and the areas has seen a number of residential schemes come forward with more in the pipeline (such as The Loft at 348-352 Norwood Road, Cheviot Gardens, and the former Fire Station Site).

- A number of opportunities for commercial and residential development remain within the town centre (such as Site 18).

5.1 The purpose of the property market review is to provide an update on the commercial market and the residential market within West Norwood and Tulse Hill with particular focus on the Town Centre. Evidence is also provided on rental and sales values to inform development appraisal.

5.2 The property market review has been undertaken by AspinallVerdi.

Property Market Analysis

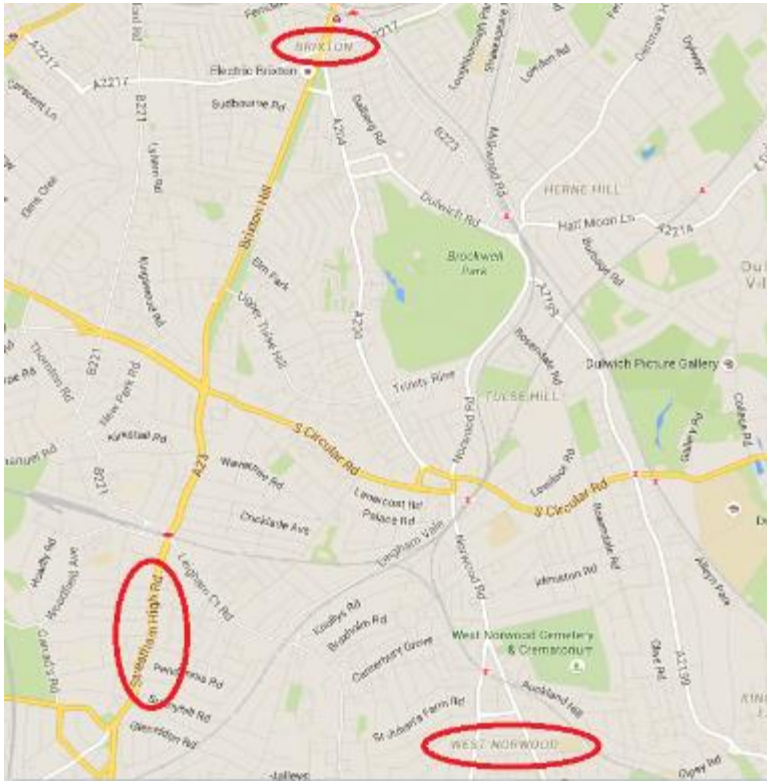
5.3 In this section we focus on the commercial market sectors within West Norwood Town Centre to understand the potential for the opportunity sites and to identify rental and sales values to inform our development appraisals.

Retail

5.4 West Norwood's main retail area is located primarily between West Norwood Station to the South and the junction of Norwood Road and York Hill. West Norwood Town Centre is predominantly occupied by small, independent retailers and there are few national retailers such as Tesco Express, Sainsbury's Local, Superdrug, Subway as well as B&Q which would not usually be found on a retail high street.

5.5 West Norwood competes with the larger centres of Streatham and Brixton, which are designated in planning policy as Major Town Centres.

Figure 5.1 Proximity of Centres



Source: Google Images, 2016

- 5.6 The figure above indicates the proximity of West Norwood Town Centre to Streatham and Brixton. West Norwood is approximately 2.5km (1.6 miles) from Streatham and 4.2km (2.6 miles) from Brixton.
- 5.7 To understand the level of market activity taking place we have completed a search of the Estate Gazette Interactive (EGI) database for the period 2013-2016. We have tabulated below transactions taken place. It should be noted that not all transactions will be recorded by EGI.

Table 5.1 Retail Deals Done

Location	Date of Transaction	Size (sqft)	Rent PA or Sold Value (£)	Rent PSF Overall (£)
529 Norwood Road, West Norwood, London, Outer London, SE27 9DL	16/12/15 Lease – 10 years	1,600 sq ft (149 sq m)	£35,000	£21.88 psf
108 Norwood High Street, Tulse Hill, London, SE27 9NH	01/12/15 Sale	1,035 sq ft (93 sq m)	£375,000 sold	-
94 Knights Hill, West Norwood, London, SE27 0JL	14/07/15 Sale	-	£95,000 sold	-
158 Norwood Road, West Norwood London, SE27 9AZ	15/05/15 Lease	820 sq ft (76 sq m)	£7,500	£9.15 psf
204 Norwood Road, West Norwood London, SE27 9AU	24/09/14 Lease	815 sq ft (76 sq m)	£19,000	£23.31 psf
172-176 Norwood Road, West Norwood, London, SE27 9AZ	30/07/14 Sale	1,425 sq ft	£301,000 sold	-
173 Norwood High Street, Tulse Hill, London, SE27 9TB	01/04/14	970 sq ft (90 sq m)	£15,000	£15.46 psf
17 Knights Hill, West Norwood, London, SE27 OHS	01/02/14 Sale	1,486 sq ft (138 sq m)	£249,950	-
112 Norwood High Street, Tulse Hill, London, SE27 9NH	02/01/14 Lease	469 sq ft (44 sq m)	£9,000 asking	£19.20 psf
469 Norwood Road, West Norwood London, SE27 9DJ	15/09/13 Lease	865 sq ft (80 sq m)	£14,000	£16.18 psf
2 Station Rise, West Norwood, London, SE27 9BW	15/06/13 Lease	730 sq ft (68 sq m)	£8,500 asking	£11.64 psf

Source: EGI, 2016

- 5.8 During the period of 2013 – 2015 transactions have been reported with rents ranging from £9.15 psf to £23.31 psf overall. It is interesting to note that the units in these transactions are similarly small and therefore the location of the unit is of critical importance and driving the demand and rental value.
- 5.9 We present below retail premises currently on the market in the area.

Table 5.2 Retail Availability

Location	Date on the Market	Size (sqft)	Asking Price (£)	Rent PA (£)
94 Knights Hill, London, SE27 0JL	16/11/15	350 sq ft (33 sq m)	£100,000 Freehold	-
Northwood Quarters (Fmr Bricklayers Arms PH), 29/31 Chapel Road, London, SE27 0TL	16/10/15	2,045 sq ft (190 sq m)	-	£15,000 pa £7.33 psf Leasehold
214 Norwood Road, London, SE27 9AW	01/05/14	3,900 sq ft (362 sq m)	-	£45,000 pa £11.54 psf Leasehold
160 Norwood Road, London, SE27 9AZ	-	650 sq ft (60 sq m)	-	£13,000 pa £20.00 psf Leasehold
381-383 Norwood Road, London, SE27 9BQ	15/11/15	415 sq ft (39 sq m)	-	£9,600 pa £23.13 psf Leasehold
Tulse Hill Railway Station, Station Rise, London, SE27 9BW	29/10/15	135 sq ft (13 sq m)	-	£16,200 pa £120 psf Leasehold
471-473 Norwood Road, London, SE27 9DJ	01/11/14	1,286 sq ft (119 sq m)	-	£33,000 pa £25.66 psf Leasehold
525 Norwood Road, London, SE27 9DL	20/10/15	785 sq ft (73 sq m)	-	£25,000 pa £31.85 psf Leasehold


Source: EGI, 2016

5.10 The table above shows that there are 8 units available. The asking rental values range from £7.33 psf to £31.85 psf overall. It will be seen that there is a small 'kiosk' unit at Tulse Hill which is being marketed at a significant rent, however this is being informed by the location and the very small nature of the accommodation.

Leisure and Food

5.11 Presented below are some of the current range of restaurants located in the town centre.


Figure 5.2 Restaurants / Eateries in the Town Centre

Locations	Names
	<p>Restaurants / eateries in the town centre include (but are not limited to):</p> <ul style="list-style-type: none"> • Cul De Sac • Patty King • Wah Moul • New Village • Papadom On The Hill • Kebab Hut • The Garden Gatro Bar • New China Takeaway • The Great North Wood pub • Tulse Hill Tavern • Village Massaleh • Otter Trading • Lal Baag • Toarmina • Ace Plaice • Jade Garden • The Electric cafe

Source: Google Maps, 2016

5.12 Presented below are some of the current range of bars and pubs located in the town centre.

Figure 5.3 Pubs and Bars in the Town Centre

Locations	Names
	<p>Pubs / bars in the town centre include (but are not limited to):</p> <ul style="list-style-type: none"> • The Great North Wood • The Horns Tavern • The Railway Tavern • The White Hart • Tulse Hill Hotel • Knowles of Norwood <p>In addition to these pubs / bars, there are also numerous other cafes / restaurants across the town centre that serve alcohol.</p>

Source: Google Maps, 2016

Offices

5.13 We have undertaken a search of office transactions from 2014 to date and tabulated the information below. It will be seen that there is a limited number of office transactions.

Location	Date on the Market	Size (sqft)	Rent PA Sold Value (£)	Rent PA (£)
41, Cranfield Close, West Norwood, London, SE27 9JT	03/11/2014	-	£335,000 Auction	-
19-21 Chapel Road, London, SE27 0TP	08/05/2012	-	£525,000	-

Source: EGI, 2016

5.14 At present there is no office space advertised as available within West Norwood Town Centre. However, located within 1.6km (1 mile) from West Norwood there is one office being (second hand) advertised as available. This is located at Herne Place and is approximately 120 sqm (1,292sq ft) and the asking rent is £38,760 per annum (£3,230 pcm).

Recent Development Activity in West Norwood

5.15 There has been a number of recent developments across West Norwood and we have summarised these below.

West Norwood Health and Leisure Centre

5.16 The development includes a leisure centre and a Primary Care Trust Neighbourhood Resource Centre and officially opened on the 28th July 2014.

Figure 5.4 Health and Leisure Centre



Source: Google images, 2016

5.17 The centre contains a public swimming pool, neighbourhood service centre includes GP's, nursing as well as therapy services and space for additional services that have been provided by Lambeth Council. The new leisure centre acts as another anchor for the regeneration of West Norwood as the centre will attract local residents and visitors to the area.

Cinema Proposals

5.18 The Council are bringing forward a proposal for a four screen cinema, library and café bar at the Council owned Nettlefold site.

Figure 5.5 West Norwood Library and Cinema



Source: Google images, 2016

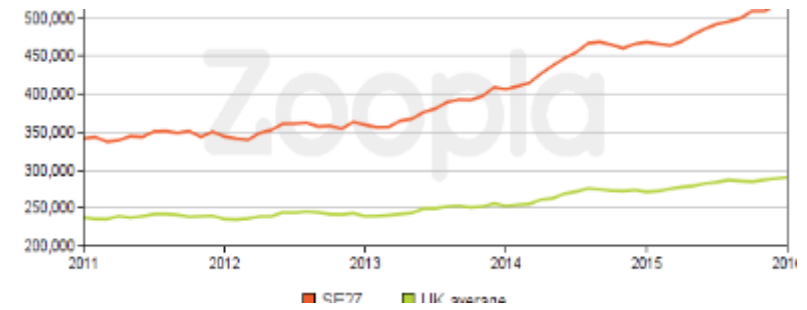
Residential Market Analysis

5.19 In this section we look at the residential market within West Norwood and in particular we focus around the town centre (SE27).

Sold Values

5.20 The following figure presents the average sold values of all property types in SE27. In January 2016 the average house price in SE27 was £519,924.

Figure 5.6 Average Sold Values SE27



Source: Zoopla, 2016

5.21 The table below presents the average sold values of different property types in SE27 within the last 12 months. The table indicates that detached and semi-detached properties have achieved considerably higher values than both terraced and flats/apartment properties within the last 12 months.

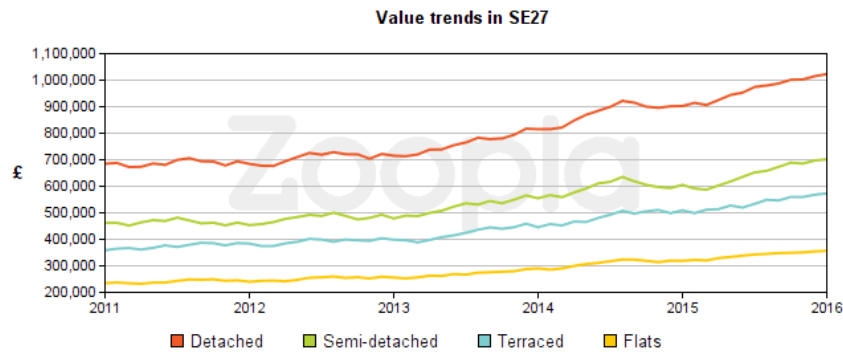
Table 5.4 SE27 Sold Values

Property Type	Avg. Current Value (£)	Avg. £ psf	Avg. #Beds	Avg. £ paid (last 12m)
Detached	£1,020,448	£522	4.5	£871,818
Semi-Detached	£699,436	£513	3.7	£725,230
Terraced	£570,557	£542	3.1	£530,957
Flats	£354,253	£534	1.9	£346,319

Zoopla, 2016

5.22 The following figure presents the value trends of property typologies in West Norwood Town Centre from 2011 to 2016. It is apparent that prices of houses are considerably higher than flats. The graph presents that property prices stagnated in 2012 – 2013, however all property prices have increased from mid-2013.

Figure 5.7 Value trends in SE27



Source: Zoopla, 2016

5.23 The following map presents a heat map of sales values across the area. It can be seen that Dulwich and the area around Dulwich Park has the highest values and as you come west the values fall in relative terms. The values represented here are relative to one another and in absolute terms the values in West Norwood and Tulse Hill are high.

Figure 5.8 SE27 Heat Map



Source: Zoopla, 2016

Asking Values – New Schemes

- 5.24 We tabulated details of asking prices for new accommodation in West Norwood and the wider area.
- 5.25 Given the limited number of properties revealed we have undertaken a search extending to circa 1/4 mile radius around West Norwood.

Table 5.5 New accommodation asking prices West Norwood

Location	Property Type (Beds)	Asking Values (£)	Image
The Loft, Norwood Road, SE27	Apartment (3 Bed)	£625,000	
The Loft, Norwood Road, SE27	Apartment (2 Bed)	£535,000	-
99 Thurlow Park Road, London, SE21	New Scheme which is to be launched on the market. (4 Bed)	Not Quoted	-
The Print House, Leigham Court Road, Streatham	Apartment (3 bed)	£699,950	

Source: Zoopla, 2016

Asking Values – Second-Hand Properties

5.26 The table below presents the asking values of second-hand property in the immediate area of West Norwood Town Centre (SE27). Both new and second-homes are included in the values presented below. We provide the value range of properties currently on the market as well as a brief description of each dwelling within the postcode area SE27.

Table 5.6 Asking Values

Bedrooms Apartment	No. on Market	Value Range (£)	Description
1	9	£265,000 - £425,500	All properties are flats/apartments. The lower value properties are second-hand and in poor condition. The highest value apartment is a new scheme.
2	18	£240,000 - £535,000	All properties are flats/apartment. The lower value properties are second-hand and in poor condition. The highest value apartment is a new scheme.
3	4	£390,000 - £625,000	All properties are flats/apartment. The lower value properties are second-hand and in poor condition. The highest value apartment is a new scheme.

Source: Zoopla, 2016

Discussions with Local Residential Agents

- 5.27 The local agents indicate that West Norwood is a desirable area to live in and this reflected with good demand and values increasing in the last few years. This is predominately due to the area being well connected, with four trains per hour to London Bridge and Victoria both approximately 21-31 minutes as well as connections to West Croydon and adjacent to the South Circular.
- 5.28 The local agents also indicate that West Norwood has good primary schools: Hitherfield and Julian's as well as two outstanding primary schools: Elm Wood and Kingswood. The area also accommodates three secondary schools: The Norwood School, Virgo Fidelis Convent and St Joseph's College which is an all-boys school. Due to the close proximity and the number of well-established schools within the area this will have an impact on the market values.

New Residential Development Schemes

The Loft, 348-352 Norwood Road, London SE27 9AA

- 5.29 The loft SE27 provides a unique new development in West Norwood that provides just nine 2 and 3 bedroom open planned apartments. The Loft SE27 is launching in January 2016 in the heart of West Norwood with planning permission granted on the 30.09.2014.

Figure 5.9 The Loft Scheme





Source: Google Images, 2016

Cheviot Gardens

- 5.30 Demolition of the Cheviot Gardens older people's housing blocks has already started. Residents worked with Notting Hill Housing Association to design the new scheme which as well 84 new homes for older people. This includes 18 for ownership/shared ownership, will become a community hub for older people in the West Norwood area.
- 5.31 The centre will provide services such as cafe, hairdresser, activity room and a room for special events. It is due to open early 2016.

Table 5.7 Cheviot Gardens Asking Values

Cheviot Gardens, 4A Thornlaw Road, London SE27	Apartment (2 Bed)	£367,500	
Cheviot Gardens, 4A Thornlaw Road, London SE27	Apartment (1 Bed)	£452,500	

Source: Zoopla, 2016

Former Fire Station

5.32 The following map indicates the location of the former fire station in the area of 445 Norwood Road London Lambeth SE27 9DG.

Figure 5.10 Former Fire Station



Source: Google Maps, 2016

- 5.33 The former fire station was granted permission 24th December 2015 by Lambeth Council planning. The proposal is to turn the fire station into 23 flats/apartments and a children’s nursery on the ground floor. The fire station was built in 1914-15 and is Grade II listed. A new four storey block will be built to the rear of the fire station which will contain 11 additional flats. The plans has no off set parking as the site is within close proximity to bus routes and Tulse Hill station.
- 5.34 The mix of homes that has been proposed is eleven 1-bedroom flats, ten 2-bedroom flats and two 3-bedroom flats with 8 of the new homes being affordable as assumed property values have not yet been released.

West Norwood Tennis Club

- 5.35 The latest plans for a new tennis club and 36 new homes on the corner of Cheviot Road and Knights Hill have been submitted to Lambeth council.

Figure 5.11 West Norwood Tennis Club



Source: Google Images, 2016

- 5.36 This is the fourth attempt by developers to get planning permission to develop the tennis club site. Previous plans have been strongly opposed by local residents and these new plans are scaled down from the developer's first proposal to build 60 flats on the site.

West Norwood Site 18 (formerly MDO 38)

- 5.37 The Council approved West Norwood Masterplan (2009) and the Lambeth Local Plan (September 2015) identified this site as having the potential for 'retail-led mixed use development including housing; a new public space...'. The envisaged developments have not come forwards to date and in this section we examine some of the key issues which can help to explain the current situation.
- 5.38 We are aware that Tesco Plc attempted to assemble a significant development site and from historic information in the public domain we have found that whilst a number of parcels of land were acquired this was nevertheless piecemeal. It is also worth noting that Tesco have had

attempts to sell some of their ownerships as plans for a larger store have been abandoned.

- 5.39 Discussions with Council Officers have revealed that developers have undertaken tentative discussions with development proposals within the area however these have not progressed to planning applications.

- 5.40 The key issues which are perhaps acting as reasons why a scheme has not come forwards are set out below:

- **Landownership** – we have already mentioned the fragmented nature of ownerships. Landowners individual circumstances can be quite different with some not looking to sell and continuing to earn a rental income, even when this is relatively modest. Other landowners may be willing to sell, but their land value aspirations will be high and could therefore only be achieved if a comprehensive scheme comes forward.
- **Small plots** – the current ownership across this site is fragmented and in relatively small plots which means that in isolation many of these sites cannot be optimised in terms of development potential and land value due to issues with access, rights to light, compatibility with neighbouring land uses. Many of the plots are occupied and therefore aspects such as dealing with existing tenants would need to be dealt with too. We would stress that developments could take place, for instance at the former laundry site, however to optimise this it would be appropriate to bring forward a larger more comprehensive scheme.
- **Higher value uses** – the petrol filling station and the B&Q store are uses which can be considered as higher value, given that they trade well due to lack of local competition and equally because they would be costly to relocate. These two uses occupy key plots within Site 18 and in a future scheme would need to be incorporated.
- **Place making** – a comprehensive and coordinated scheme would create opportunities to generate quality buildings in a better quality environment with suitable access and servicing arrangements. Through effective design and planning the scheme would generate

greater value and this would help to offset the site assembly costs. Through the creation of attractive new public realm and routes the opportunities at ground floor level to provide new commercial accommodation could be maximised.

- Funding and Risk** – at the time that Tesco’s were assembling the site they could finance the land assembly from their own significant balance sheet. Equally at that time they were expecting significant returns from a highly successful foodstore scheme – which would have been mixed use. In the current market, the risks associated with assembling a site in this location are significant and therefore funding would be very difficult to secure.

5.41 Based on the above factors Site 18 is stalled as it is unlikely that the site can be assembled by the private sector.

5.42 In deliver terms, a future development could be considered by the Council directly, or indeed in combination with a developer partner that would bring forward a scheme working in collaboration with the Council. Such a collaboration would help to share risk and finance the scheme.

Opportunities and Weaknesses

5.43 Based on our visits to the site and research in to the local property market we would summarise the Opportunities and Weaknesses for West Norwood from a property development perspective.

Table 5.8 Opportunities and Weaknesses

Weaknesses	Opportunities
Lack of choice in shopping and leisure terms (noting that there is a high level of independent traders)	Assets such as the new leisure centre and rail stations help to attract footfall and patronage which will help to attract visitors and businesses
Retail units are generally small and the prime area is small so limited opportunities for new comers	Combination of existing offer, residential catchment and new developments (cinema) will improve opportunities to attract more leisure and food facilities
Limited employment use in the Centre	Served by 2 stations within Zone 3 make the area attractive for residents
Poor gateways to the Centre – with Norwood Road being very busy at peak times	Residential values are such that new development is viable
Fragmented land ownerships within Site 18 which restricts development potential	Sites within the centre require assembly

6. Transport and Movement Review

Summary of Findings

- Since the 2009 Masterplan was published there has been a number of transport policy changes at a London-wide and borough level with a move towards pedestrian, cyclist and public realm and less focus on bus priority.
- Localised transport, movement and public realm improvements have been implemented in and around West Norwood and West Norwood station since the 2009 Masterplan which have improved pedestrian access, station access, parking, wayfinding and the public realm.
- Two major schemes encompassing the Norwood Road between Tulse Hill station and Chestnut Road / Palace Road and Tulse Hill gyratory are currently under scheme development at the time of writing. The aim of these initiatives is to significantly improve the pedestrian environment, cyclist movement and safety, bus accessibility and interchange, and raise the quality of the public realm to better integrate Tulse Hill with West Norwood. The schemes are due to be constructed between 2018 and 2020.
- As a result of a shift in transport policy and Council objectives since the 2009 Masterplan was published, the extension of bus lanes and reduction of carriageway lanes are no longer an aspiration or deemed feasible by Lambeth Council. There is more of a shift towards measures to alleviate congestion, ease pedestrian and cyclist movement, address parking and loading issues and improve the quality of the public realm to encourage more local trips by foot and cycle.

The 2016 Masterplan refresh aims to reflect the change in transport policy and build on the proposed major schemes currently under scheme development with opportunities to:

- strengthen east-west pedestrian links from residential areas, schools, leisure centre and other local facilities to encourage more trips by foot and reduce congestion on Norwood Road
- create better east-west cycling links to proposed and future cycling quietways, notably the planned TfL Quietway 7
- Improve bus reliability, connectivity and accessibility through the rationalisation, relocation and extension of bus services and reduce the impact of buses on other road users and air quality on Norwood Road
- Address visitor and commuter parking stress on side roads and residential streets to provide better parking facilities for local needs and improve movement particularly for pedestrians and cyclists and reduce the impact of vehicles within the area.

6.1 The aim of the transport and movement baseline review is to:

- Establish what access, movement and transport-related opportunities have been delivered since the 2009 Masterplan was published
- Identify those other transport schemes, access and movement measures currently under scheme development within and close to the masterplan area
- Understand whether those schemes which have not been developed remain a Council aspiration, are feasible and meet with wider Council and London transport planning objectives
- Identify additional opportunities that may be explored to complement and build on those identified within the 2009 Masterplan.
- The transport review has been undertaken by Urban Flow.

West Norwood Masterplan (2009) – Transport and Movement

6.2 The 2009 Masterplan identified a set of specific transport and movement objectives and measures including:

- **Walking** including additional and improved pedestrian crossings and increased footway widths
- **Cycling** infrastructure and parking
- **Buses** including extension of bus lanes and consideration of additional services
- **Rail** including improvements in the frequency and capacity of train services
- **Road** including improving access in Norwood High Street and loading bays
- **Parking** notably the rationalisation and relocation of on-street parking and creation of a town centre car park as part of the MDO38 (Site 18) development
- **Sustainable transport initiatives** – development travel plans, car sharing / car club, real time information, improvement to public transport infrastructure (bus shelters).

Transport Planning Policy

6.3 Since the 2009 Masterplan was published there have been the following key transport policy documents published, resulting in greater emphasis / shift towards creating places for people and encouraging cycling, notably as part of the Mayor’s funding commitment for the introduction of Cycle Superhighways, Quietways and Mini Holland initiatives across London.

6.4 Key transport policy documents published subsequent to the 2009 Masterplan include:

- The Mayor’s Transport Strategy (May 2010) which outlines the Mayor’s Vision for London for the period up to 2031.
- Mayor’s Vision for Cycling (March 2013)
- Lambeth’s Transport Plan (2011)
- Lambeth’s Cycling Strategy (August 2013)
- The Lambeth Local Plan (2015).

6.5 Lambeth Council’s focus in working to deliver the Mayor’s Vision for London includes:

- Cycling schemes (cycle super highway, cycle hire and cycle parking)
- Electric vehicle charging points
- Better streets
- Cleaner local authority fleets
- Street trees.

6.6 The main challenges identified within the sub-region:

- Reducing public transport crowding and improving reliability
- Supporting growth areas and regeneration
- Ensuring capacity at rail stations and efficient onward distribution
- Improving the urban realm and promoting walking
- Managing the different demands on streets
- Improving air quality.

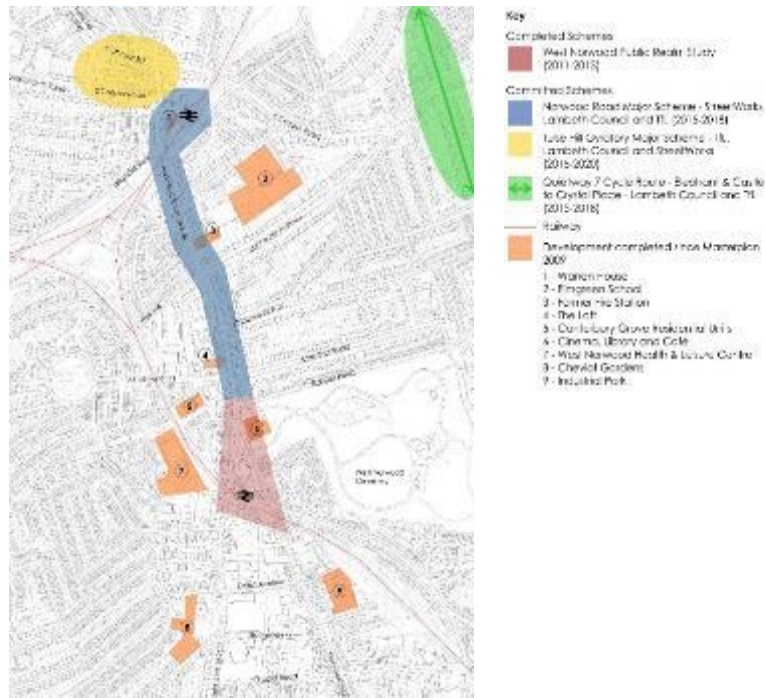
Lambeth-wide Parking Feasibility Study

At the time of writing the Council was undertaking a review of parking across the borough.

Delivered and Committed Schemes

6.7 Since the 2009 Masterplan was delivered a number of projects and developments have been completed with a number of schemes currently under development. Coverage of the delivered and committed projects are illustrated in the following diagram.

Figure 6.1 Delivered and Committed Schemes



Source: Urban Flow

West Norwood Public Realm Study (2011 – 2013)

6.8 A study was undertaken in 2011 with measures implemented to improve the public realm in the masterplan study area. The majority of those implemented are located around Norwood High Street, Knights Hill and West Norwood station.

Norwood Road Major Scheme (2015 – 2018)

6.9 Streetworks, a community led project, is leading on a project to improve the environment for all road users and the public realm for a section of Norwood Road, between Chestnut Road and Palace Road including Station Rise (Tulse Hill station). The project is funded by Transport for London and supported by Lambeth Council. At the time of writing, the concept schemes were being developed. The scheme is due to be constructed between August 2017 and March 2018.



Tulse Hill Gyratory Major Scheme (2016 – 2020)

6.10 The project, funded by Transport for London and supported by Lambeth Council aims to return the Tulse Hill gyratory to two-way operation and improve the safety of pedestrians and cyclists. TfL will lead the project and related business case. There is a focus to



deliver the project in the next four years (2016 – 2020).

6.11 The scheme will aim to address the significant road safety, accessibility and connectivity issues including:

- An emphasis on improving bus, walk and cycle movement, access and road safety
- Providing Direct pedestrian crossings
- Improving interchange between the station and bus stops
- Improving the environment
- Improving the townscape and frontages
- Improving the connections between the communities currently segregated by the gyratory.

Quietway 7 (Q7) Cycle Route – Elephant and Castle to Crystal Palace (ongoing, implementation due in 2017/18)

6.12 Lambeth Council is working with Transport for London (TfL), to provide a new cycle route through the West Dulwich and Gipsy Hill areas that form a section of Q7 Elephant and Castle to Crystal Palace.

6.13 Quietway 7 will run to the east of the study area, including Rosendale Road providing a convenient and safer route for cyclists avoiding the busy parallel route on Norwood Road. The scheme is currently being consulted upon with implementation planned for 2017/18 subject to local support and funding.



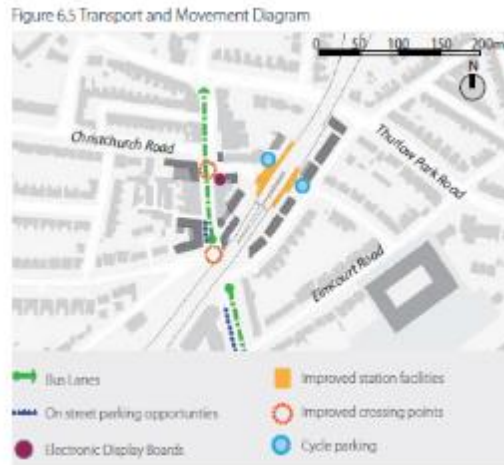
2009 Masterplan Opportunity Sites – Transport and Movement Review

6.14 Opportunity sites and associated transport and movements measures were identified within the 2009 Masterplan.

6.15 In light of the changes in policy, developed and committed schemes and developments since the 2009 Masterplan was published, each identified opportunity site has been reviewed in terms of transport and movement to identify what measures have been achieved to date, what measures are still relevant / appropriate and what additional opportunities could be included in the 2016 Masterplan refresh.

Tulse Hill

6.16 The plan opposite is taken from the 2009 Masterplan and identifies measures to improve transport and movement encompassing the Tulse Hill station and Norwood Road opportunity site area.



What has been achieved since 2009

6.17 With funding committed by Transport for London to implement a major scheme encompassing both this area and the Tulse Hill gyratory, the transport and movement opportunities identified within the Masterplan will be superseded and include extensive public realm, access and parking improvements to Tulse Hill station.

The Norwood Road Major Scheme comprises:

- Widening footways, reducing the impact of parking and creating more public space for market activities and outside trading outside Tulse Hill station

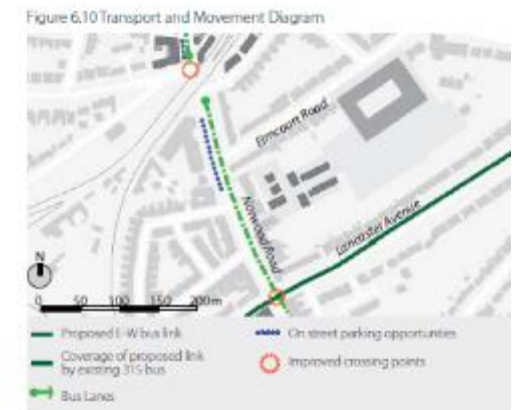
- Removing parking (other than taxi, kiss and ride) outside the station and grouping parking on the north-face
- Widening the south-facing footway
- Re-planning the public realm to open up public space outside the station
- Encouraging Network Rail to bring forward the railway bridge enhancement scheme
- Introducing street trees
- The introduction of well-located benches and wayfinding signage
- Raised side road entry crossings.

Abandoned 2009 Masterplan Opportunities

6.18 Bus lanes will be reviewed and modelled as part of the Tulse Hill Gyratory Major Scheme, however, it is not envisaged that the Council will extend the bus lanes along this section of Norwood Road as this is not deemed feasible or an aspiration of the Council as identified in the 2009 Masterplan.

2016 Masterplan Refresh – Transport and Movement Opportunities

6.19 Building on the proposals as part of the Norwood Road and Tulse Hill Major Schemes and the opportunity to redevelop the site to the east of Tulse Hill station on Avenue Park Road, it is



recommended that to fully integrate the area, the following measures are included within the Masterplan refresh:

6.20 As identified in the 2009 Masterplan:

- Introduce secure, high-standard and well located cycle parking in close proximity to the station entrances
- Improve the signalised pedestrian crossings on Norwood Road

6.21 New 2016 Masterplan opportunities:

- Improve wayfinding, particularly for pedestrians and cyclists
- Rationalise, relocate and possibly extend the controlled parking zone around Tulse Hill station to protect residential parking, reduce the impact of parking on movement, particularly pedestrians and cyclists and better integrate Elm Green School
- Improve the Avenue Park Road / Norwood Road junction to aid pedestrian crossing, reduce speeding and improve road safety.

Access Storage Opportunity Site

6.22 The plan opposite (from the 2009 Masterplan) outlines transport and movement opportunities for the area around the northern section of Norwood Road, the recently developed Elm Green School and York Hill / Lancaster Avenue junction.

What has been achieved since 2009

6.23 Elm Green school has been developed since the 2009 Masterplan.

6.24 The proposed Norwood Road Major Scheme also includes this area and aims to introduce the following measures in this section:

- A new pedestrian crossing link to the northbound bus stop and Elm Court Road / Elm Green School to provide for an important pedestrian desire line and improve road safety

- Localised pavement widening
- Increased pavement widths around the York Road / Lancaster Avenue junction
- The introduction of a diagonal crossing to allow corner to corner pedestrian movement at the York Hill / Lancaster Avenue junction (subject to modelling and TfL approvals).

Abandoned 2009 Masterplan Opportunities

6.25 As a result of a shift in transport policy and Council objectives since the 2009 Masterplan was published, the extension of bus lanes is no longer aspiration or deemed feasible by Lambeth Council

6.26 There are no proposed plans to introduce on-street parking as part of the proposed Norwood Road Major Scheme as identified in the 2009 Masterplan.

2016 Masterplan Refresh – Transport and Movement Opportunities

6.27 This area represents a link between the Tulse Hill and the West Norwood areas of the masterplan. It is recommended that the following opportunities are included within the 2016 Masterplan refresh:

- Work with London Buses and TfL help to realise the extension of Bus Route 315 as identified in the 2009 Masterplan
- Raise the profile of the street including higher quality public realm and improved frontages to reduce the dominance of traffic
- Improve east-west pedestrian connectivity between the residential areas to the west and opportunity sites / Elm Green school to the east

- Strengthen the east-west cycle links on York Hill and Lancaster Avenue to integrate with proposed and future north-south parallel cycling quietways.

MDO38 (Site 18) and Canterbury Grove Opportunity Sites

6.28 The following plans set out the transport and movement opportunities as part of MDO38 (now called Site 18) and Canterbury opportunity sites.



6.29 MDO 38, now termed Site 18 and Canterbury Grove opportunity areas lie within the central section of the masterplan area including the main high street and where there are significant competing and often conflicting needs for businesses, residents, visitors, commuters and through vehicle movement.

6.30 The carriageway and footways are constrained, there are numerous bus services, traffic congestion, and demands for loading and parking provision are high.

What has been achieved since 2009

6.31 Since the 2009 Masterplan was published there have been sites developed on or close to this area including the leisure centre and a mixed use development called the Loft on Norwood Road. Planning permission has also been granted to develop a cinema, library and café on the site close to the cemetery which is due to be implemented in 2017/18.

6.32 The West Norwood public realm scheme implemented in 2012 also includes this opportunity area and resulted in some improvements around Knights Hill and Norwood High Street including:

- Inset parking bays on the western side of Knight’s Hill
- Improved pedestrian crossings
- Better cycle parking facilities.

6.33 The proposed Norwood Road Major Scheme also includes this area and will aim to address some of the significant issues that currently exist including:

- Widening the footway on the east side of Norwood Road between Chestnut Road and Chatsworth Way to create more generous place to shop and move
- Reducing conflicts for cyclists associated with short-term parking
- Providing additional parking on the west side of Norwood Road. Introducing loading bays as footway insets to provide greater pedestrian space when not in use
- Re-planning parking and improving the management and enforcement in Waylett Place car park
- Allocating additional short-term parking bays on Chatsworth Way.

Abandoned 2009 Masterplan Opportunities

6.34 As a result of a shift in transport policy and Council objectives since the 2009 Masterplan was published, the extension of bus lanes is no longer aspiration or deemed feasible by Lambeth Council.

2016 Masterplan Refresh – Transport and Movement Opportunities

6.35 As identified in the 2009 Masterplan:

- Working with London Buses and TfL, to extend Bus Route 315
- Improve the footbridge access Canterbury Grove
- As part of the Site 18 development retain a town centre car park. This car park should be well sign-posted, easy to access and have minimal impact on the Norwood Road network.

6.36 New 2016 Masterplan opportunities:

- Where possible, as part of the Site 18 development, create wider footways on Norwood Road to provide greater space for pedestrians
- Improve pedestrian and cyclist connectivity and wayfinding to Norwood Road and Leisure Centre, notably from the residential areas to the east which are segregated by the railway tracks
- Address the parking pressure on side roads and residential areas.

Norwood Hall, Cultural Hub, West Norwood Commercial area (KIBA) and Cheviot Gardens

6.37 A number of transport and movement interventions were identified for the area around Norwood Hall (Page 64), the Cultural Hub (Page 68), West

Norwood Commercial area (KIBA) (Page 72) and Cheviot Gardens of the 2009 Masterplan.

6.38 The West Norwood public realm scheme (2012) has resulted in improvements to pedestrian crossings, parking, access to West Norwood station, wayfinding and cycle parking.



Abandoned 2009 Masterplan Opportunities

6.39 As a result of a shift in transport policy and Council objectives since the 2009 Masterplan was published, the extension of bus lanes is no longer aspiration or deemed feasible by Lambeth Council.

6.40 Introducing a pedestrian /cyclist link along the railway edge would be difficult to achieve without significant changes to the land uses, building layout, levels and buy-in from Network Rail.

2016 Masterplan Refresh Opportunities

6.41 As identified in the 2009 Masterplan:

- Working with London Buses and TfL, to extend Bus Route 315
- Improve the footbridge access Canterbury Grove

- Strengthen the east-west links and wayfinding for pedestrians and cyclists between the residential areas, leisure centre and the station / West Norwood High Street.

6.42 New 2016 Masterplan opportunities:

- Improving the gateway entrance to the leisure centre from Knights Hill
- Address speeding on Knights Hill and Norwood High Street and connecting routes. Where possible and where appropriate, reconfigure and reallocate the road space for pedestrians and cyclists. This is subject to which developments are proposed and come forward within the commercial area (KIBA).

Opportunity Sites – Overall Transport and Movement Review Summary

Table 6.1 Transport and Movement Review Summary: Walking			
2009 Masterplan Transport and Movement Objectives	Objective achieved	Include as part of Masterplan 2016 Objective	Abandon / Not Relevant to 2016 Masterplan Objectives
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		✓	

Table 6.2 Transport and Movement Review Summary: Cycling			
2009 Masterplan Transport and Movement Objectives	Objective achieved	Include as part of Masterplan 2016 Objective	Abandon / Not Relevant to 2016 Masterplan Objectives
Proposed use of bus lanes by cyclists			X
Provision of Advanced Stop Lines for cyclists at junctions to benefit cyclists on approaches as well as a northbound cycleway for most of the length of Norwood Rd between Harpenden Rd and Palace Rd	To be achieved as a part of Norwood Road Major Scheme		
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	Part achieved as part of Norwood Road Major Scheme	✓	

Table 6.3 Transport and Movement Review Summary: Buses

2009 Masterplan Transport and Movement Objectives	Objective achieved	Include as part of Masterplan 2016 Objective	Abandon / Not Relevant to 2016 Masterplan Objectives
Provision of new / extended bus lanes as per the 3GBP study to improve bus passage through West Norwood Town Centre. Key measures include: <ul style="list-style-type: none"> • 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 			X
Consideration of new east-west bus route or extension to the existing 315 route		✓	

Table 6.4 Transport and Movement Review Summary: Rail

2009 Masterplan Transport and Movement Objectives	Objective achieved	Include as part of Masterplan 2016 Objective	Abandon / Not Relevant to 2016 Masterplan Objectives
Support improvements in the frequency of services and capacity of trains		✓	

Table 6.5 Transport and Movement Review Summary: Roads and Parking

2009 Masterplan Transport and Movement Objectives	Objective achieved	Include as part of Masterplan 2016 Objective	Abandon / Not Relevant to 2016 Masterplan Objectives
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			X
Create a northbound bus lane on Knights Hill reducing bus journey times			X
Loading bays to be appropriately located along the road			
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			X
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	Reviewed and part achieved as part of the West Norwood Public Realm Study		

Table 6.6 Transport and Movement Review Summary: Overarching

2009 Masterplan Transport and Movement Objectives	Objective achieved	Include as part of Masterplan 2016 Objective	Abandon / Not Relevant to 2016 Masterplan Objectives
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.)		✓	

Future Opportunities for Consideration

6.43 A number of future transport and movement opportunities for West Norwood and Tulse Hill have been identified. These are:

Pedestrian and Cyclists

- 6.44 Improve wayfinding and create a network of east-west routes for pedestrians and cyclists to access Norwood Road, Norwood High Street and Knights Hill.
- 6.45 Strength key east-west cycle routes to link in to the proposed and future north-south cycle quietways proposed by Lambeth Council.

Parking

6.46 Except for a controlled parking zone around Tulse Hill station (Mon-Fri 8.30am – 6.30pm), currently there are no other controlled parking zones within residential areas surrounding the masterplan area. Parking restrictions are in place on the southern section of Norwood Road and some side roads to provide for local shoppers, businesses and residents and there is a public car park (paid) in Waylett Place. However, this is poorly laid out, difficult to access, misused (local garages use this space illegally to work on cars) and underused (can park for free on-street).

6.47 Recent development sites including the Leisure Centre and proposed cinema site are planned as car free developments which is likely to increase parking demand on already pressurised and largely unrestricted streets.



6.48 The Norwood Road Major Scheme will go some way to addressing the parking issues, notably the impact of parking on the footways, pedestrians and cyclists on Norwood Road. However, it is recommended that following

the borough-wide strategic review of parking (ongoing at the time of writing), a specific parking strategy is developed for the Tulse Hill and West Norwood area.

6.49 The parking strategy should aim to:

- Improve residential, visitor, business parking
- Reduce the impact of commuter and visitor parking on the area notably around West Norwood station, leisure centre and proposed cinema site
- Reduce the impact of parking on traffic flow, particularly buses
- Create more space for pedestrians, cyclists, public realm and street trees to encourage more local trips by walk and cycle to the area.

Bus Services, Stops and Reliability

6.50 Working with London Buses and Transport for London undertake a review of bus services, frequencies, routes, accessibility, reliability and location of stops within the masterplan area with the aim of streamlining the number of buses and bus stops on Norwood Road to improve bus reliability, ease traffic congestion, improve the environment and reduce the conflict between waiting passengers and pedestrians on narrow and confined footways.



Deliveries and Servicing Access, Facilities and Restrictions

6.51 Develop a town centre and area wide delivery, servicing and freight strategy to assist local businesses to operate and thrive, reduce unnecessary trips, and where possible, reduce the impact of LGVs and HGVs on Norwood Road and Norwood High Street. It should also address the current use of inappropriate residential streets / routes.

6.52 This study / strategy should tie in to the Council’s plans to address the numerous bridge strikes and impact of heavy good vehicles within the study area.

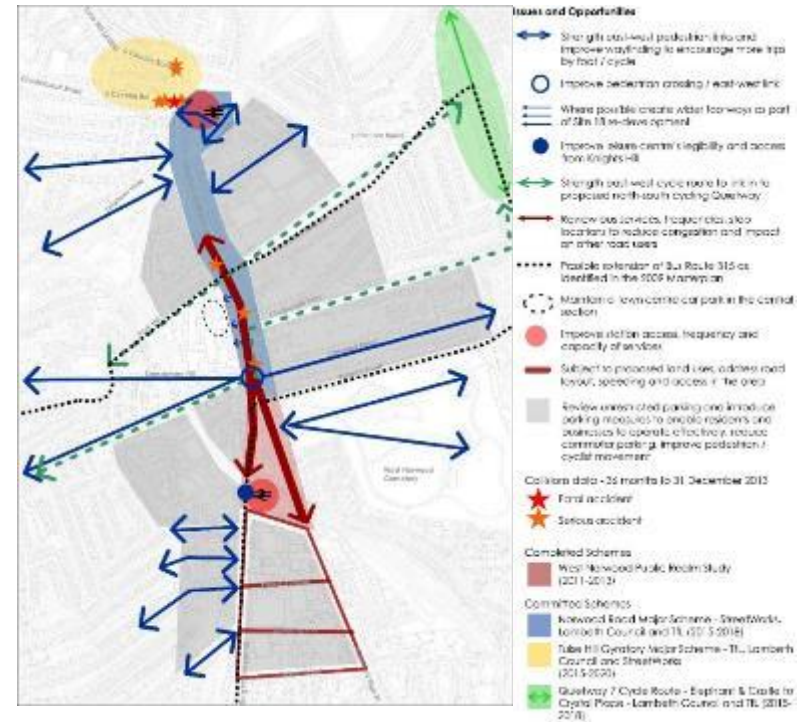
Rail

6.53 As identified in the 2009 Masterplan, look to improve the frequency and capacity of trains that service both West Norwood and Tulse Hill stations. Where possible it should look to improve access for disabled users.



Summary: 2016 Masterplan Refresh – Transport and Movement Issues and Opportunities

Figure 6.2 Transport and Movement Issues and Opportunities



Source: Urban Flow

7. Opportunity Sites and Recent Development

Summary and Implications

- The 2009 West Norwood Masterplan identified a number of opportunity sites for future development which were spread throughout the town centre.
- Although some of the projects identified in the 2009 masterplan have been delivered (including the Health and Leisure Centre and Elmgreen School) a number of sites listed as key principles remain undeveloped.
- The masterplan refresh will focus on those sites which have not come forward to date, along with any others which have emerged in the interim. In doing so, focus will be placed on Tulse Hill (particularly regarding opportunities related to the removal of the gyratory), the core retail area on Norwood Road (focused on Site 18, one of the key 2009 masterplan sites which remains undelivered) and the Commercial Area to the south.
- The masterplan refresh will look to optimise opportunities that relate to West Norwood and Tulse Hill's identity, including its diverse character, varied topography, good level of accessibility and the visual prominence of the area.

7.1 This chapter provides a review of the 2009 Masterplan and an update on identified opportunity sites.

Review of the 2009 Masterplan principles

7.2 The key principles defined in the Masterplan from 2009 were used as a starting point for undertaking this baseline review. The masterplan

identified seven key principles which included a mix of specific focus areas and priorities related to uses:

- Tulse Hill – the area was identified for mixed use intensification in the masterplan but has not experienced a significant change since the masterplan prepared. However, it remains one of the critical areas with potential for improvements and with the planned works to the gyratory presents a good opportunity for this to happen in the short term.
- MDO38 – identified for retail-led mixed use with large supermarket in the masterplan this site remains undeveloped except for a residential extension above a retail unit. This site plays a key role in the town centre and it will be important that the masterplan refresh comes up with specific ideas of how the site can be redeveloped as a priority and thus contribute to the town centre regeneration.
- West Norwood Cultural Hub – this is one of the principles that has progressed in a more positive direction as the Leisure centre has been delivered, the works to the South London Theatre are in progress and planning approval has been granted for the redevelopment of the library into library, cinema and café. In addition the public realm improvements around St Luke's and the Cemetery contribute to this part of West Norwood to establish itself as a cultural centre.
- West Norwood Commercial area (KIBA) – very little improvements to this area have been undertaken and one of the main objectives of this study will be to come up with a vision of how this develops both in the short and long term future.
- Residential development – a number of residential developments have been delivered and are underway. However, the area still presents an opportunity for providing additional housing that will support a vibrant town centre. This study will consider what typologies and densities will be most appropriate for the area to achieve the regeneration objective.

- Appropriate infrastructure – as chapter 7 will outline, there are a number of infrastructure initiatives underway which will impact on our approach to the masterplan.
- Improved movement and circulation – this will remain one of the critical aims of the refreshed masterplan.

Key features that will influence the Masterplan refresh

- 7.3 The aim of this baseline review has been to highlight physical environment factors that may have changed since the adopted masterplan was prepared in 2009 or are in the process of changing and will influence the future development in the area. These include:
- Opportunity Sites and Other Development – a number of opportunity sites identified in the 2009 masterplan have been delivered and have already established themselves as important community facilities in the area. A number of other developments have also contributed to the positive changes in the area. Other opportunity sites have not been delivered to date.
 - Road Hierarchy – this has not significantly changed since 2009 but is one of the major opportunities and constraints for the area. There are current plans for significant changes to the network in the Tulse Hill area and more detailed information on the movement and transport improvements is included in Chapter 6.
 - Topography and Views – the gentle changes in levels from north to south and the more dramatic changes from east to west define the character of the area and provide opportunities for enhancing its qualities.
 - Land Uses – as a Town Centre the area includes a mixture of retail, leisure, education, employment, community and residential uses.

- Character – the character of the area is very diverse with the West Norwood part of the area benefiting from a number of important heritage assets like The Norwood cemetery and St Luke’s church.
- The Railways – these present a physical barrier but also present an opportunity for improvements in the area.

Opportunity Sites

- 7.4 There are four developments which form a part or constitute an opportunity site identified in the masterplan from 2009 that have been delivered. These include:
- Warren House – adjacent to Tulse Hill Station, included residential and ground floor retail, completed 2013
 - Elmsgreen School – completed 2009
 - Canterbury Grove – residential development
 - West Norwood Leisure Centre
 - Advance Road – industrial units
 - Park Campus Academy – Gipsy Road.
- 7.5 In addition a number of developments that are currently on site, have been approved or are in pre-application discussions:
- Cheviot Gardens – extra care and 55+ residential accommodation - under construction
 - Fire Station – residential and nursery - under construction
 - The Loft – new residential above retail – now complete
 - Cinema and Library – permitted.
- 7.6 A full table of development proposals from the last 5 years is included in Appendix B. This shows that while there have been a number of permissions granted, there have also been a number of refusals.

Figure 7.1 2009 Masterplan Opportunity Sites map



Source: BDP

Road Hierarchy

7.7 The Tulse Hill gyratory is one of the major challenges in the area and the planned changes to it are one of the key opportunities for improvements to the area. Norwood Road, the main spine linking Tulse Hill and West Norwood is both an opportunity and constraint for the area as it brings activities but at the same time acts a barrier. Road connections to east are better established than to west due to the topography and railway. However, improving some of the connections from west will be beneficial to the town centre.

Figure 7.2 Road Hierarchy map



Source: BDP

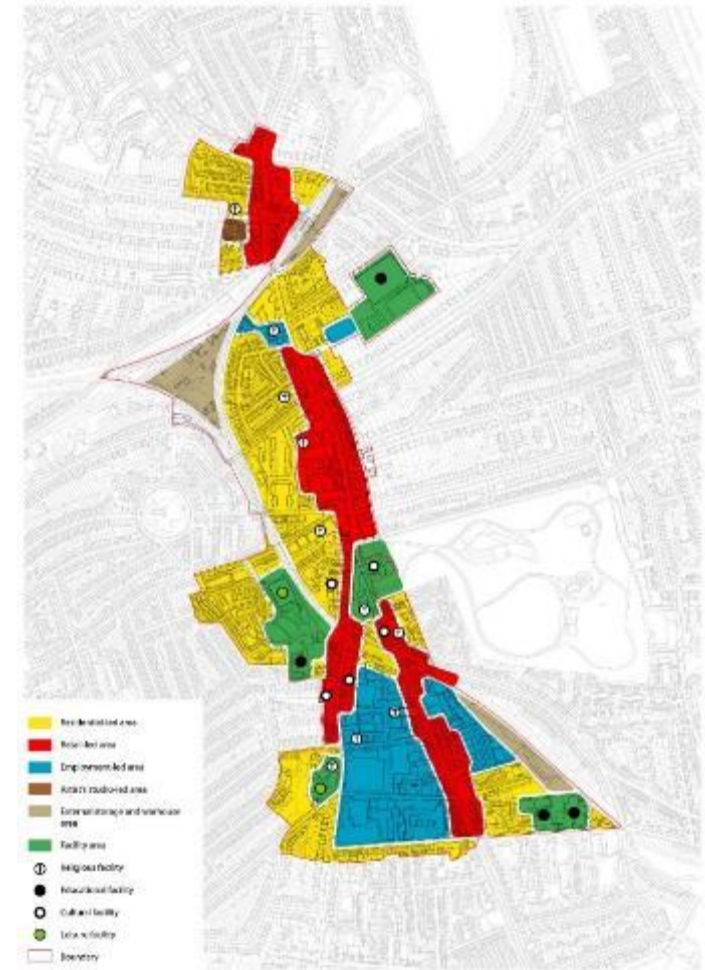
Topography and Views

- 7.8 The area slopes gently up from north to south and more dramatically from east to west in particular in the area west of Norwood Road. This changes of levels play a key role in defining the character of the area and influence pedestrian movement patterns.
- 7.9 This topography and the orientation of Norwood Road allows for clear distant views from the southern end of the road in front to St Luke’s church to central London. This view is framed by the continuous frontages but in some parts it could be enhanced.
- 7.10 Streets like York Hill, Lansdown Hill and Canterbury Grove offer distant views and views to Norwood Road and these can be enhanced.

Land Uses

- 7.11 The area includes a mixture of traditional town centre uses like retail, community facilities, leisure, employment, education and religious institutions. The retail element remains focuses along Norwood Road in the area between St Luke’s church and York Hill and around Tulse Hill Station.
- 7.12 Although Norwood High Street has been identified as part of the retail centre, recent years have seen numerous shops closing and being converted into residential or other uses.

Figure 7.3 Land Uses map

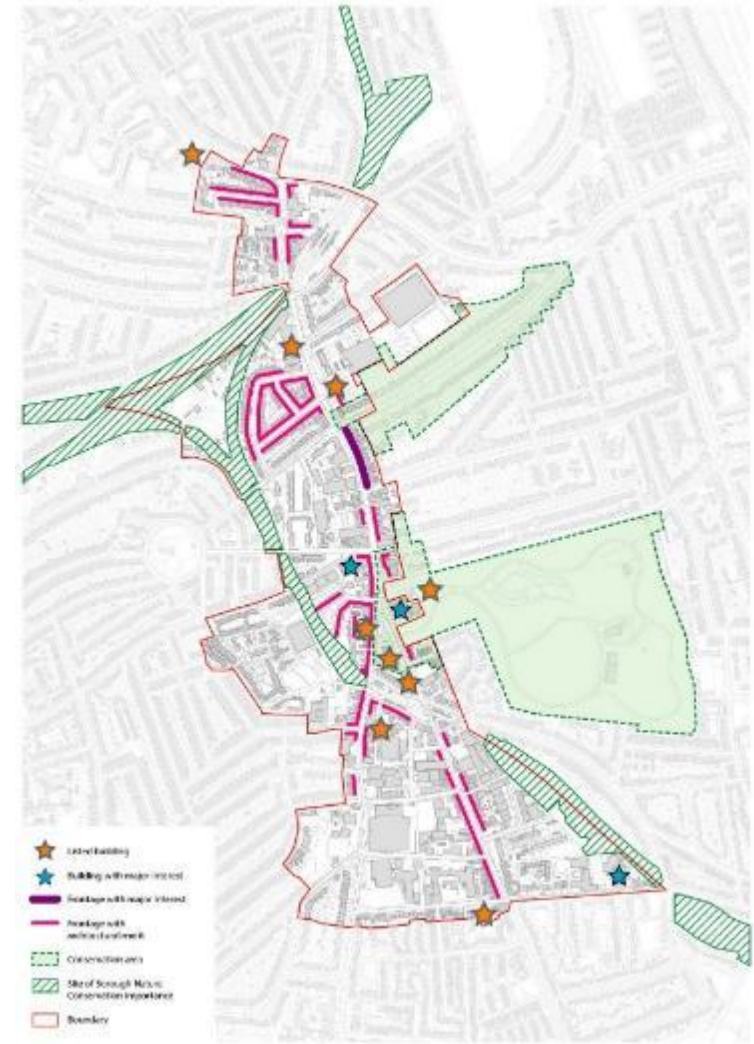


Source: BDP

Character

- 7.13 The area includes a real mixture of building typologies and character. The main roads are dominated by 19th century buildings accommodating small scale ground floor retail with residential above. These are predominantly 3 and 4 storeys. The southern part of the site that includes employment is characterised by a mix of large scale one storey buildings and smaller scale older buildings that have been converted and extended over the years.
- 7.14 The key historic assets to the area are St Luke’s church and West Norwood cemetery; these play a significant role in defining the character of the southern end of the town centre.
- 7.15 The lack of such dominant elements in the area around Tulse Hill station present an opportunity for bringing more significant changes in regards to character and scale of redevelopment.

Figure 7.4 Town Centre Character



Source: BDP

The Railways

- 7.16 The railways that run north south and east –west through the area create a movement barrier, in particular where they run below the existing ground level.
- 7.17 However, in areas where they run at a level higher, they offer good views to West Norwood. With the railway being a main line between London and the south, this presents an opportunity for enhancing existing qualities and delivering new development that will contribute to building a stronger identity for the area.

Figure 7.5 West Norwood and Tulse Hill Railway lines



Source: BDP

8. Community Consultation

Summary

Community consultation has been at the heart of the research programme. A specific objective was to ensure open and inclusive consultation, ensuring that a broad cross section of the community was engaged with.

Central to the approach was the deployment of the interactive West Norwood and Tulse Hill Commonplace map, via which comments were collected on what people like, dislike and would like to see improved in the area. The Commonplace tool proved a success, with over 1,000 comments were collected from over 500 individuals. In addition, a series of workshops and consultation events and exhibitions were held over the course of the programme.

Messages emerging from community consultation include:

- Demand for an enhanced retail and evening offer across the area - although views remain mixed on whether this should be more independent shops, more high street multiples, or both
- Demand for more workspace for small businesses across the area
- Demand for more open space and greening projects throughout the area
- There is great anticipation for the delivery of the Cinema and Library project and also the South London Theatre
- Concern about the vacant sites in the Commercial Area and the town centre - particularly the site on Chapel Road and the former Brooks Laundry Site
- Consensus that action is needed to enhance the environment of the Commercial Area, and particularly Norwood High Street

- Action to improve pedestrian and cycle access and movement throughout the area, particularly on residential roads leading onto Norwood Road
- A range of ideas to retain and enhance the sense of community in the area, including more locally driven public are projects, extended events and greater roles for a number of existing community projects.
- Concern that regeneration may result in 'gentrification', with Brixton being used repeatedly as an example.

- 8.1 To create a plan for such a strong community, it is important that it responds to local aspirations and can be owned by local people. With this in mind, the research programme has included a strong focus on community consultation.
- 8.2 This chapter provides a summary of consultation undertaken during the course of the research along with headline findings.

Approach to Consultation

Consultation Strands

- 8.3 The programme of consultation included:
- **Commonplace** – the deployment of the interactive West Norwood and Tulse Hill Commonplace map, via which comments have been collected on what people like, dislike and would like to see improved in the area. The Commonplace tool has proved a success, with over 1,000 comments were collected from over 500 individuals. The Commonplace findings are a valuable base of intelligence on the local area that can used as a resource going forward by the local community (eg Feast, Station to Station and the Norwood Planning Assembly) and different council departments.
 - **Workshops** – a number of local economy workshops were held in May, facilitating discussion on the current performance of the

town centre and West Norwood Commercial Area, and how this might evolve in the future. These workshops helped to inform thinking on the overall economic vision and supporting projects, along with priorities and actions to enhance the economic vitality of the Commercial Area.

- **Public exhibition and consultation** – two periods of consultation to test emerging ideas and projects for the masterplan refresh. The first period of consultation in July included public exhibitions at the West Norwood Health and Leisure Centre and the Lambeth Country Fair, and an online version of the exhibition on the Lambeth Council website. The second period of consultation in October included a public exhibition at St Luke’s Church, accompanied by an online version of the exhibition on the Lambeth Council website. Both periods of consultation have been well attended: over 100 people attended the staffed exhibition during the second consultation period, and additional feedback has been received by those who have viewed the exhibition online.

Open, Inclusive and Accessible Engagement

- 8.4 A principle underpinning our research was to ensure that the engagement and consultation was open, inclusive and accessible.
- 8.5 To achieve this, focus was placed on ensuring that the engagement reaches as wide a group as possible - including segments of the community which may have been under-represented in previous consultation exercises: these include. young people, residents facing barriers to employment established ethnic minorities communities and emerging communities.
- 8.6 A number of methods were used to achieve open and inclusive engagement and consultation:
- Presentation at local events, including the Station to Station Fashion Show and the Norwood Forum public meeting

- Attendance at local meetings to present plans and gather feedback, including Feast, Station to Station and Streetworks steering groups
- Use of a team of Lambeth Council community researchers to publicise the research programme. This included attendance at Feast throughout summer 2016, and attendance at a numerous other local events such as Twist and a number of local community fun days. The community researchers were successful in helping to enhance awareness of the programme and directly help to increase participation by collecting Commonplace responses on iPads.
- Use of social media - social media was used to publicise engagement / consultation events. Updates were published directly via the @mywestnorwood twitter page, with content regularly retweeted by other local pages such as Station to Station and Feast.
- Use of wider media platforms – where possible, wider platforms were used to publicise the research and upcoming events (eg councillor newsletters and local news and community group websites).
- Use of community hubs - the research was also advertised in a more physical sense in shop windows, and noticeboards within local community hubs such as West Norwood Health and Leisure Centre.

- 8.7 Specific approaches to encourage engagement from seldom heard groups included:
- Community Researchers tasked to ensure a broad range of the community was approached
 - Leaflet and poster drops to town centre businesses, with more targeted discussion with a number of businesses acting as local community hubs (eg Portuguese Cafes)
 - Attendance at a series of Portico Gallery events – including a Tea Dance and Friday Prayers

- Direct engagement with High Trees which provides support for those facing barriers to work
- Discussion with the Community Shop to outline the programme and provide flyers
- Attendance at a number of community and estate fun days and events
- Attendance at the food bank at St Luke’s Church
- Contact made with all local tenants and residents association to ask for support publicising the research.

8.8 In summary, every possible effort was made to ensure open and inclusive engagement; these efforts resulted in feedback being received from a good cross section of the local community (explore in more detail below).

Feedback from Commonplace

Introducing Commonplace

- 8.9 Commonplace is an online consultation tool which allows the community to provide feedback on what they think about the local area and how they would like to see it change.
- 8.10 The West Norwood and Tulse Hill Commonplace page was open from April 2016 to August 2016. While consultation has come to an end, the webpage remains live and all comments can be viewed here: <https://westnorwoodandtulsehill.commonplace.is/>.

How Many People and Who Got Involved?

8.11 To ensure that the comments represented the whole community, a team of local researchers were appointed to spend time in and around the town centre, publicising the research and collecting responses on their tablets. Alongside spending general time in the town centre, the

researchers visited numerous local events including Feast and Twist events at the Portico Gallery, and a number of community fun days.

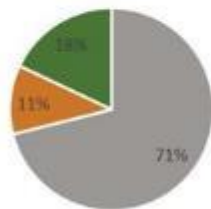
8.12 There was a fantastic response from the community, including:

- A total of just over 1,000 comments
- Over 1,600 ‘agreements’ – people clicking that they ‘agreed’ with a particular comment
- Over 500 engagements from different individuals.

8.13 Analytics show that these responses are from a diverse profile of the community – including residents, businesses and visitors to the area, different age groups, different ethnicities, and people with different employment statuses. A large number of people were also taking part in consultation for the first time in the area over the past 5 years.

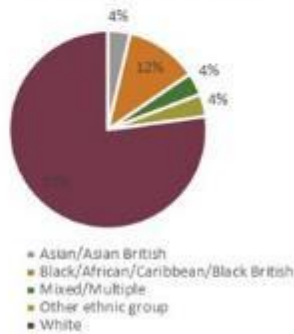
Commonplace: Characteristics of Contributors

Have you taken part in any Lambeth or local consultation in the past 5 years?



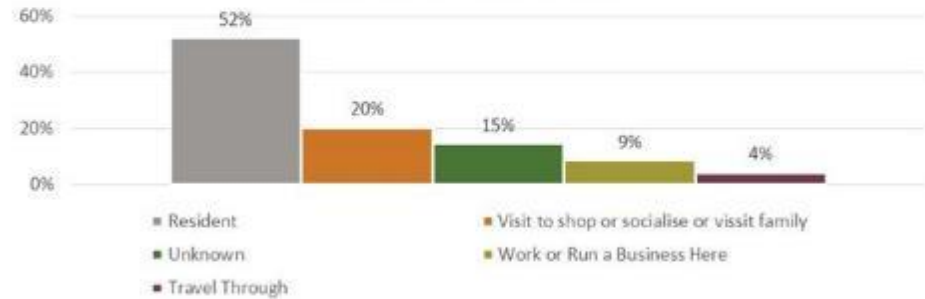
■ No ■ Not Sure ■ Yes

What is your ethnicity?



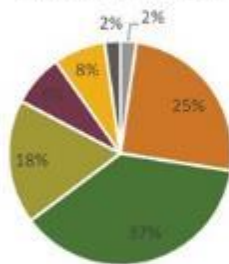
■ Asian/Asian British
 ■ Black/African/Caribbean/Black British
 ■ Mixed/Multiple
 ■ Other ethnic group
 ■ White

What is your connection to the area?



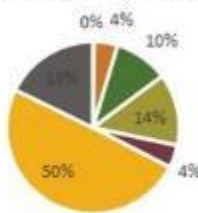
■ Resident ■ Visit to shop or socialise or visit family
 ■ Unknown ■ Work or Run a Business Here
 ■ Travel Through

What is your age?



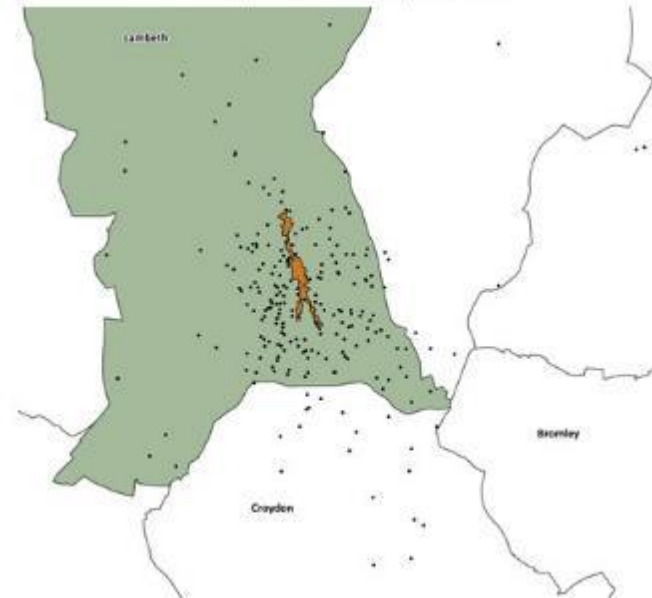
■ 16-24 ■ 25-34 ■ 35-44 ■ 45-54
 ■ 55-64 ■ 65-74 ■ 75-84

What is your employment status?



■ Apprenticeship/training ■ Other
 ■ Retired ■ Self-employed
 ■ Unemployed ■ Working full-time
 ■ Working part-time

Home postcodes of respondents:



Analysing the Results

- 8.14 Once the consultation ended, the results were analysed to understand what the community likes about the area, what they dislike and how they would like to see it change.
- 8.15 In reading the analysis it should be noted that it has been synthesised from over 2400 interactions with the Commonplace tool. Whilst attempts have been made to code comments to specific locations, there is some margin for error and respondents may (on a small number of occasions) place pins in the wrong place.
- 8.16 Given the size of the town centre, we undertook our analysis at a number of geographic levels:
- An overarching summary of findings across the whole area
 - More locally, specific findings for a number of sub-areas within West Norwood and Tulse Hill. These sub-areas have been identified for the purposes of analysis only and do not align with any political or administrative boundaries. The sub areas are:

- Tulse Hill Station Area – the area immediately around Tulse Hill Station
- Norwood Road Area – focusing on Norwood Road itself from West Norwood Station to the Tulse Hill railway bridge
- Area to the West of Norwood Road – the area directly to the west of Norwood Road, taking in the former laundry site and residential surrounding residential streets
- Area to the East of Norwood Road – the area directly to the east of Norwood Road, taking in residential streets, the West Norwood Cemetery and the Parkhall Business Centre
- Area to the South of St Luke’s – the south part of the area, largely covering the West Norwood Commercial Area (KIBA).

- Where relevant specific sites and locations are identified within the sub-area analysis.

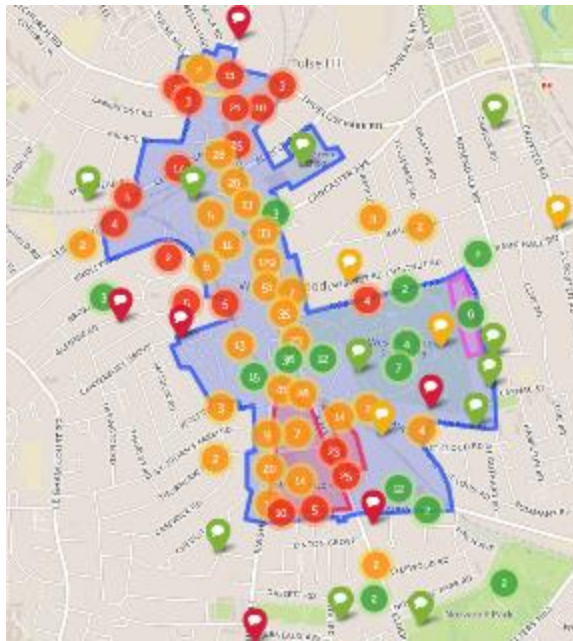
How has the information been used?

- 8.17 The Commonplace findings have being used to directly inform thinking on the Visioning West Norwood and Tulse Hill programme.
- 8.18 In addition, the findings (including all the detailed comments) are being shared with local partners to ensure that the views of the community are heard. This includes Lambeth Council itself, the new Station to Station Business Improvement District (BID) team, and local neighbourhood planning groups (such as the Norwood Planning Assembly).
- 8.19 Taken individually and as a whole, the comments and interactions provide a valuable and unique evidence base, which provide a strong platform for future planning, decision making and investment in the area by all local stakeholders and partners.

Distribution of Comments and Emotions Across West Norwood and Tulse Hill

- 8.20 As demonstrated by Figure 8.1, a good spread of comments and interactions were received across the West Norwood and Tulse Hill. Red markers indicate where comments received are negative, orange neutral and green positive.

Figure 8.1 Map of area wide comments



Source: Commonplace, 2016

8.21 The table below provides an overview of where people have recorded responses and what specific element they responded to. This demonstrates that comments focused largely on Norwood Road itself and the areas to the West and South of West Norwood Station.

Table 8.1 Contributions by area

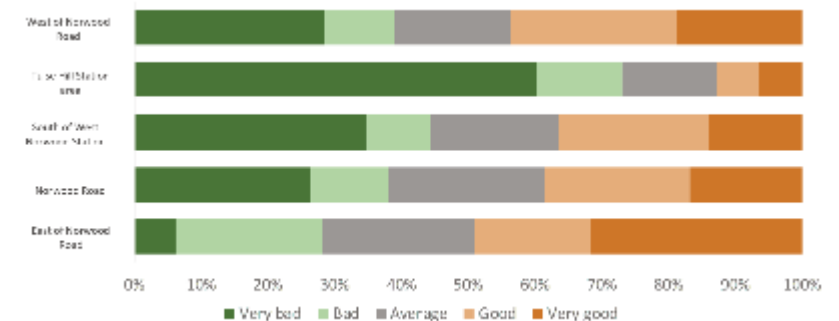
Area	West of Norwood Road*	Norwood Road	South of West Norwood	East of Norwood Road	Tulse Hill Station Area	Total
How does this make you feel?	260	250	190	90	60	850

Why do you feel this way?	240	210	170	80	60	760
Reasons why you feel this way	250	220	180	90	60	800
What specific businesses, services or facilities would you like in the area?	180	170	150	70	40	600
How else would you improve the area?	160	140	110	50	40	500
Total	1,100	1,000	790	390	260	3510

Note: 188 comments were made in the default position on the commonplace interface which falls in the West of High Street area. Therefore, comments are not necessarily attributable to the area.

8.22 A broad mix of emotions were reported across the West Norwood and Tulse Hill area, with the overall balance more weighted towards negative. Of the five areas, the Tulse Hill Station area received the greatest proportion of negative comments, whilst the Area to the East of Norwood Road received the strongest proportion of positive emotional reactions.

Figure 8.2 Overarching Emotions towards Sub-Areas

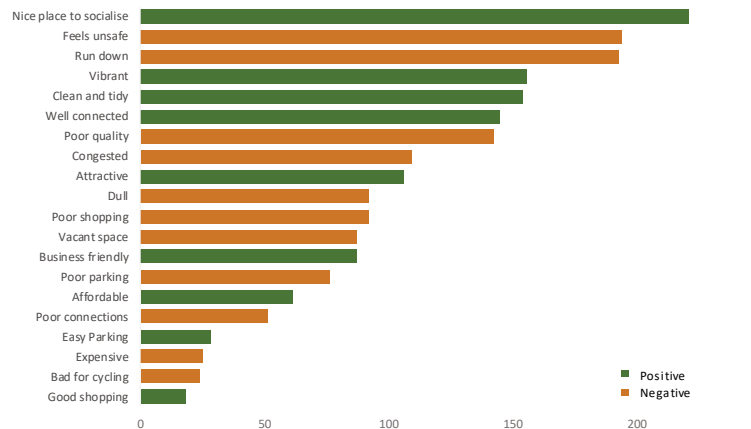


Source: Regeneris

8.23 The Commonplace tool provided a number of ‘voting buttons’ by which respondents could describe what they think about a specific identified location. These help to provide overarching information on the issues and factors which are most important to the local community. As would be expected, the responses were diverse as illustrated in Figure 1.3.

8.24 Top most used positive voting buttons were ‘Nice place to socialise’, ‘Vibrant’, ‘Clean and tidy’ and ‘Well connected’. The most used negative voting buttons were ‘Feels unsafe’, ‘Run down’, ‘Poor quality’ and ‘Congested’. These factors are considered in more detail in the area by area analysis which follows.

Figure 8.3 Most used voting buttons and emotions towards these



Source: Regeneris

8.25 In summarising comments, we have aggregated perceptions on what people like about West Norwood and Tulse Hill, what they dislike, and what improvements they would like to see.

8.26 While detail is provided in the area by area analysis which follows, some of the area wide headlines are set out below:

- Overarching strengths:

- A strong sense of community across the area, as illustrated by community initiative, such as Feast, and community hubs, such as the Portico Gallery
- A good number of green spaces (particularly St Luke’s and the Cemetery)
- The presence of numerous long established independent businesses on Norwood Road and a good range of pubs in the area (the diversity of which has improved in recent years)
- Valued local community facilities, such as the new Health and Leisure Centre
- Strong connectivity to other places in London (despite certain frustrations regarding the quality of the rail service).

- Overarching challenges:

- Some parts of the area are ‘Run down’, with vacant shops or plots of land, and litter and fly tipping being of particular concern. Many of these concerns focus on parts of the Commercial Area, Norwood High Street and the vacant land behind B&Q
- Linked to this, there is concern that parts of the area feel unsafe, particularly at night
- A lack of variety in the retail offer and limited evening offer is a common frustration. The lack of many comparison retail shops (e.g clothes shops) was mentioned, as was the absence of a larger supermarket (although it should be noted that many respondents feel that the area should retail its independent feel)

- Frustrations regarding the amount of parking along Norwood Road
- Congested roads, and poor pedestrian and cycling environments are also common concerns. This is particularly the case along the length of Norwood Road.
- Suggestions for improvement:
 - A common theme emerging is demand for a better range of shops in the town centre. However, opinion is mixed on the types of shops: while many people want to see more independent and niche retailers, others would like to see some bigger 'national' shops and / or a larger supermarket
 - There is also strong demand for a greater range of restaurants and other leisure services to improve the night time offer
 - There is strong demand for further improvements to the quality of the town centre environment – including more street lighting, planting, open space, public art, and improvements to shop fronts
 - Many comments focused on the need for more traffic calming measures and better provision for pedestrians and cyclists - both in residential areas and along Norwood Road
 - Numerous comments reference the need to bring vacant units and plots throughout the area back into use – various uses have been suggested including creative or community uses, and space for small businesses / start-ups.

Area by Area Analysis

8.27 Five broad sub areas have been identified within West Norwood and Tulse Hill to aid analysis; these are now considered in turn:

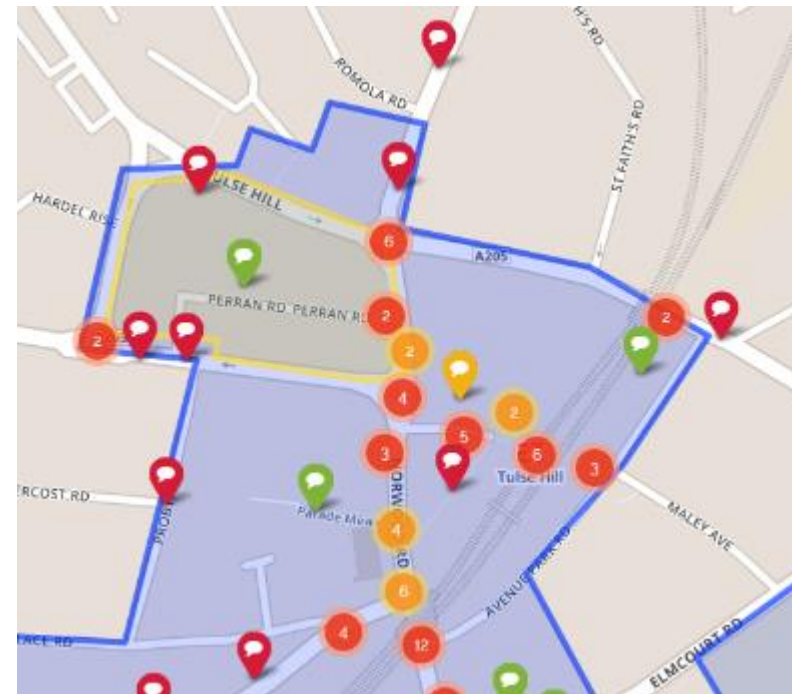
- Tulse Hill Station Area – the area immediately around Tulse Hill Station
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- Area to the South of St Luke’s – the south part of the area, largely covering the West Norwood Commercial Area (KIBA).

Tulse Hill Station Area

Overview

8.28 The Tulse Hill Area captures the section of the study area north of the railway bridge, which includes the north of Norwood Road, Tulse Hill station and the gyratory. Comments are focused on Station Approach, the railway bridge and the gyratory, and as noted previously, at the overarching level, emotions are skewed towards the negative.

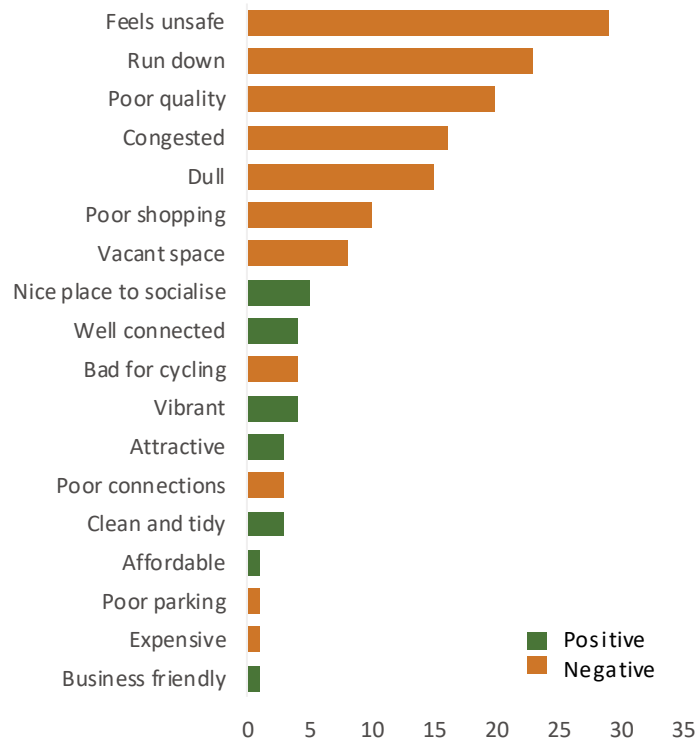
Figure 8.4 Map of Tulse Hill comments



Source: Commonplace, 2016

8.29 The most commonly used voting buttons to describe the area were ones which have negative connotations. The perception of safety and quality of the built environment are reoccurring themes found throughout the more qualitative responses, as is the quality of the retail offer.

Figure 8.5 Most used voting buttons and emotions toward these



Source: Regeneris, 2016

8.30 Commonplace allows respondents to ‘agree’ with comments made by others. This gives a further sense of the issues which are most important to the community. The three comments in the Tulse Hill Station area which received the most agreements include:

- 1) Making Station Rise pedestrianised to create a new public space. In addition to, improving the retail offer by bringing in more independent shops, improving cycling facilities and public

amenities (public toilets, drinking fountains, more benches), improving public realm (more trees, green space, more planters with plants, less cars and more parking), bringing in a children’s play area, market stalls, and community spaces for workshops.

- 2) The station should be buggy/wheelchair accessible through addition of elevators.
- 3) The crossing at the junction of Leigham Vale to Palace road is difficult to navigate for pedestrians as cars enter from three directions.

Locations of Interest

8.31 There are two main places in Tulse Hill which attracted the most attention:

- **Gyratory:** The main challenges identified with the gyratory area include the weak cycling provision (difficult to navigate), generally polluted and unpleasant, difficult for pedestrians to cross (lights synched up poorly) and lack of pavement space. There was a perception that these issues discourage people from using amenities in Tulse Hill.
- **Tulse Hill Station and approach:** Respondents reported a lack of shops and amenities in the immediate station approach, which has been worsened by the conversion of shops to residential units in recent years. Respondents also reported that the immediate area around the station is unpleasant and poorly kept, providing an uninviting entrance to the wider area. Challenges around pedestrian crossings in the area were also identified along with the lack of accessibility to the station platforms.

Strengths and Challenges

8.32 Key strengths of area:

- There was agreement that Parade Mews offers a unique and diverse range of spaces, including studio and creative spaces. Hidden spaces

off the main thoroughfares are appreciated and recognised as important

- Similar to other locations across the town centre, there is a good sense of community and perception of strong social networks among residents. There is also the view of there being a lot of other families around, which adds to the perception of community
- The good range of pubs in the area was also noted, particularly the recently renovated Tulse Hill Hotel.

Key challenges:

- Congestion is a key challenge for the area, focused around the station area and gyratory
- Pedestrian/cycle access is weak throughout the area. While the issue is particularly significant for the gyratory, it is also the case for lots of smaller junctions in and around the area. The junctions between Norwood Road and Avenue Park Road, and Palace Road and Leigham Vale are of particular concern
- The station approach (Station Rise) is seen as a key challenge, largely because the community see a huge amount of potential for the space. The approach is currently car dominated and offers very little public amenity
- The cleanliness of the streets, particularly under the railway bridge and on Leigham Vale
- The quality of some of the buildings in the area are a regularly mentioned weakness
- The quality and diversity of the retail offer was also a weakness mentioned by numerous respondents.

Improving the Area

8.33 Ideas for improving the area, include:

- A greater diversity of independent shops, including a mix of day time uses (e.g butchers, fishmongers, florist, bakery, cafes) and those promoting an evening economy (e.g restaurants and bars)
- Pedestrianising the station approach is a recurring theme, with suggestions focused improving the surrounding public realm and adding more public amenity. The addition of a market in the newly pedestrianised entrance was mentioned by numerous respondents
- Improvement to the public realm as a whole, including planting more trees, providing more benches, and cleaning. A number of comments focused on improving the artwork under the Tulse Hill bridge
- Segregated cycle routes to increase the perception of safety for cyclists, particularly around key junctions and the gyratory
- Efforts to improve the quality of building in the area, such as the parade of units on the corner of Norwood Road and Leigham Vale
- Addition of more artist and maker workspaces to compliment those found along Parade Mews, and more small business space generally.

2. Norwood Road

Overview

- 8.34 The Norwood Road area focuses on the main high street from the bridge at Tulse Hill station to West Norwood station.
- 8.35 Comments are distributed evenly along the high street with a mix of positive and negative responses. There are concentrations of negative comments around key junctions and a cluster of more positive comments around St Luke’s in the south of the area.

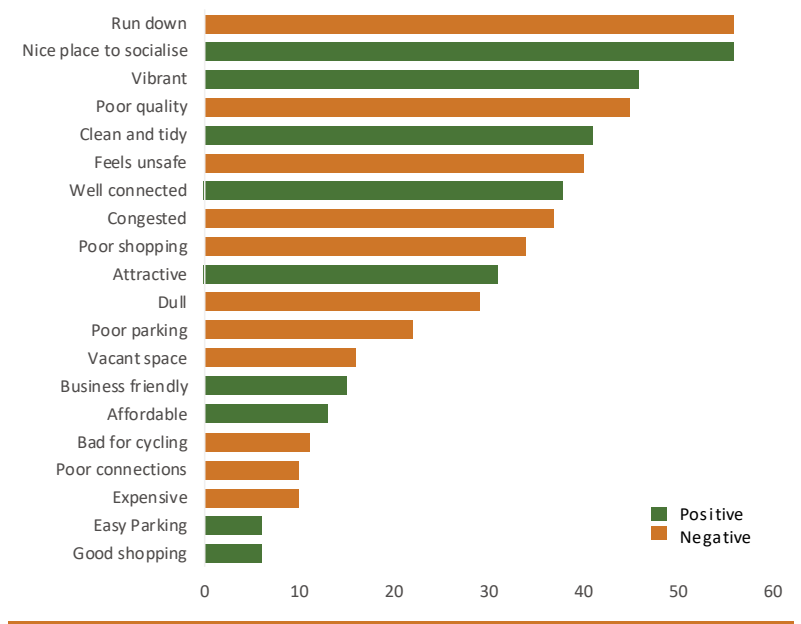
Figure 8.6 Map of main high street comments



Source: Commonplace Map, 2016

- 8.36 As with other areas, respondents used a broad mix of voting buttons to describe the area, reflecting the length of the high street and the diversity of uses and character areas throughout.
- 8.37 Overall, the main voting buttons suggest the high street is active with lots of areas to socialise, but there are challenges around the quality of the built environment and public realm, perception of safety, the quality of the retail offer, congestion and parking provision.

Figure 8.7 Most used voting buttons and emotions toward these



Source: Regeneris, 2016

- 8.38 The comments which received the most agreements include:
 - Vacant buildings, such as the Old Telephone Exchange, are seen as waste in a key commercial area and could be used to accommodate small businesses
 - The stretch of public realm between B&Q and Lancaster Avenue junction has a number of challenges (multiple road cross overs and discontinuity in active frontages) which create a hostile environment for pedestrians
 - The shopping experience along the core high street area is negatively impacted by traffic, due to noise, pollution and congestion.

Localities of Interest

8.39 A number of localities within the Norwood Road sub area attracted particular attention:

- The area around St Luke’s Church is highly regarded by local people as a good public green space which provides an enjoyable and active public realm. Specific challenges identified in the area focused on general upkeep (cleaning, litter, graffiti) and the stopped church clock
- West Norwood Station: the appearance of West Norwood station is identified as a weakness, particularly given it is an important gateway to the area. While providing strong connectivity, challenges are also identified around the quality of services from the station
- Proposed Library and Cinema development – a number of positive comments were provided regarding this forthcoming development and its potential to improve the leisure offer in the area
- Junctions at Norwood Road/York Hill/Lancaster Avenue; Lansdown Hill and Chestnut Road; and Norwood High Street with Auckland Hill: challenges identified around the quality of pedestrian and cycling provision
- Junction of Knights Hill with Norwood Road – challenges with congestion caused by the phasing of the lights.

Strengths and Challenges

8.40 Key strengths of the Norwood Road area include:

- A good range of shops, including good independent shops
- Well connected to the rest of London by a good train service at West Norwood station

- Strong sense of community, particularly through the monthly Feast event which is highly regarded
- St Luke’s is highly regarded in providing an accessible and enjoyable public space on the high street
- The edible bus stop/hoopla garden is seen as a positive space and project
- The presence of important community assets, such as the Health and Leisure Centre and the Library.

8.41 Key challenges for this area include:

- Conflicting with comments reported by others (see above), some respondents perceive the range of shops to be poor, particularly due to an oversupply of chain stores and lack of independents
- Car usage is highlighted as an issue. Aside from congestion there is a clear worry about the speed at which cars can sometimes travel and a lack of traffic calming measures in place
- A number of long standing empty/vacant units are identified and seen as a waste of potential
- The quality and aesthetic of certain buildings and shop fronts along Norwood Road are seen as a concern
- Pedestrian access is regarded as an issue, particularly with a lack of public crossings and issues with the timing of light.

Improving the Area

8.42 Suggestions for improving the offer include:

- Improving the offer on the high street, although thoughts on how to do this is varied. Some residents are keen for larger brand names on the one hand (e.g. Pizza Express, Boots, M&S, Waitrose), while others are keen for more independent shops (e.g. butchers, florists, fishmongers). In addition, there is a consensus among residents that

there is a lack of restaurants and other evening uses on the high street (and an oversupply of pubs)

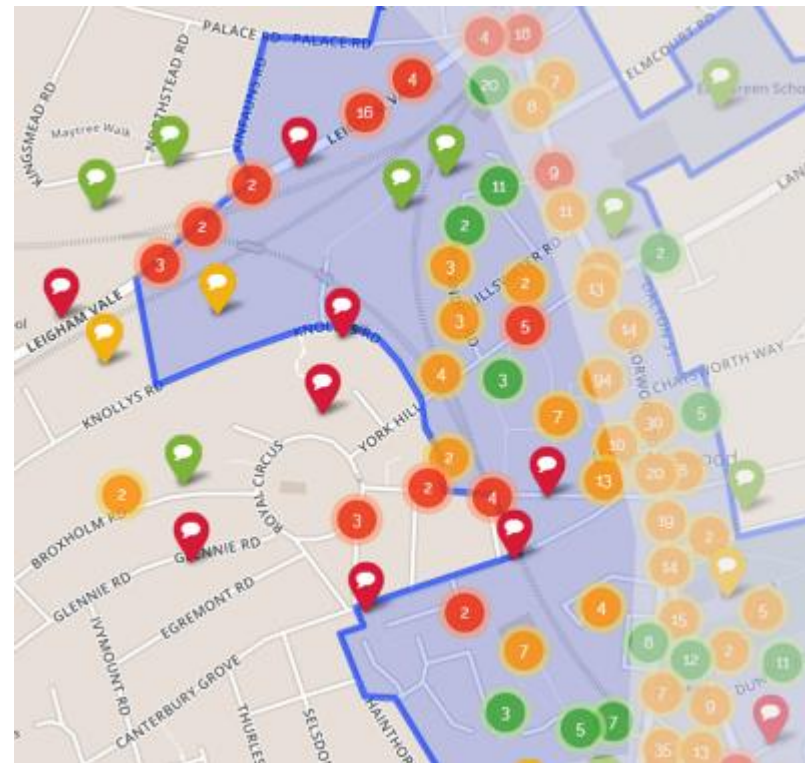
- Improve the image of the area through shop front improvements, art installations and general improvement to the public realm
- Encourage vacant uses to be taken up by new businesses, workspace providers, or offer these units to artists at a subsidised rent. Any use in the vacant units is seen as an improvement and will improve the overall image of the high street
- Mitigate against the impact of car travel by using traffic calming measures (speed signs, slowing cars down at key pedestrian areas, etc). More pedestrian crossings are required, particularly near Harpenden Road given the proximity to the school
- Improving the appearance of the car park to the side of St Luke’s and further improvements to the green space to the front (eg tree lighting and getting the church clock working)
- Improving the appearance of West Norwood Station (and services from it) to create a better sense of arrival for the area.

3. Area West of Norwood Road

Overview

- 8.43 This sub-area focuses on the area immediately to the west of Norwood Road. While mostly residential in nature, it includes a number of commercial and community areas – including Knolly’s Good Yard, the vacant former Brooks Laundry Site behind B&Q, and the new Health and Leisure centre.
- 8.44 It should be noted that around 30 comments received in this area are on the default Commonplace pin location, and the majority of these provide general comments about the town centre as a whole rather than the specific location.
- 8.45 Responses were received from across the area, although there are clusters of responses focusing on commonly used roads and busy junctions.

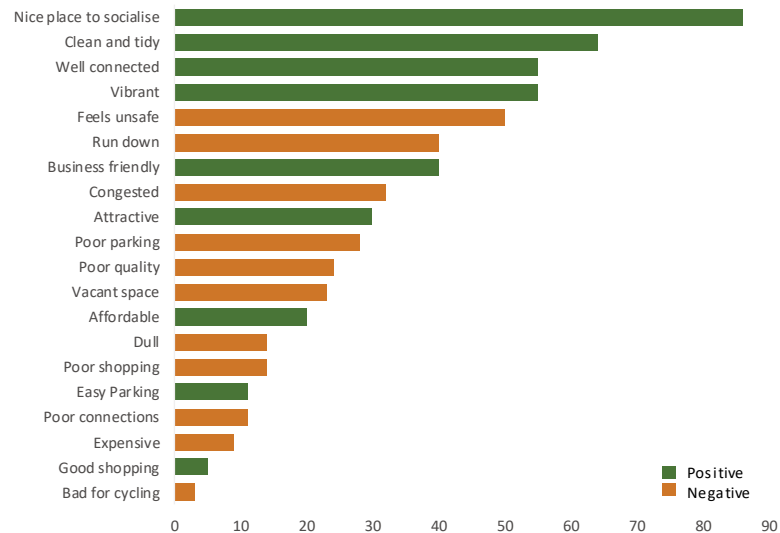
Figure 8.8 Map of West of Norwood comments



Source: Commonplace Map, 2016

- 8.46 Generally, speaking, emotions in this area are skewed towards the positive: the four most used voting buttons all have positive connotations. These include ‘Nice place to socialise’, ‘Well connected’, ‘Vibrant’, and ‘Clean and tidy’. The top negative emotions focused on feeling of safety and the area being ‘Run down’ – a number of these focused on the Brooks Laundry site and surrounding area immediately behind the shopfronts on Norwood Road.

Figure 8.9 Most used voting buttons and emotions toward these



Source: Regeneris, 2016

Localities of Interest

- Former Brooks Laundry site and surrounding area – numerous comments were received regarding the former Brooks Laundry Site behind the Norwood Road frontage. Concerns were raised about this area being vacant and run down, with poor quality of environment impacting on perception of safety. Mixed views were presented regarding the Waylett Place car park in this area – while some see it as very useful and important to protect and improve, others reported that it is underutilised and used for overflow purposes by a local garage
- York Hill: a number of comments were registered about the pedestrian safety on York Hill, due to cars speeding (result of the steep decline towards the high street and lack of speed signs or

traffic calming). In addition, comments were received regarding the quality of the pedestrian environment on York Hill, and perceived noise and disruption generated by the All Nations Church

- The Health and Leisure Centre: mostly positive comments around the improved offer the Health and Leisure centre has brought to the area. Area for improvement noted focus on facilities (particularly lack of crèche facilities for those with young children and a cafe), visibility from Norwood Road, and improving lighting to create a safer environment
- Lansdowne Hill – numerous concerns cited regarding the quality of the pedestrian environment and parking provision.

Strengths and Challenges

8.47 The main strengths of the area include:

- The new Health and Leisure Centre – a great community asset
- Similar to other areas, a strong sense of community is reported
- The Bainbridge Studios are highlighted as a great space providing accommodation for artists
- A number of local businesses and amenities were cited as being important to the area -including the Floral Hall Garden Centre is seen as a very good use of space and would like to be protected.

8.48 The main challenges reported in the area include:

- The challenges noted above regarding the former Brooks Laundry Site
- General challenges around cleanliness/rubbish – the environment in and around Waylett Place and on Lansdowne Hill was mentioned in particular
- Concern around lack of parking spaces for residents due to visitors parking for access to the town centre

- A lack of facilities for children was referenced – i.e. crèches and children’s parks
- With a number of intersecting roads connected to the high street and crossing over to the east of Norwood Road, challenges of congestion and speeding were cited.

Ideas for Improving the Area

8.49 Ideas for improving the area largely reflected the strengths and weaknesses highlighted above, including:

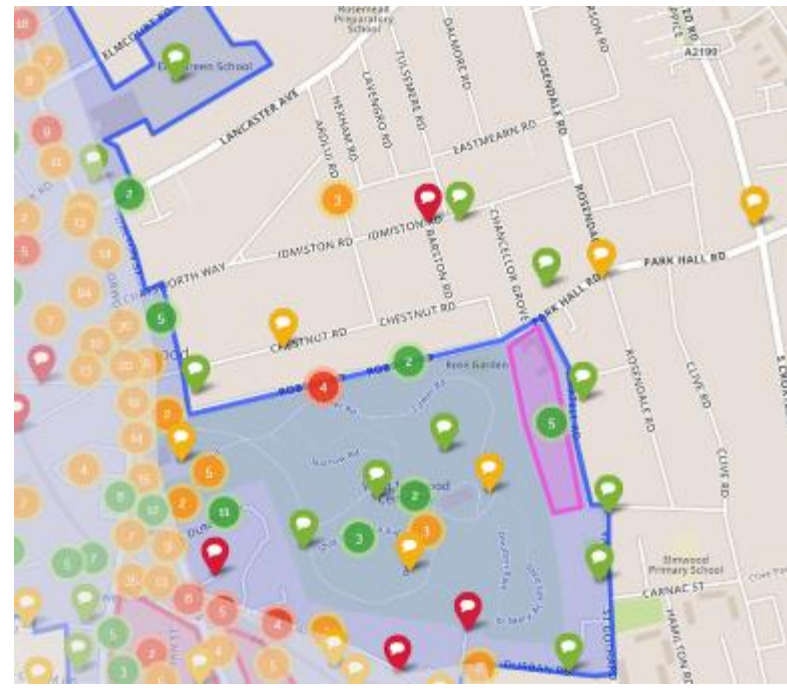
- Introducing traffic calming measures – i.e. 20mph speed signs, speed cameras
- Improved parking – both for residents and town centre users
- Improvements to the pedestrian environment, particularly on York Hill and Lansdowne Hill
- A number of comments suggested redevelopment of the vacant laundry site, with this integrated into the town centre
- Improving the facilities on offer at the Health and Leisure centre – e.g a crèche, café, better visibility from Norwood Road.

4. Area to the East of Norwood Road

Overview

8.50 The Area to the East of Norwood Road captures the area immediately to the east of the town centre and includes the Cemetery, the Parkhall Business Centre and surrounding residential streets.

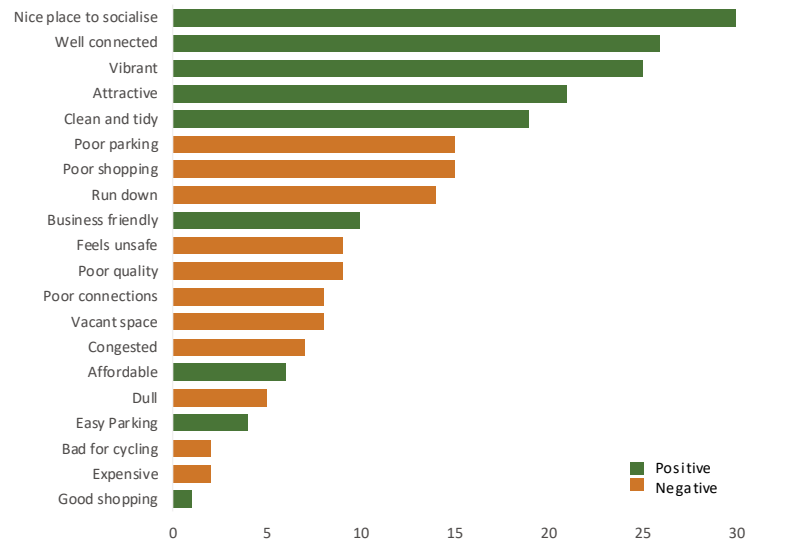
Figure 8.10 Area to the East of Norwood Road Comments



Source: Commonplace Map, 2016

8.51 Generally, speaking, emotions in this area are skewed towards the positive: the top five most used voting buttons are all have positive connotations.

Figure 8.11 Most used voting buttons and emotions toward these



Source: Regeneris, 2016

8.52 The comments provided with the most ‘agreements’ include:

- West Norwood Cemetery is a great asset for the neighbourhood.
- Street planters on Lancaster Avenue look good and make the area feel looked after.
- Strong anticipation for the new Picturehouse cinema.

Localities of Interest

8.53 The main locations of interest in the East of Norwood Road sub-area include:

- West Norwood Cemetery: generally positive comments about the history and quality of the space, although suggestions to better utilise space nearer the entrance as an accessible park and, generally, utilise the expanse of space better for communal use

(whilst protecting heritage and respect for its primary function). Challenges also identified around accessibility and connections to the Parkhall Business Centre and residential uses to the east (i.e. only one entrance)

- Parkhall Business Centre: seen as a great asset for the area, but concern that it is hidden away and disconnected from the amenities of Norwood Road
- Robson Road: concerns raised regarding parked cars blocking car flow and speeding (supposedly not resolved through traffic calming measures implemented).

Strengths and Challenges

8.54 Key strengths of the area include:

- Strong sense of community and good sense of safety, especially for young families
- The Cemetery as a fantastic cultural and heritage asset, and green space
- The Elmgreen school was also noted as a good community addition to the area
- The Parkhall Business Centre as a great hub for small businesses.

8.55 Key challenges for the area include:

- A number of concerns raised around run-down buildings and poorly maintained pavements
- Poor design for car movement in some residential areas
- Currently limited pedestrian accessibility through the Cemetery, impacting on footfall from the Parkhall and surrounding residential areas.

Ideas for Improving the Area

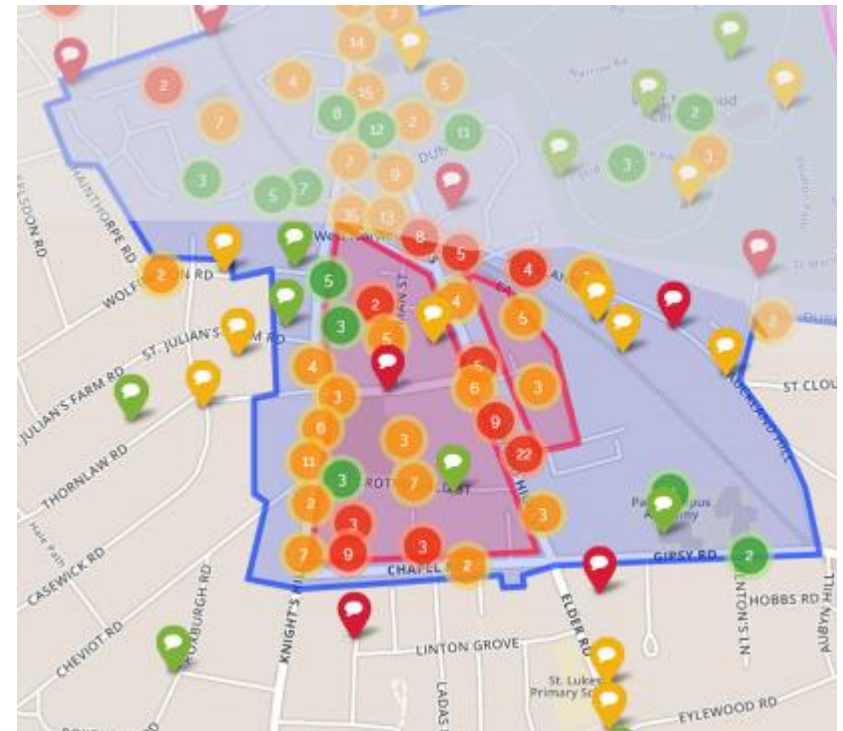
8.56 Ideas for improving the area largely reflected the strengths and weaknesses highlighted above, including creating an additional entrance to the cemetery to enable better access and improve connections to Parkhall. A suggestion was also made for more communal uses at the entrance of the cemetery to provide a more accessible public space and for traffic calming measures on Robson Road. One respondent also noted the importance of encouraging links with students at Elmgreen and local businesses and community initiatives to channel the ideas and enthusiasm of young people.

5. South of West Norwood Station

Overview

8.57 This sub-area focuses on the area to the south of West Norwood Station, and covers the West Norwood Commercial Area (also known as the KIBA), Knight’s Hill, and Norwood High Street. Most comments are focused on these key areas.

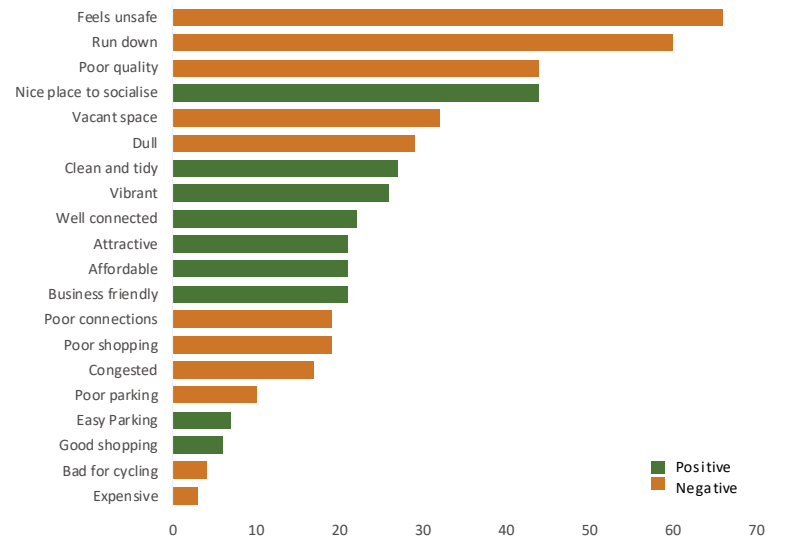
Figure 8.12 Map of South of Area comments



Source: Commonplace Map, 2016

8.58 Five of the top six voting buttons used to describe the area have negative connotations – focusing on perceptions of safety, vacant and run down areas and the quality of the built environment.

Figure 8.13 Most used voting buttons and emotions toward these



Source: Regeneris, 2016

8.59 The comments with the most ‘agreements’ include:

- West Norwood Tennis club courts are currently derelict and not available for public/member use
- Norwood High Street from Gypsy Road feels neglected – i.e. vacant units, dilapidated shop fronts. Issues of air quality from industrial uses and general issue around perception of safety also cited
- An abandoned lot on Windsor Road attracts fly tipping and litter, with adverse impacts for the attractiveness of the area
- The condition under the West Norwood railway bridge is cited as being poor.

Localities of Interest

8.60 A number of locations in this sub area attracted particular attention:

- The West Norwood Commercial Area (KIBA) – issues cited including waste and litter, the suitability of polluting industries being located near residential areas, the largely inactive and unsafe environment during the evening, the overall attractiveness of the area in terms of appearance, and the overall integration of the area with the town centre
- Norwood High Street from Gypsy Road: Norwood High Street is perceived as being neglected, with the Windsor Grove junction a particular issue. Concerns were raised about vacant units, dilapidated shop fronts, a large vacant plot of land, and general rubbish and waste along the street. Pollution from industrial uses is seen as contributing to these issues. Noise and disturbance caused by the Scandals is also a concern
- West Norwood Tennis Club: concerns cited that the tennis courts are no longer in use
- The East Place railway arches: while there are some small businesses (artist workspaces) here, the perception is that they are run down and possess limited infrastructure for tenants
- Knights Hill/ Chapel Road vacant land: the vacant site Knight’s Hill and Chapel Road is cited as a concern - this has been vacant for an extended period, attracts fly tipping and is seen as a blight on the wider area.

Strengths and Challenges

8.61 Key strengths of the area include:

- Some great and diverse businesses located in the Commercial Area, providing many jobs – from industry to artists
- A number of strong community projects and assets – including the Portico Gallery, Bzz Garden Garage and Art studios

- A number of good small businesses located in the area – particularly along Cotswold Street
- A number of good pubs in the area, such as the Hope and the Great North Wood.

8.62 Key challenges for the area include:

- The Commercial Area is mostly seen as having an adverse impact on the overall appearance and perception of the area, through pollution, litter, and adding very little public amenity
- The presence of a number of vacant or derelict areas not being utilised (as mentioned above)
- The general appearance of the Norwood High Street Area is poor – shop fronts appear run down and the wider public realm is in a poor state. Rubbish and fly tipping is a particular issue which is accelerated by the numerous vacant sites.

Ideas for Improving the Area

8.63 Suggestions for improvements in the area include:

- Many practical suggestions centred around improving the cleanliness by implementing a weekly cleaning team, and replacing more heavily polluting uses with lighter manufacturing uses
- Suggestions were also made to provide more space for small businesses in the area. In addition, there were suggestions around introducing live/work units, which could safeguard manufacturing employment, provide new housing, and encourage an environment more suitable for the public
- Improvements to the public realm, particular on Norwood High Street. Specific interventions include shop front improvements, repaving and increased street cleaning
- Opening up vacant areas for temporary spaces – e.g. local markets, art events, craft stalls, outdoor films/theatres

- Encourage new businesses to locate in empty units, either through subsidised rent or providing arts with rent free accommodation. The idea of uplifting the area through attracting more artistic workspace is a reoccurring idea
- Renovating the railway arches to create new workspace with proper infrastructure
- Bringing the tennis courts back into use to provide a leisure asset for the area.

Wider Consultation Feedback

Masterplan Consultation Events

8.64 Two consultation exhibitions were held as the research progressed:

- First consultation exhibition, early July – a two week exhibition at the West Norwood Health and Leisure Centre, with a specific event on the 7th July, and a separate pop-up appearance at the Lambeth Country Show
- Second consultation exhibition, early October – a two week exhibition at St Luke’s Church. This included two publicised events – one at Feast on the 2nd October, and one on the evening of 6th October. In addition, a pop-up exhibition was held on food bank day at St Luke’s to engage with members of the community facing income challenges. There were well in excess of 100 visitors to these events, from a broad range of the community: including residents, visitors, landowners and developers, local businesses, families, different age groups and people from different ethnicities and with different employment background.

8.65 Generally speaking, a positive response was received to both exhibition, with many residents enthused by the plans and proposals for the area and keen to see further improvements to build on those achieved in recent years.

8.66 The main focus for the second consultation event was receiving feedback on redevelopment options for Site 18. Attendees were asked to list their priorities for future redevelopment, recognising that there will inevitably be difficult choices to be made. choosing from a list which included: community influence over design, prioritising affordable housing, prioritising larger / family housing, adding more diversity to the retail and evening offer, delivery of new open space and better linkages, and retaining the current Victorian façade. While the response was broad, with all options receiving a good level support, the most important priorities which emerged were “adding more diversity to the retail and evening offer” and “the delivery of new open space and better linkages”.

8.67 Other messages from the consultation period reiterated many of those received via Commonplace:

- Demand for an enhanced retail and evening offer across the area – although views remain mixed on whether this should be more independent shops, more high street multiples, or both
- Demand for more workspace for small businesses across the area
- Demand for more open space and greening projects throughout the area
- There is great anticipation for the delivery of the Cinema and Library project and also the South London Theatre.
- Agreement that action is needed to enhance the environment of the Commercial Area, and particularly Norwood High Street
- Action to improve pedestrian and cycle access and movement throughout the area, particularly on residential roads leading onto Norwood Road
- A range of ideas to retain and enhance the sense of community in the area, including more locally driven public are projects, extended events and greater roles for a number of existing community projects.

8.68 A number of concerns emerged via the consultation process, some of which are not directly related to the masterplan itself:

- Concern from a number of local retailers regarding the new BID levy
- A concern about the lack of space / facilities for young people in the area
- Concern that regeneration may result in ‘gentrification’, with Brixton being used repeatedly as an example
- Concern about the vacant sites in the Commercial Area – particularly the site on Chapel Road.

Business Workshops and Events

8.69 A number of business and local economy workshops and events were held throughout the programme, including at the Health and Leisure Centre, at the Great North Wood pub, and at Milton Lloyd in the West Norwood Commercial Area. Events were attended by businesses, landowners, community organisations and residents. A specific area of focus was the West Norwood Commercial Area.

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

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

- Loading restrictions: highly enforced parking (lorries / vans often ticketed for loading).

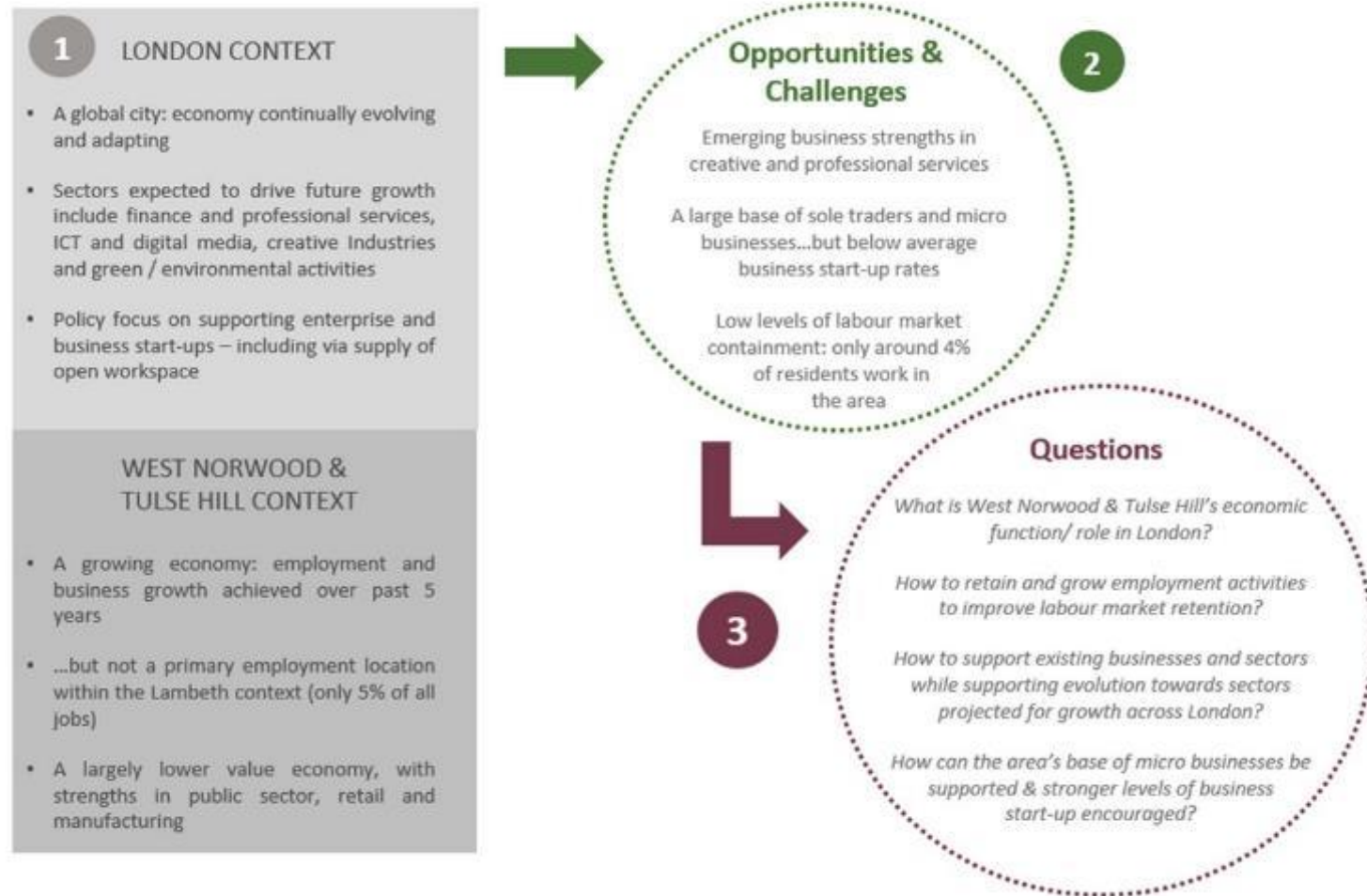
- Vehicle access (narrow roads and too much parking) make it difficult for lorries / vans to enter and load
- Parking is a challenge in its own right as a large number of bus drivers, commuters and town centre users are thought to park in the area.

- 8.72 Looking ahead, there was overall agreement that while the Commercial Area is no longer suited to 'heavier' industrial uses due to access constraints for vehicles, it remains ideal for other types of commerce (lighter industry and ancillary uses such as motor trades and builders yards) given its strong location.
- 8.73 There was agreement that there is potential to encourage more creative uses and space for small business in the northern part of the Commercial Area and along Norwood High Street, although concern was registered on potential adverse impacts for existing leasehold businesses (eg rising rents making the area unaffordable).
- 8.74 There was agreement that the West Norwood Commercial Area needs to develop a better identity and image, and that closer partnership working in the future between businesses and the council could help to achieve this. The new Station to Station BID was discussed as a potential mechanism to support this.
- 8.75 A number of landowners are interested in the potential to redevelop their plots / premises to introduce better quality space at a greater density, and introducing a mix of uses. There are however, viability challenges to overcome: to provide modern accommodation many of the premises would require redevelopment (rather than refurbishment); this may not be viable unless there is uplift in commercial values, or unless higher value uses (such as residential) can be accommodated as part of mixed use development (contrary to planning policy).

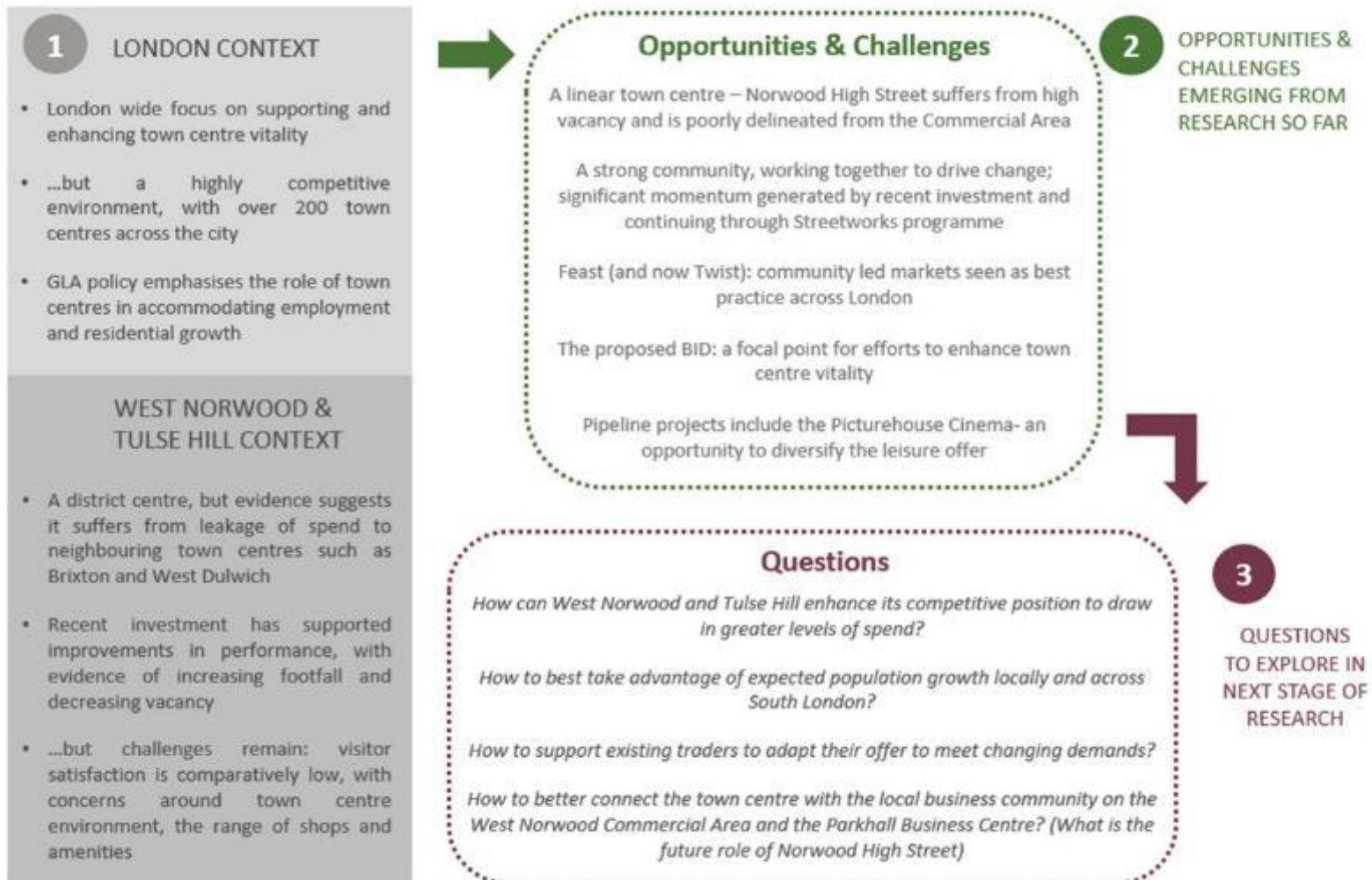
9. Summary of Issues

- 9.1 The evidence base presented in the preceding chapters has focused on summarising the current socio-economic and physical characteristics of West Norwood and Tulse Hill, and how these have evolved since the Masterplan was undertaken in 2009.
- 9.2 The research has highlighted a number of overarching themes and questions which have been taken forward within the main Visioning West Norwood and Tulse Hill report. These are explored over the following pages:
- The evolving London economy
 - Town Centre Vitality
 - The Role of the Commercial area (KIBA)
 - Bringing forward Sites and Development
 - Ensuring Social and Community Benefit.

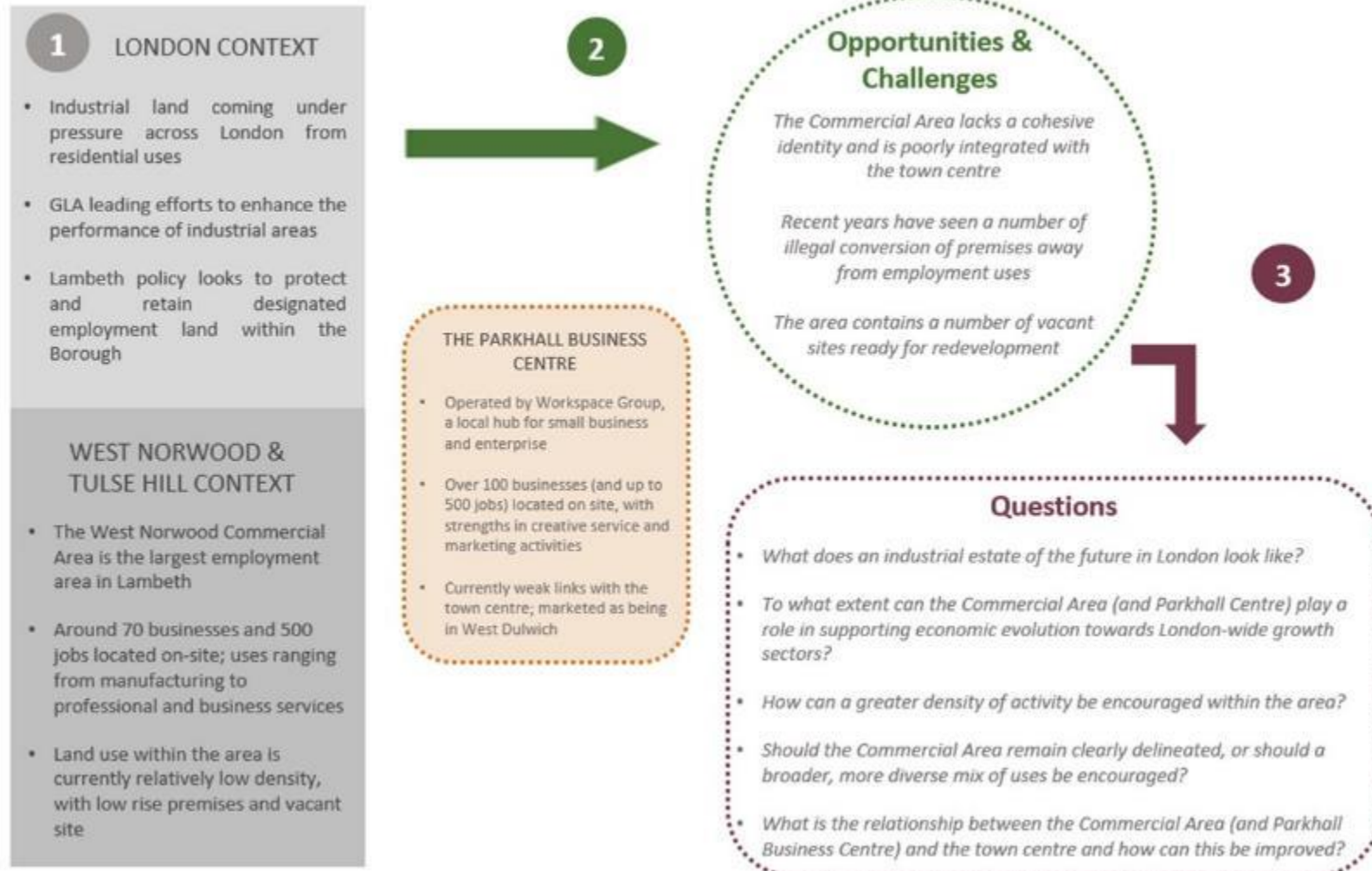
Theme 1: The Evolving London Economy



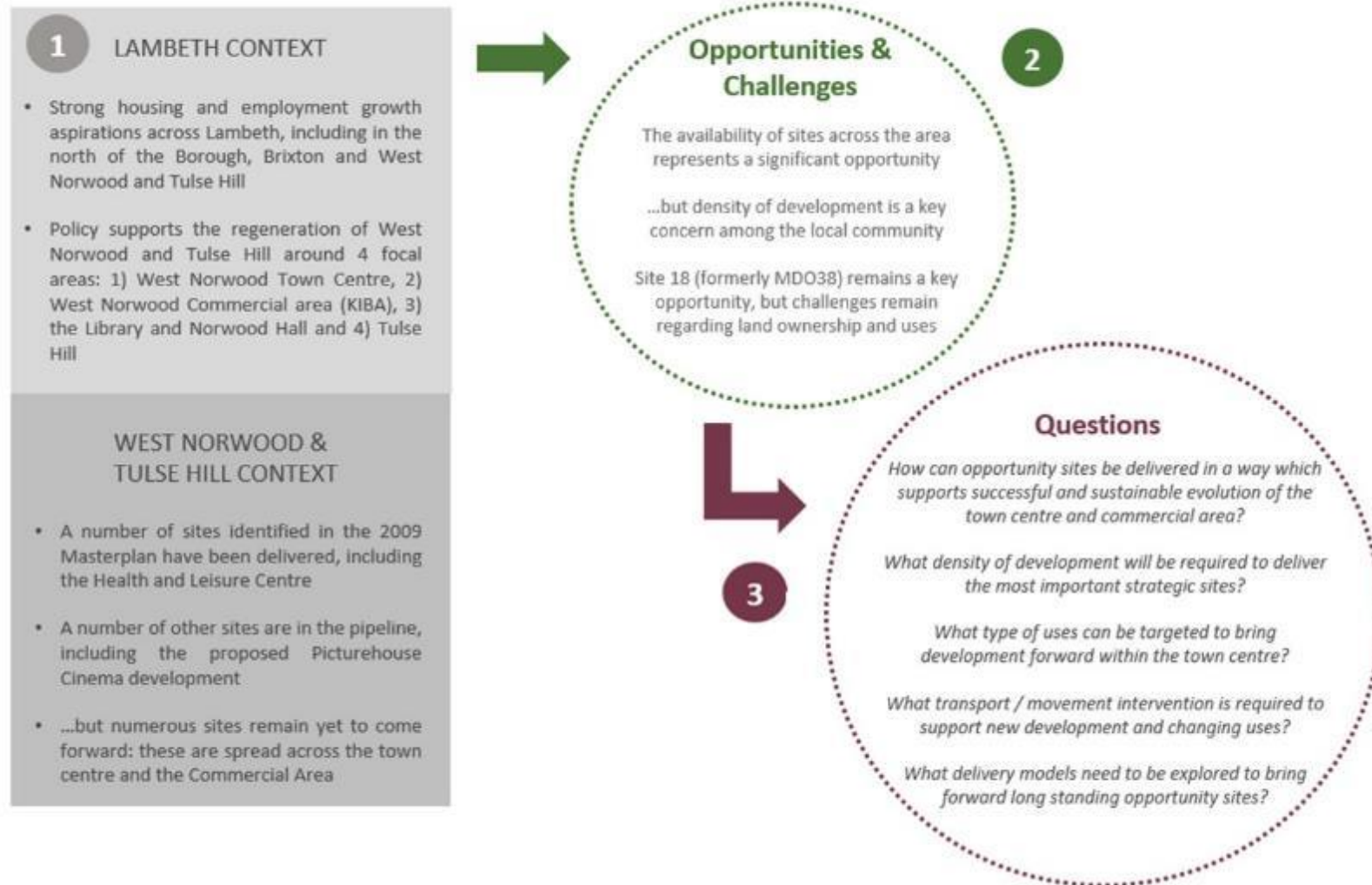
Theme 2: Town Centre Vitality



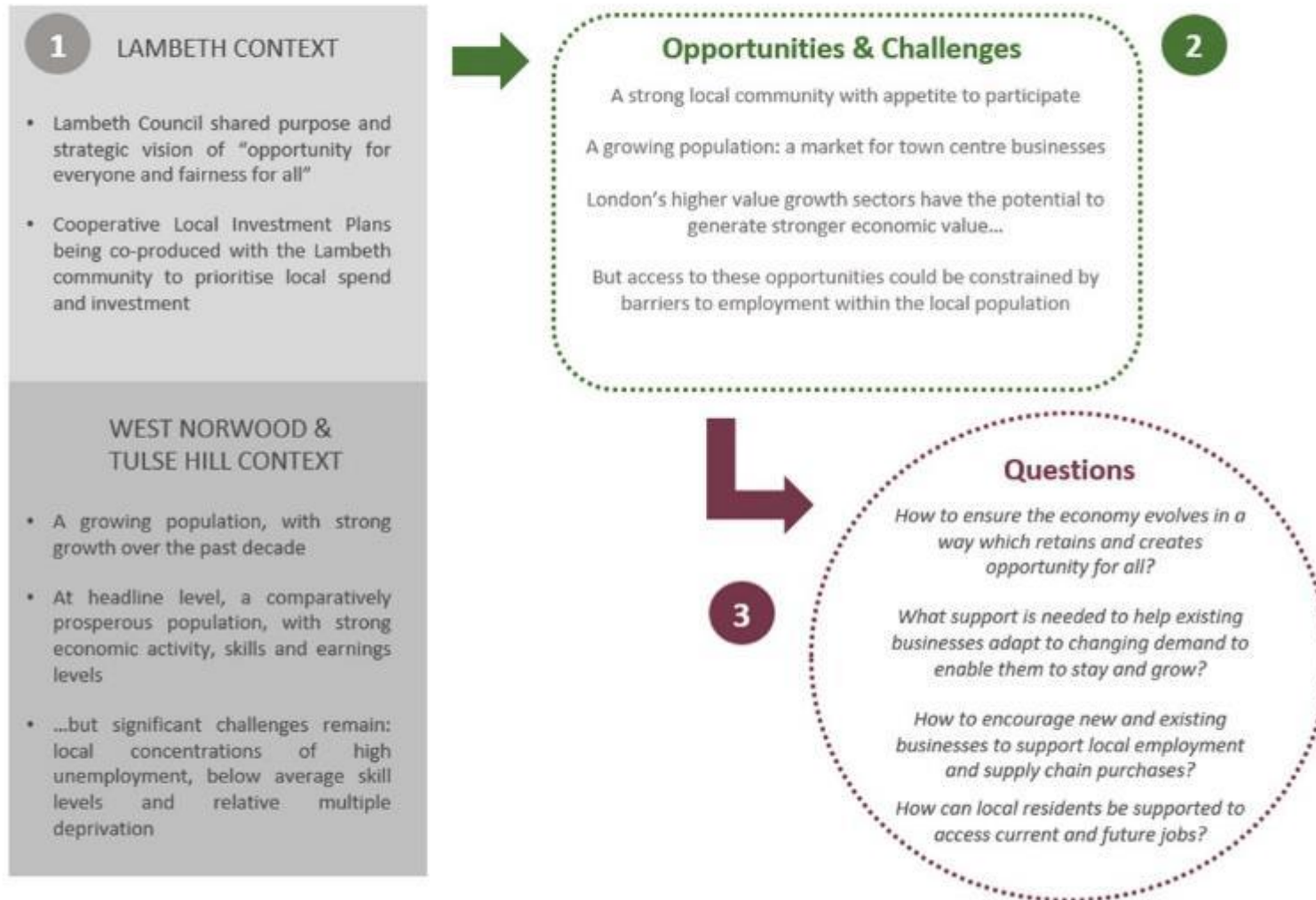
Theme 3: The Role of the West Norwood Commercial Area



Theme 4: Bringing Forward Sites and Development



Theme 5: Ensuring Social and Community Benefit



Appendix A - Policy and Strategic Context

A.1 This policy review provides an overview of how the strategic context has evolved since the West Norwood Masterplan was produced in 2009.

Lambeth Corporate Policy

A.2 At the corporate level, a number of London Borough of Lambeth policy documents have been produced which inform the way in which the council delivers its services and works with partners. The key documents in this respect include the Lambeth Community Plan (2013)⁷, with corporate policies updated in recent documents including the Social Value Policy Statement (2015)⁸, and Our Shared Purpose (2015).

A.3 These documents emphasise the London Borough of Lambeth’s **cooperative commissioning** operating model and its commitment to **co-production**: a principle that the council and Lambeth citizens will work together to plan, do and review what happens in the borough.

A.4 These cooperative principles are underpinned by the council’s shared purpose and strategic vision of ‘opportunity for everyone and fairness for all’. This includes:

- **Equality:** Continuing to protect those who need it most
- **Prevention:** Addressing the causes of problems rather than their consequences

⁷ Lambeth Council (2013) Lambeth Council’s Community Plan 2013-16. Accessed at: <https://www.lambeth.gov.uk/sites/default/files/ec-lambeth-councils-community-plan-2013-16.pdf>. Note: A new Community Plan is due for publication in 2016.

- **Resilience:** Helping to grow strong and supportive communities to tackle issues and take greater responsibility.

A.5 The council has also identified a series of social value priorities:

- Cleaner streets and greener neighbourhoods (environmental) – reducing carbon emissions per year
- Communities feel safer and stronger (social) – enabling health improvement and reducing health inequalities
- More jobs and sustainable growth (economic) – payment of the Living Wage (by partners and their supply chains), commitment to apprenticeships and training, and supporting long-term unemployed residents into employment.

Planning Policy

A.6 The planning context is discussed below with reference to those policies which are particularly relevant to the delivery of the masterplan and the determination of individual planning applications in the area.

A.7 There are a number of tiers of planning policy of relevance, these are:

- The National Planning Policy Framework (NPPF) (2012)
- National Planning Policy Guidance (NPPG) (2014)
- Further Alterations to the London Plan (FALP) (2015)
- Lambeth’s Local Plan (2015)
- Neighbourhood Planning.

⁸ Lambeth Council (2015) Lambeth Social Value Policy Statement

National Planning Policy Framework

- A.8 The National Planning Policy Framework (NPPF) (March 2012) sets out the Government’s planning policies for England and how these are expected to be applied. It is a material consideration in planning decisions.
- A.9 The Framework states that the purpose of the planning system is to contribute to the achievement of sustainable development, to which there are three dimensions: economic, social and environmental. These dimensions give rise to the need for planning to perform a number of roles namely:
- An economic role – contributing to building a strong, responsive and competitive economy, by ensuring that sufficient land of the right type is available in the right places and at the right time to support growth and innovation; and by identifying and coordinating development requirements, including the provision of infrastructure;
 - A social role – supporting strong, vibrant and healthy communities, by providing the supply of housing required to meet the needs of present and future generations; and by creating a high quality built environment, with accessible local services that reflect the community’s needs and support its health, social and cultural wellbeing; and
 - An environmental role – contributing to protecting and enhancing our natural, built and historic environment; and, as part of this, helping to improve biodiversity, use natural resources prudently, minimise waste and pollution, and mitigate and adapt to climate change including moving to a low carbon economy.
- A.10 To achieve sustainable development, economic, social and environmental gains should be sought jointly and simultaneously through the planning system, in order to achieve positive improvements in the quality of the built, natural and historic environment, as well as in people’s quality of life. Plans and decisions need to take local circumstances into account, so that they

respond to the different opportunities for achieving sustainable development in different areas.

Core planning principles

- A.11 The Framework sets out twelve core land-use planning principles which should underpin both plan making and decision making. These state that planning should:
- Be genuinely plan-led
 - Be a creative exercise in finding ways to enhance and improve the places in which people live their lives
 - Pro-actively drive and support sustainable economic development to deliver the homes, business and industrial units, infrastructure and thriving local places that the country needs. Plans should take account of market signals, such as land prices and housing affordability, and set out a clear strategy for allocating sufficient land which is suitable for development in their area, taking account of the needs of the residential and business communities
 - Always seek to secure high quality design and a good standard of amenity for all existing and future occupants of land and buildings
 - Take account of the different roles and character of different areas
 - Support the transition to a low carbon future in a changing climate, taking full account of flood risk and coastal change, and encourage the reuse of existing resources and encourage the use of renewable resources
 - Contribute to conserving and enhancing the natural environment and reducing pollution
 - Encourage the effective use of land by reusing land that has been previously developed
 - Promote mixed use developments, and encourage multiple benefits

- Conserve heritage assets in a manner appropriate to their significance
- Make the fullest possible use of public transport, walking and cycling, and focus significant development in locations which are (or can be made) sustainable
- Take account of and support local strategies to improve health, social and cultural wellbeing for all, and deliver sufficient community and cultural facilities and services to meet local needs.

A.12 The Framework confirms that local plans are the key to delivering sustainable development that reflect the vision and aspirations of local communities. Plans should be realistic but aspirational and plan positively for the development and infrastructure required in the area. Local planning authorities should seek opportunities to achieve each of the economic, social and environmental dimensions of sustainable development, and net gain across all three.

A.13 Planning decisions must be taken in accordance with the development plan unless material considerations indicate otherwise. Supplementary planning documents should be used where they can help applicants make successful applications or aid infrastructure delivery, and should not be used to add unnecessarily to the financial burdens on development.

London Plan

A.14 The London Plan is the spatial development strategy for London, produced by the Greater London Authority on behalf of the Mayor of London.

A.15 Tulse Hill/West Norwood is identified as a district centre in the London Plan for medium growth and in need of regeneration.

A.16 In relation to the borough as a whole, it requires at least 1,195 net additional homes to be delivered every year.

Lambeth's Local Plan

A.17 Lambeth's Local Plan sets out planning policies for the borough to guide growth in housing and jobs, infrastructure delivery, place-shaping and the quality of the built environment over the next 15 years to 2030. Adopted in September 2015, it replaces the Core Strategy (2011) and remaining saved policies in the Unitary Development Plan 2007. Along with the London Plan it forms the statutory development plan for the borough.

A.18 Relevant policies to the delivery of the masterplan and the determination of individual planning applications in the area are summarised below:

Housing

A.19 **Policy H1** seeks to maximise the supply of additional homes in the borough to meet and exceed the annual housing target for Lambeth as set out in the London Plan, through: (i) estate renewal (ii) mix of housing types; (iii) seeking levels of residential density consistent with London Plan guidelines;

A.20 **Policy H2** seeks to deliver maximum reasonable amount of affordable housing.

A.21 **Policy H3** seeks to safeguard existing housing from change of use to non-permanent residential use. However, proposals that would bring back into use long-term empty homes and derelict empty homes will be supported.

A.22 Some parts of the masterplan area are covered under 'Streets within Conversion Stress Area' – **Policy H6**, protects dwellings suitable for occupation by families from conversion into flats or houses in multiple occupation (HMOs).

Economic Development, Retail and Town Centre Uses

A.23 The area to the south of the masterplan area is safeguarded as a KIBA. **Policy ED1** permits development for business, industrial, storage and waste

management uses, including green industries and other compatible industrial and commercial uses (excluding large scale retail) ancillary to, or providing for the needs of the KIBA. Ancillary uses includes non-B class uses such as builders' yard, haulage, employment training, bus garages and telecommunications.

- A.24 Not all business, industrial and storage uses are safeguarded as KIBAs and **Policy ED2** maintains a stock of sites and premises in business use. Part a) supports business (B1) uses on all sites; Part b) resists the loss of land or floorspace in business, industrial or storage (B class) use or in employment generating sui generis use unless there is clear and robust evidence which demonstrates there is no demand for the floorspace; Part c) supports work-live or other mix of compatible uses where the existing quantity of B class floorspace is replaced or increased; Part d) supports small business units provided as part of a mixed use scheme, but should incorporate a range of unit sizes and types to meet local needs, be well designed and flexible; Part e) refers to cleared sites where it was last in B class and/or employment generating use. Redevelopment is supported where it provides B class floorspace to replace the previous quantity of floorspace if known or the maximum feasible proportion of B1 floorspace for the site. Part f) supports changes of use from business use (up to 1,000 sq m B1(a) in town centres, including the use of accommodation above shops as offices if it can be demonstrated that the continued use for business use is not viable, the premises has been marketed unsuccessfully for at least 1 year and the proposed use is appropriate to the building and its location.
- A.25 The benefits of work-live units are recognised in terms of the range of homes and range of business premises, reducing the need to travel, efficient use of land, and minimising business start-up costs. However, **Policy ED4** Part A) does not support work-live development in KIBAs, but accepts it may be acceptable on other sites formerly used for employment generating uses.
- A.26 **Policy ED5** supports the use of railway arches in district centres for A, D, B1 and appropriate sui generis uses. However, it does not support the change of use of railway arches to commercial uses and applications for parking.
- A.27 Part a) of **Policy ED6** supports the vitality and viability of Lambeth's town centres by: supporting retail, service, leisure, recreation uses; improving existing retail facilities; protecting areas of specialist shopping; encouraging new residential development. The central part of the masterplan area is designated within a 'district primary shopping area'. Part d) of the policy resists the subdivision of larger units of over 250 sq m of gross floorspace.
- A.28 **Policy ED8** supports the retention of public houses.

Social Infrastructure

- A.29 **Policies S1** and **S2** safeguards existing community premises, and supports new or improved community premises.

Environment and Green Infrastructure

- A.30 In terms of existing open space the masterplan area is adjacent to 4 Sites of Nature Conservation Importance (SINC). **Policy EN1** protects and maintains open spaces and their function. Of relevance, part d) (iii) supports the creation or extension of green chains and links 'Green Corridors', where appropriate and feasible.

Quality of the Built Environment

- A.31 **Policy Q14** Part e) recognises that the redevelopment of previously developed backland sites has the potential to improve the appearance of what are often unkempt sites. It supports new development where replacement buildings are sited to maintain or improve upon existing neighbour relationships. Any increases in height will not have any adverse impact and the form and heights remains subordinate to its built context. Existing accesses are maintained and new access will cause no nuisance.
- A.32 There are no conservation areas within the masterplan area, but the area towards West Norwood station lies adjacent to one. **Policy Q22** requires

development proposals affecting conservation areas to preserve or enhance the character or appearance of the conservation area.

- A.33 **Policy Q26** supports tall and large buildings where there is no adverse impact on its immediate locality. They are not supported around the Historic Parks and Gardens due to their relatively low rise development in their locality.

Places and Neighbourhoods

- A.34 **Policy PN7** deals with West Norwood. It covers the linear district town centre, stretching along Norwood Road from Tulse Hill in the north and including the northern ends of Knights Hill and Norwood High Street. Key policy points:

- Supports its development as a hub of community life and a centre of commercial activity and will ensure that development results in the commercial strengthening of the centre as a whole.
- Encourages taller or distinctive buildings of high quality to act as focal points and destinations, but will need to be of a scale and form related and appropriate to its context.
- Supports the regeneration and improvement of existing housing estates as well as the development of appropriate sites to meet educational need in the area, and the role and contribution of West Norwood cemetery as a major historic asset and visitor attraction.
- Supports the regeneration of the area around 4 focal areas: 1) West Norwood Town Centre, 2) West Norwood Commercial area (KIBA), 3) the Library and Norwood Hall area and 4) the Tulse Hill area.
 - **West Norwood Town Centre Opportunity Site** – supports retail-led mixed-use development including housing; a new public space to provide a main focal point for the town centre and improved connections through the area, particularly to Norwood Road; smaller retail units fronting

Norwood Road and car parking, should be minimised; and development that secures benefits to the centre as a whole will be supported by encouraging training and investment schemes, traffic and transport improvements and explores the potential for a local energy network. It recognises that there will be opportunities for landmark buildings associated with this site, but development will need to be of an appropriate scale and form and respect the rich conservation and heritage of the town centre, taking account of factors such as building heights and the setting of adjacent development and locally important views.

- **West Norwood Commercial area (KIBA)** – commercially-led redevelopment to provide an increase in the range, quality and flexibility of business premises and encouraging a variety of employment uses is supported. Taller landmark buildings are proposed for development overlooking the Ecology Park to the east of Norwood High Street and on key gateway sites to the west of Norwood High Street. Taller buildings and landmarks will need to be of an appropriate scale and form and respect the rich conservation and heritage of the town centre, taking account of factors such as building heights and locally important views.
- **Library and Norwood Hall** – supporting community and cultural intensification with provision of a new leisure centre, Joint Services Centre, youth provision and Neighbourhood Resource Centre at Norwood Hall; creating a community hub with integrated library service, cinema, cemetery visitor centre, community space and café/bar at West Norwood library and Nettlefold Hall; promoting the historic interest and heritage aspects of West Norwood cemetery; and supporting public realm enhancements.

Scope for a landmark building for the library and theatre is supported. New or refurbished developments will need to be particularly sensitive in this location in terms of appropriate scale and form in view of the prominence of the site and the heritage importance of the adjoining cemetery and its many listed buildings.

- **Tulse Hill** – improving its role as a gateway to the area to ensure a better gateway to West Norwood. Taller landmark buildings are proposed to provide a focal point for the gateway and reinforce the sense of destination. Taller buildings and landmarks will need to be of an appropriate scale and form. They should respect the rich conservation and heritage of the town centre, taking account of factors such as building heights and locally important views, while incorporating high quality design. Specific objectives include refurbishment of the railway station, with improved access and intensification of uses around the station interchange; taller landmark buildings around the station; supporting residential-led growth with mixed-use retail and food and drink uses; encouraging improved active frontages along either side of the railway line; improved links from Tulse Hill Station to the area to its east; supporting improvements to the public realm to enhance connectivity and circulation.

Waste Management

- A.35 The Lambeth Local Plan 2015 includes an extensive policy on waste management.
- A.36 The Mayor wants London to manage all of its own waste within its borders by 2026. The London Plan passes the responsibility to the boroughs in the

form of a borough-level 'waste apportionment': it requires every London borough to identify and safeguard enough land for waste management use to meet their apportionment up to 2026 and beyond to 2036. The total waste apportionment for Lambeth in the Further Alterations to the London Plan 2015 (published/adopted in March 2015) is 222,000 tonnes per annum (tpa) by 2036. This includes waste collected by the council, mainly from households, plus commercial and industrial waste.

- A.37 The Lambeth Local Plan 2015 carries forward the safeguarding of the eight existing sites from the adopted Core Strategy (with some boundary amendments). However additional sites will be required to meet the Mayor of London apportionment. The Local Plan 2015 states that Key Industrial and Business Areas are particularly appropriate for new waste management uses.

- A.38 This will be addressed in the Local Plan Review.

Lambeth's Community Plan (2013-16)

- A.39 The Council has set out to deliver a number of key aspirations during the period 2013-2016. These are: more jobs; safer and stronger communities; cleaner streets; and greener neighbourhoods. Neighbourhood planning, where it is implemented, has the ability to play a supporting role in fulfilling these objectives by enabling people to take a greater responsibility in their neighbourhoods, to feel valued and to be part of their local community network.

Neighbourhood Planning

- A.40 The Localism Act 2011 and Neighbourhood Planning Regulations 2012 set out the process by which an application can be made by a local group or organisation for designation as a neighbourhood forum and for the designation of a neighbourhood area. The designation of a neighbourhood area and forum are the first steps in the process of neighbourhood plan

preparation. A neighbourhood plan, if brought into force, would form part of the development plan for the borough.

Tulse Hill Forum (THF)

- A.41 The Tulse Hill Forum (THF) acquired support from Locality⁹ early in 2015 with the function to speed up neighbourhood planning in England. This assistance was provided through the consultancy services of 'Imagine Place Ltd' to prepare neighbourhood area and forum applications, which involved a number of local engagement exercises. The Tulse Hill neighbourhood area and forum applications were received by the Council in September 2015.
- A.42 The THF neighbourhood area as proposed falls mostly within the Brixton CLIP area, which is made up of the Brixton Hill, Coldharbour Lane, Herne Hill and Tulse Hill wards. A part of the neighbourhood area as proposed is in the Thurlow Park Ward around Tulse Hill station, which is in the Norwood CLIP area.
- A.43 Following a six week period of consultation, the Council evaluated the neighbourhood area application by the THF. Of relevance to the masterplan area, the Tulse Hill neighbourhood area (east) did not have the support from community groups, namely the Norwood Planning Assembly (NPA) for the inclusion of this area. The council refused the Tulse Hill Neighbourhood Area application as submitted, and designated the Tulse Hill Neighbourhood Area (central) on 11 January 2016.

West Norwood Planning Assembly

- A.44 The Norwood Planning Assembly (NPA) is the body proposed to draw up a 'Norwood Plan' under the 2011 Localism Act. Such a plan, which would need to be approved in a referendum, would have statutory force in local planning matters.

⁹ A DCLG sponsored body

- A.45 The Assembly is sponsored by both the Norwood Forum and the Norwood Action Group, which have already operated jointly on planning matters.
- A.46 An application to the Council is yet to be submitted for designation of the Norwood area and for the constitution of the Norwood Planning Assembly.

Summary

- A.47 If THF and NPA proceed to prepare neighbourhood plans, they will be in conformity with the strategic policies in the London Plan and the Lambeth Local Plan. On average, neighbourhood plans have been found to take eighteen months to three years to prepare.

Wider Socio-Economic Policy

- A.48 In addition to the planning policy outlined above, there are numerous strategies and policy documents of wider relevance to the Visioning West Norwood and Tulse Hill commission.

West Norwood Context

- A.49 Aside from the 2009 Masterplan, a number of other documents have been produced in recent years focusing on West Norwood and Tulse Hill. These include:

West Norwood Regeneration: "Our Vision", 2014¹⁰

- A.50 West Norwood Regeneration: Our Vision, was produced by Lambeth Council in 2014 to take stock of the improvements in the town centre made over the previous three years under the Outer London Fund programme, and to set a vision for how this momentum could be continued.

¹⁰ West Norwood Regeneration: Our Vision, Lambeth Council, 2014

A.51 The document sets a vision of continuing the approaches delivered around West Norwood station northwards up Norwood Road, strengthening connections between key assets to make Norwood Road “a better, more pleasant place to walk and cycle along, to do business, to learn and to live on”. Specific proposals included:

- A better connected high street – enhancing Tulse Hill Station alleyway, refurbishing Tulse Hill rail bridge, a new pedestrian crossing near Elmgreen School and enhanced wayfinding between key assets.
- More balanced movement – securing generous space for bicycle parking, improving movement for bikes, increasing in-set parking and loading bays to reduce the visual width of the highway, de-cluttering of the streetscape, and identifying zones for new tree planting.
- A vibrant, sustainable place to do business – cleaning, re-decoration and lighting of character buildings, encouraging businesses to extend activities to pavements and encouraging pop-ups.
- More places to congregate –re-planning parking and turning bays to free up space for pedestrians and traders, integrating historic road surface into new public realm at Tulse Hill station, redecorating and floodlighting the ‘gateway’ to Station Rise, working to improve the appearance of the station and working to establish a programme of coordinated market events.

A.52 Many of these proposals and projects are being taken forward via the Streetworks programme.

Public Realm Enhancing Study, 2011

A.53 This study was commissioned to build on the 2009 Masterplan and to identify potential in the area by proposing a series of interventions to better utilise West Norwood’s assets.

A.54 A number of ‘project themes’ are identified in the proposals section, which include:

- Increase local pride in the area
- Develop through partnership work
- Improve movement for all users
- Improve sense of arrival at stations
- Maximise access to existing and future assets
- Support public and commercial uses
- Improve living environment
- Enhance experience of local topography, infrastructure and assets with innovative and creative interventions.

A.55 Twenty-four diverse projects were identified to deliver against these themes, ranging from traffic management interventions, to signage and wayfinding, shopfront improvements and street lighting.

A.56 Many of these ideas and projects have subsequently been taken forward via the West Norwood Round 1 and 2 Outer London Fund projects and subsequently via the Streetworks project.

Lambeth Context

A.57 The Lambeth evidence base contains a number of strategies and studies of relevance, including the Investment and Opportunity Strategy, the Employment Land Review and the Retail Needs Assessment.

Lambeth Investment and Opportunity Strategy, 2015

- A.58 The Lambeth Investment and Opportunity Strategy¹¹ sets out the council’s commitment and approach to “ensuring all share in the benefits of economic growth”.
- A.59 The strategy is set within the context of significant Borough wide growth aspirations. The ambition for jobs growth in West Norwood town centre, with accompanied population growth is expected to increase demand on local service industries.
- A.60 The strategy builds upon the London Borough of Lambeth’s Shared Purpose principles of prevention, ambition and equality, and sets out how the council will work to ensure the benefits of growth are shared:
- Offer to young people – increasing quality and quantity of apprenticeships, improving links between schools and employers and improving the quality of careers support and access to work experience and training
 - Skills offer – improving the local training offer to better match workplace demand, helping to link residents to construction sector opportunities, improving local labour market links to the local health and social care sector and enhancing digital skills
 - Employment offer – the creation of jobs via the large-scale development projects, efforts to link local residents to these, and interventions to target long term unemployment
 - Offer to businesses – helping local businesses to access supply chain opportunities, working in partnership with businesses who want to invest in the Borough, providing better access to council contracts and working to develop a more localised economy

¹¹ Lambeth Council (2015) Lambeth Investment and Opportunity Strategy

- Investment offer – the development of Co-operative Local Investment Plans to target neighbourhood CIL funding, working to improve public transport and community infrastructure and ensuring sufficient supply of appropriate and affordable workspace for small businesses
- Housing offer – including delivering a minimum 1,600 homes per annum with a target of 40% affordability, and encouraging different models of ownership and rental.

Lambeth Employment Land Review, 2013

- A.61 The Lambeth Employment Land Review¹² provides an evidence base and associated policy recommendations to assist in the development of policies in the Council’s planning policies and land allocations.
- A.62 The Employment Land Review estimates that the demand for B1a floorspace will range from between 82,700 sqm and 268,500 sqm in the period to 2026. Demand for B8 floorspace could increase by 79,400sqm or fall by 9,300sqm.
- A.63 KIBAs are defined as areas to safeguard land for business, industrial, storage and waste management uses, including green industries and other compatible commercial uses (excluding large retail).
- A.64 The Employment Land Review shows that the council’s KIBAs are operating effectively and viably as employment locations (on the whole), and in particular the future employment land supply demand balance shows that there is sound justification for the continued protection of KIBAs and smaller sites. KIBAs and the smaller employment sites scattered around the borough provide a significant pool of land to accommodate expected growth in economic investment and jobs in Lambeth.

¹² Atkins (2013) Lambeth Employment Land Review. Accessed: <https://www.lambeth.gov.uk/sites/default/files/EmploymentLandReview2013.pdf>

A.65 The report notes that protection of existing premises in KIBAs and other smaller sites will help to provide a choice of flexible and affordable accommodation for SMEs. KIBAs and other sites will continue to have a role to play in meeting some of the needs for existing SMEs in the Borough and those that want to start up or move into the Borough.

A.66 Individual KIBAs are evaluated in chapter 3, outlining current characteristics, opportunities for change and recommendations:

- The West Norwood Commercial area (KIBA) is highlighted as the Borough’s largest employment area in terms of amount of employment land. Opportunities for the West Norwood Commercial area (KIBA) lie in the continued provision of B class and Sui-Generis uses. Redevelopment of sites overtime is calculated to provide approximately between 1 and 1.5 hectares of land for new B class use development.
- In addition, the report recommends the West Norwood Commercial Area boundary be extended to include the Windsor Estate, Royal Mail Depot and storage yard, in order to protect current employment, enable consistency with KIBA policy criteria and provide a robust and defensible boundary for the West Norwood Commercial area (KIBA).
- The Park Hall Road Trading Estate is also identified as one of Lambeth’s KIBAs which is located on Martell Rd just behind West Norwood Cemetery and Crematorium. It is home to 10,964 sqm of B class floorspace with around 773 sqm of Industrial (B1/2/8) floorspace vacant at the time of publication.

A.67 The report also notes that Lambeth’s network of **town centres** provide key locations for major B class employment activity and the centres of West Norwood/Tulse Hill, Brixton and Streatham are identified for new B class

employment development as part of wider regeneration strategies; these areas offer the potential for approximately 72,000 sqm of floorspace.

A new Employment Land Review is currently being prepared by the London Borough of Lambeth; this is due for publication in early 2016.

Retail and Town Centre Needs Assessment, 2013

A.68 The retail and town centre needs assessment¹³ assesses the future needs of additional retail and commercial leisure facilities with the authority area and analyses the role and function of existing centres.

A.69 Retention rates look at the total expenditure (on convenience and comparison goods) of residents from an area and the proportion of this expenditure spent in the same area. In other words, how much available expenditure is retained in a locality.

A.70 The study identified a number of zones where residents live (identifying total expenditure within these zones), alongside a number of town centres and wider areas where spend is retained. The majority of the West Norwood and Tulse Hill town centre area and wider socio-economic area is located in Zone 10, with Zone 7 capturing a small remaining area to the east. The data suggests that extremely low levels of spend retention in West Norwood and Tulse Hill:

- In terms of convenience goods expenditure, 1.9% of spend in zone 10 is retained in West Norwood and Tulse Hill. The large majority (35%) is spent in Brixton

¹³ Nathaniel Lichfield & Partners (2013) Retail and Town Centre Needs Assessment. Accessed: <https://www.lambeth.gov.uk/sites/default/files/RetailandTownCentreNeedsAssessmentStudy2013.pdf>

- In regards to comparison goods expenditure, 1% of available spend in zone 10 is retained in West Norwood and Tulse Hill. Similarly, the largest proportion of spend is spent in Brixton (24%).

- A.71 Chapter 7, setting out the conclusions and recommendations, recommends that in order to meet projected growth in expenditure available in Lambeth, additional shopping and service facilities are required.
- A.72 Capacity analysis suggests additional convenience goods floorspace is required across the borough (over and above planned floorspace requirements by the council). Within this, it is suggested that West Norwood and Tulse Hill requires an addition 813 to 1,917sqm in convenience floorspace, and 1,075 sqm additional comparison goods floorspace from 2012-2030.
- A.73 In order to achieve this, measures to assist the reoccupation of vacant units are recommended, and include using S106 contributions to offer shop grants to potential new independent businesses, providing business rate subsidies for small independent businesses, improving business support and implementing Mary Portas recommendations¹⁴. The overall aim is to maintain existing market share of expenditure and accommodate further growth in Lambeth.

Lambeth After Dark (2013)

- A.74 The purpose of the Lambeth After Dark study was to understand the scale and impact of the borough's night-time economy. Findings feed into recommendations regarding changes to licensing, planning, safety, community, tourism and economic policy.

- A.75 The night-time economy, broadly the period of operation between 6pm and 6am, is of particular importance to Lambeth, presenting a number of major opportunities.
- A.76 According to the study, West Norwood and Tulse Hill's night time offer mostly comprises takeaways, alongside a small number of pubs (which are diminishing in number) and restaurants. Actions identified to unlock the potential in night time economy are the opening of an aspirational food-led venue, the curbing of takeaways through planning control and improvements to the public realm.

London Policy Context

- A.77 As with any location in London, acknowledgement of the wider regional context (including growth trajectory and policy aspirations) is imperative in understanding and influencing performance at the local level.

Growth and Sectors

- A.78 The **London Plan** (2011), the **Mayor's 2020 Vision** (2013) and the **London LEP Economic Strategy** (2015) identify those sectors which will be most important in driving future growth in the wider London economy:
- **Creative:** The London Enterprise Panel's Agenda for Jobs Growth sets out ambitions to establish a 'creative engine', building on London's strengths in academia, museums and galleries and the entrepreneurial clusters which have made the city's technology and information workforce outside manufacturing as large as San Francisco and San Jose combined. To achieve growth in the creative sector, there is a need to train more technical talent, improve digital connectivity and improve funding opportunities for growing SMEs.

¹⁴Mary Portas (2011) The Portas Review. Accessed at: https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/6292/2081646.pdf

Industries within this sector which are being targeted are ICT and Digital Media and wider media activities.

- Finance and Business: The Mayor of London's Economic Development Strategy has ambitions to make London's economy the most competitive business environment in the world, with further ambitions to promote London as the world capital of business.
- Low Carbon and green industries: The low carbon economy is another sector targeted in London, with ambitions to make London one of the world's leading low carbon capitals by 2025 and a world leader in carbon finance. The low carbon sector is broad in nature and includes everything from high tech low carbon research and development, through to low carbon construction activities and green activities associated with waste management.
- Life Sciences: the Mayor's 2020 Vision notes the importance of the high value bio-tech, nano-tech and green-tech sectors which are increasingly choosing to locate in London. These will help spur research and development, and help with the aging population of the UK (and the developed world).

Town Centre Vitality

- A.79 In recent years there has been a strong regional level policy emphasis on supporting town centres.
- A.80 Key London level policy documents, including the Mayor's **Economic Development Strategy** and the **London Plan**, highlight the importance of London's town centres both in terms of quality of place and overall economic performance.
- A.81 London Plan policy 2.15 states boroughs should co-ordinate the development of London's network of town centres so they provide convenient access to a competitive choice of goods and services, and identify primary and secondary shopping areas on Policies Maps. Policy 4.7

states that in preparing Local Plans regular town centre health checks are to inform strategic and local policy implementation. West Norwood is identified as a 'District Centre' on the London Plan's town centre hierarchy.

- A.82 There has been a particular focus on supporting town centre vitality within London. The Outer London Commission was established in 2010 with the aim of evaluating and supporting the unrealised economic potential of town centres across London. In its final report the commission highlighted the important role that vibrant high streets play in supporting London's town centres and the need for partnership working and imaginative measures to enhance the quality of town centres and their offers.
- A.83 In summer 2014 the GLA published "**Accommodating Growth in Town Centres**", which examines the changing role of town centres and, in particular, their potential to accommodate additional housing and employment growth / density.
- A.84 Building on this report the Mayor published "**Action for High Streets**", which sets out the value and potential of London's high streets and the case for investing in them. The report emphasises the Mayor's objective to continue to improve high streets, with a focus on diversifying the town centre offer via housing and employment growth.
- A.85 The Mayor's commitment to supporting town centre vitality and vibrancy has been manifested via a series of GLA funding programmes in recent years, including the Outer London Fund (£50m Outer London Fund for delivery from 2011-2014), the High Street Fund (projects delivered 2015-2016) and most recently the London Regeneration Fund (projects to be delivered 2016-2018).

Town centre Investment Zones

Recent research by the British Property Federation¹⁵ (has examined the role that Town Centre Investment Zones can play in enhancing town centre performance.

The research (partly funded by DCLG) examines how investment can be encouraged into town centres to “bring about a change of role from being purely retail focussed to becoming social centres, engines of economic growth and new, exciting residential locations”. The research finds that the central barrier to this change of role is fragmented ownership.

The research suggests that an asset management approach of Town Centre Investment Management is a potential solution and proposed the concept of Town Centre Investment Zones to provide better focus for investment and more effective leadership for town centre regeneration.

The report notes that that localism, Business Improvement Districts and Business Neighbourhood Plans can be utilised to build consensus around the need for significant structural change along these lines.

Places of Work

- A.86 Over the past two years, the GLA has placed a large amount of focus on ‘places of work’, recognising that affordable and appropriate places of work are essential for London’s economy to continue to grow.
- A.87 A number of research studies have been conducted into Open Workspaces – defined to include incubators, accelerators, co-working spaces, artists’ workspace and makerspaces, “where affordable rents, flexible terms, shared

facilities, and networking opportunities provide the right conditions for entrepreneurs, creatives, and small businesses to grow and flourish”.

- A.88 The GLA **Incubators, Accelerators and Co-Working (IAC)**¹⁶ research maps current provision across London. At a headline level, this research found that within London the majority of incubation centres, innovation centres and enterprise hubs are located in four inner London Boroughs: Westminster (20 IACs), Camden (20 IACs), Islington (21 IACs) and Hackney (23 IACs). By comparison six IACs were identified in Lambeth. Research has also been conducted into the supply of workspace for artists (**Artists Workspace Study, 2014**¹⁷).
- A.89 On the back of this research the GLA and London LEP has formed the Open Workspace Providers Group to champion the work of London’s Open Workspaces; to support and advise on the growth, development, and long term sustainability of London’s Open Workspaces; to propose priorities and actions for supporting the development of these; and to act as representatives of a wider network of work space providers, particularly in relation to making use of non-residential space in new developments.
- A.90 Within the Accommodating Growth in Town Centres and Action for High Streets reports (see above), the GLA emphasises the important role for town centres as places of work – and that intensifying town centre employment uses can play an important role in supporting London’s economic evolution.
- A.91 In this context, the GLA and London LEP is working with the Borough’s to increase the supply of appropriate workspace across London, via a number of funding programmes – including the New Homes Bonus top-slice, the High Street Fund and the London Regeneration Fund.

¹⁵BPF (2016), accessed at <http://www.bpf.org.uk/sites/default/files/resources/TCIM-summary-paper.pdf>

¹⁶ GLA (2014), accessed at https://www.london.gov.uk/sites/default/files/supporting_places_of_work_-_iacs.pdf

¹⁷ GLA (2014), accessed at https://www.london.gov.uk/sites/default/files/artists_workspace_study_september2014_reva_web_0.pdf

Transport Policy

A.92 In addition to the planning and socio-economic policy outlined above, there are a number of transport and movement policy and strategy documents of relevance to the Visioning West Norwood and Tulse Hill commission.

London Transport Policy

A.93 At the time of writing, the new Mayor of London, Sadiq Khan, was newly elected and with a new London Plan and Transport Strategy being drafted, with initial publication scheduled between the spring and summer of 2017.

A.94 In the interim, key themes were publicised by the new Mayor as part of his draft Transport for London Business Plan (Transport for London, December, 2016) and A City for all Londoners document (Mayor of London, October 2016). Most notably in relation to transport and movement the following main themes of these publications will have particular relevance to how Tulse Hill and West Norwood are shaped in the future with the following commitments stated by the Mayor:

- Creating healthy streets and inclusive neighbourhoods: including a mix of places to live and work with most travel by public transport, walking and cycling. There is a commitment to the creation of 'mini-radial' transport systems, expansion of the Ultra Low Emission Zone (ULEZ), strategic interchange hubs, a safer cycling network, less traffic and more efficient freight movement.
- Air Quality: road transport has a significant impact on air quality, therefore the Mayor has a commitment to tackling pollution in the city, and with particular relevance to Tulse Hill and West Norwood, the Mayor plans to phase out diesel buses in favour of low-emission bus fleets, reduce car dependency, and create more attractive, accessible and people-friendly streets.
- Road safety: with particular relevance to this area, the Mayor intends to adopt a 'Vision Zero' commitment which means

recognising the cause of road danger is road vehicles, and therefore there is a need to reduce the dominance of motor vehicles on streets to minimise the dangers they pose to vulnerable road users. This will include the promotion of 20mph speed limits, particularly in residential areas.

- Public Transport Capacity: there is a commitment from the Mayor to improve rail and bus capacity and change the way we travel. Instrumental in making this happen is reducing overcrowding on rail and bus services, helping people to get to town centres, schools and hospitals and improving road reliability, making essential journeys more efficient.

A.95 An extract from the TfL Business Plan and the Mayor's commitment to creating a city for all Londoners (Transport for London Business Plan (Draft), December 2017, page 6)

A.96 In addition, there are other key London-Wide Transport, Movement and Placemaking Best Practice Guidance documents that should play a role in shaping future transport and movement projects in West Norwood and Tulse Hill including the following:

- A City for All Londoners (Mayor of London, October 2016)
- London Cycling Design Standards (Transport for London, 2016)
- Freight Management, Delivery and Servicing Plans (Transport for London, 2016)
- Station Public Realm Guidance (Transport for London, 2015)
- Streetscape Guidance (Transport for London, 2015)
- Road Task Force (RTF), The vision and direction for London's streets and roads (Transport for London, July 2013)
- Pedestrian Comfort Guidance for London (Transport for London, 2010)

- Manual for Streets and Manual for Streets 2 (Department for Transport, 2007 and 2010)
- Kerbside Loading Guidance (Transport for London, 2009)
- Accessible Bus Stop Guidance (Transport for London, currently being updated)

Lambeth Policy

A.97 Existing, specific Lambeth transport policy documents include the following, however these will be further reviewed and updated to reflect the new Mayor's transport strategy and the borough's long-term transport strategy:

- Lambeth's Transport Plan (2011)
- Lambeth's Cycling Strategy (August 2013).

A.98 Lambeth Council's current transport and movement focus includes the following:

- Cycling schemes (cycle super highway, cycle hire and cycle parking)
- Electric vehicle charging points
- Better streets
- Cleaner local authority fleets
- Street trees.

A.99 The main transport and movement challenges identified within the sub-region include:

- Reducing public transport crowding and improving reliability
- Supporting growth areas and regeneration
- Ensuring capacity at rail stations and efficient onward distribution

- Improving the urban realm and promoting walking
- Managing the different demands on streets
- Improving air quality.

Lambeth-wide Parking Feasibility Study

A.100 At the time of writing the Council was undertaking a review of parking across the borough.

Lambeth Cycle Network Plan

A.101 The Council was producing a 'Cycle Network Plan' for the borough which will be publicised in March 2017. This will feed into Lambeth's long-term transport strategy.

Appendix B - Recent Planning Applications

B.1 A summary of recent planning applications (both approved and refused) is included over the following pages.

Visioning West Norwood and Tulse Hill: Commonplace Findings A Plan for West Norwood and Tulse Hill: Community Evidence Base Report

Table of development proposals permitted and refused.

Reference	Key dates	Address	Proposal	Comments received	Reason	Status
14/00129/FUL	09 Jan 2014	Land on the corner of Avenue Park Road and Thurlow Park London	Demolition of all existing structures on site and the erection of a part three, part four, part five storey development comprising 42 no. market and affordable residential units and 175 sq metres of B1 floor space, with associated refuse and cycle storage and landscaping.	238 signatures received from local residents objecting to the planned scheme. Residents made the following points: <ul style="list-style-type: none"> The scheme was oversized for a suburban It would damage residential amenity as the gardens in Maley Avenue would lose four hours of afternoon sun and 23 Maley Avenue would be overlooked There would be overlooking from the balconies onto 12 Thurlow Park Road¹ Lack of on-site parking would have an impact on the surrounding streets which were at capacity Building was monolithic and the development had no sense of place Accommodation would be cramped and some of the flats were substandard. Most of the flats would only have a modest balcony overlooking railway or the road No adequate provision for children to play and the outside area would not get winter sun. Prediction of 13 children was unrealistic The applicant made the following points: <ul style="list-style-type: none"> The result was part of an iterative process of design and re-design. Work had been undertaken with various departments in the Council to address officer's concerns about the scheme The density of the scheme is in accordance with the London Plan and Lambeth's UDP Scheme would have an active frontage and safeguarded the proposed new entrance into Tulse Hill station Officers made the following points: <ul style="list-style-type: none"> Calculations for play space had used the Lambeth toolkit based on the London Plan formula No parking spaces were proposed for the development. There were parking spaces on the road outside of the development All of the units proposed met the minimum requirements in the SPD and the London Plan in relation to unit and room sizes Some of the balconies were smaller than Lambeth's guidelines but the shortfall in space had been consolidated within the communal amenity space 	Planning permission be granted subject to conditions (26) and satisfactory completion of a S106 agreement.	Decided. Grant permission 08 May 2014
14/06755/NMC	19 Dec 2014	Land on the corner of Avenue Park Road and Thurlow Park London	Application for a Non-Material Amendment following a grant of planning permission seeking to change the tenure of the units and bedrooms for the units as well as changes to the internal layout.		Formally withdrawn	Withdrawn 23 Jan 2015
14/06834/VOC	24 Nov 2014	Land on the corner of Avenue Park Road and Thurlow Park London	Variation of Condition 2 of the planning ref: 14/00129/FUL to allow the following amendments: <ol style="list-style-type: none"> Increase in the level of affordable housing from 17 to 24 units Changes to the dwelling mix in terms of bedroom numbers and person capacity Changes to the mix of affordable rent and shared ownership within the affordable housing offer 	No representations made relating to the variation of condition 2	Variation of Condition 2 be granted subject to conditions and the completion of a deed of variation to the Section 106 agreement.	Decided Grant permission 03 Sep 2015
16/00160/FUL	12 Jan 2016	Thurleigh House, 10 Thurlow Park Road	Erection of an additional storey to provide 2 two bedroomed apartments with refuse storage and the installation of two gates at either side			Awaiting decision

¹ This is to the east, some distance away

Visioning West Norwood and Tulse Hill: Commonplace FindingsA Plan for West Norwood and Tulse Hill: Community Evidence Base Report

Reference	Key dates	Address	Proposal	Comments received	Reason	Status
14/02609/FUL	19 May 2014	Thurleigh House, 10 Thurlow Park Road	Erection of a mansard roof extension to create 2 self contained flats.	1 objection was received relating to: <ul style="list-style-type: none"> Noise transmission through flats Impact on amenity of ground floor occupants by an increase in people accessing the garden Noise and disturbance Refuse storage Impact on the design of the building 	The application was refused for the following reasons: <ul style="list-style-type: none"> Proposed units would provide cramped and substandard living environment for future occupiers Proposed mansard roof extension, by reason of its design, bulk, massing and position would constitute an intrusive, incongruous and prominent feature, out of keeping with the original building, undermine the uniformity of the front and rear elevations, and those adjoining properties and would be detrimental to established streetscene in the locality. 	Decided Refuse permission Appeal dismissed 22 Oct 2014
15/02072/P3IAPA		2 Station Rise	Application for the determination as to whether the prior approval from the local planning authority is required for the change of use of the rear of retail unit (Use Class A2) to provide a residential unit (Use Class C3).	No objection	To support the sustainability of the West Norwood District Centre by retaining an A1 or A2 use and active frontage.	Decided Prior approval approved
14/03797/FUL		172-176 Norwood Road	Conversion of existing basement to provide one bedroom self-contained flat including formation of new door and windows to the rear.	No objection	Absence of an adequate BRE compliant daylight/sunlight study Failed to demonstrate that satisfactory levels of natural light would be provided to the basement unit Result in substandard accommodation, which indicates an over intensive conversion scheme that would be detrimental to the amenity of future occupiers	Decided Refused
15/00128/FUL		373-375 Norwood Road	Erection of a mansard roof extension to form an additional storey to provide 1 x 2-bedroom self contained flat involving the erection of 6 front dormer windows and installation of new door to Norwood Road frontage.	No objection	Height, form, design, positioning and location would represent an incongruous and overly dominant form of development that would fail to respect the character and appearance of the host building and would cause significant harm to the characterful uniformity of the host terrace.	Decided Refused 16 Apr 2015
14/05463/FUL		373-375 Norwood Road	Change of use of first and second floor units (B1) to 4 self contained flats (C3) and replacement of timber sash windows with UPVc framed, double glazed windows.	No objection	Change of use from B1 use class to provide 4 self contained flats (use class C3) is acceptable in terms of land use at the first and second floors.	Decided Grant permission 07 Jan 2015
12/03637/FUL		151 Palace Road	Demolition of existing building and erection of a part 3 / part 4 storey building incorporating a Green roof to provide 7 flats (1 x 1 bed, 4 x 2 bed and 2 x 3 bed) together with the provision of private and communal amenity space, 2 lock-up garages, 10 cycle spaces and refuse storage.			Withdrawn 23 Apr 2013
13/05905/FUL		151 Palace Road	Demolition of existing small B1 light industrial unit and erection of a part 2, 3 and 4 storey building providing a D1 unit to the ground and Basement floor and 8 self contained flats (2 x 1 Bed, 5 x 2 Bed and 1 x 3 Bed) - with associated parking spaces, vehicular access, refuse and recycling, amenity space, external landscaping.			Withdrawn 21 Mar 2014

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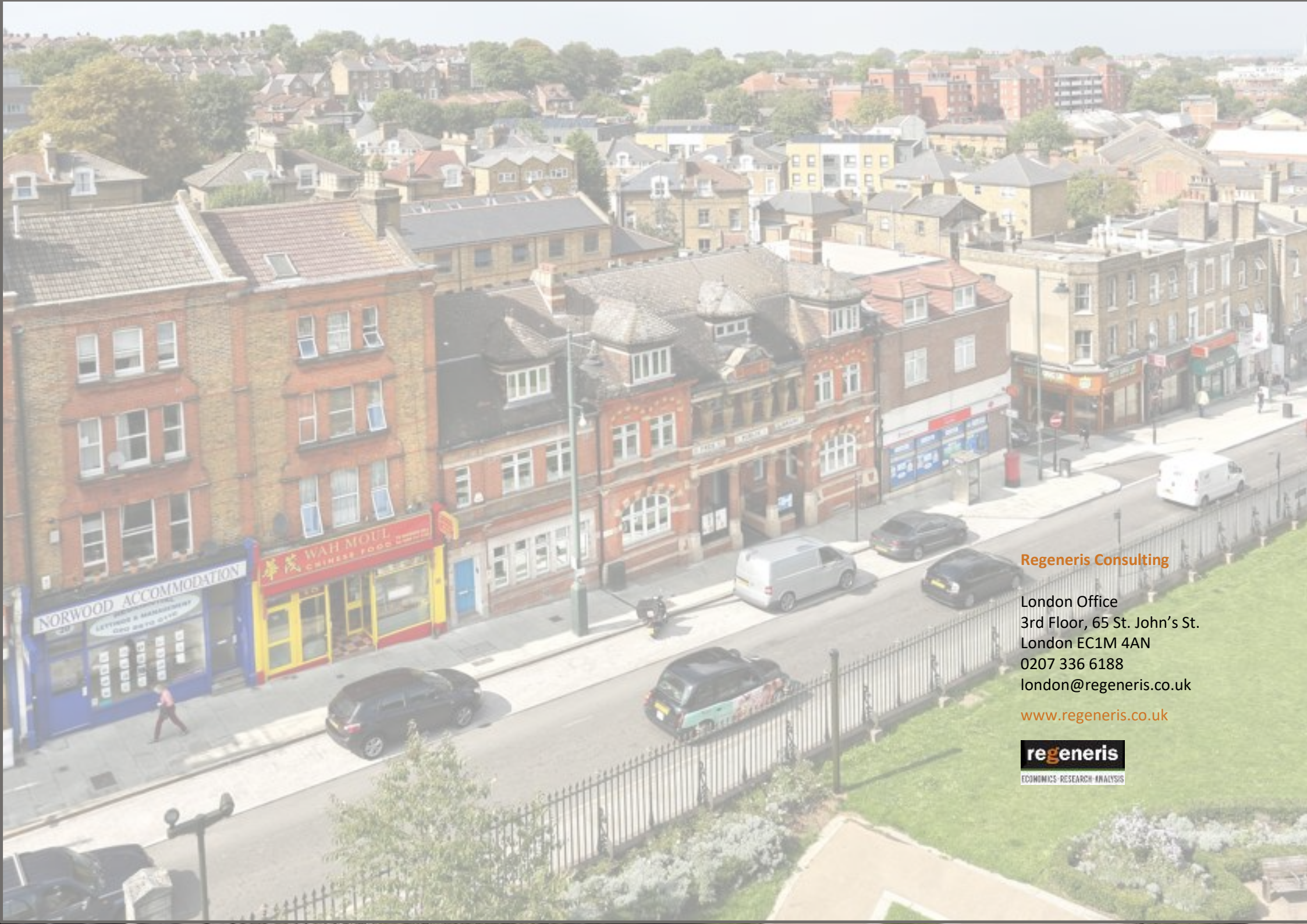
Reference	Key dates	Address	Proposal	Comments received	Reason	Status
14/05315/FUL	02 Oct 2014	151 Palace Road	Demolition of existing small B1 light industrial unit. Erection of a part 3 and 4 storey building to provide commercial unit on the ground and basement floor and 9 self contained flats (3 x 1 bedroom flats and 6 x 2 bedroom flats) with associated parking spaces, vehicular access, refuse and recycling, amenity space, external landscaping and cycle storage	<ul style="list-style-type: none"> Problems with receipt of consultation letters and consultation process A large number of applications have been submitted at this site over the years The development would result in overlooking of neighbouring properties The height of the development is larger than neighbouring buildings Electrical substation which is located on-site has not been shown on the plans Insufficient car parking is being provided on-site for residents. Residential entrance is in an inappropriate location Concerns raised regarding the provision of a large commercial area on the site when there are vacant shops on Norwood Road Over-development of the site The building would result in the loss of daylight and privacy of the neighbouring properties Neighbouring sites would be overshadowed A larger development on the site would have an adverse impact on the drainage for the site The commercial unit should not be used as shop The Marketing Report says a commercial unit isn't viable at this site but the applicant is still proposing to have a commercial unit The development needs to be smaller to better reflect the size of the site The development doesn't reflect the neighbouring 2 storey properties The development does reflect that neighbouring residential properties are family home The design of the development does not enhance the skyline or ensure a harmonious relationship with the established context of the site 15 or more people would reside in the development and the previous approved application was for 2 houses 15 people would create more noise, traffic and problems relating to vehicle access to the site The development would not generate any economic, employment or regenerative benefits Tree planting isn't taking into account problems at neighbouring properties with subsidence No geotechnical assessment has been undertaken in terms of the impact on neighbouring properties from the construction of a four storey building plus a basement. Residents will try and park in Lupin Close Parking on the site will have issues with exiting and entering the site being located so close to the intersection There are issues with the right of way for the electrical substation on the site Occupants of the garages have not been consulted by the owner. The on-site car parking arrangement and manoeuvring would not work 	<ul style="list-style-type: none"> Failed to provide an unequivocal area and quality of B1 office floor space on the site and has also failed to demonstrate that it is no longer viable to have B1 office floor space at this site. Poor quality access for residents resulting in a poor standard of residential accommodation. Overall bulk, scale and design of the proposed development would fail to respond to the context of the site and the prevailing character of the area. Failed to demonstrate that the scheme would not have any unacceptable adverse impacts upon daylight and sunlight of the neighbouring properties and due to the excessive height of the development in relation to the neighbouring sites, the proposed development is likely to appear overbearing resulting in a sense of enclosure for the occupants of 145 Palace Road. Over-provision of on-site car parking and inadequate space for manoeuvring. Failed to submit an Energy Statement that demonstrates compliance with policy 5.2 of the London Plan 2011. 	Decided Refuse permission 24 Dec 2014 Appeal dismissed
13/04628/FUL	02 Oct 2013	415 Norwood Road	Retrospective application for change of use from residential (Use Class C3) to house in multiple occupation (Sui Generis)	<ul style="list-style-type: none"> Disturbance and adverse impact upon living conditions from noise Concern that the conversion is into a set of self contained apartments Inadequate provision for refuse Over intensive use of the property with unrestricted number of occupants 	Conversion is unacceptable by virtue of fact that the property as originally constructed is too small Lack of basic amenities and are therefore capable of becoming self contained Room sizes fail to meet the required standards creating substandard level of accommodation.	Decided Refused 17 Feb 2014
14/05269/IP3/JPA	24 Sep 2014	248-250 Norwood Road	Application for Prior approval for the change of use from office (Use Class B1) to provide 16 residential apartments (Use Class C3).	<ul style="list-style-type: none"> Concerns that the proposed new use will result in noise and disturbance which will affect the operation of the church 	Development would result in the provision of 16 additional dwellings on this site. Located in excellent PTAL.	Decided Prior approval approved 06 Nov 2014
14/02613/FUL	24 Jul 2014	21-24 William Brown Court, Norwood Road	Erection of ground floor rear extensions to nos. 21 - 24 William Brown Court, and erection of a first and second floor to provide 8 additional residential units.			Withdrawn 24 Jul 2014
15/00233/FUL	19 Jan 2015	21-24 William Brown Court, Norwood Road	Erection of ground floor rear extensions to nos. 21 - 24 William Brown Court, and erection of a first and second floor to provide 8 additional residential units.	<ul style="list-style-type: none"> The proposal is a backland site. (Lambeth's policy 38 states that backland development can be supported subject to appropriate design). The proposal would not comply with future policies (These are not currently relevant). The proposal does not address access for site construction or access for emergency services No wildlife survey was submitted. (The site is currently a residential lawn garden and does not provide any significant vegetation or trees; the proposed development would build over the existing buildings and the paved areas outdoors and would not result in the loss of any wildlife habitat or green space). The development may contain asbestos. (This is not a planning concern; an informative can be added reminding the applicant to comply with other relevant legislation and a construction method statement can be required to demonstrate how contaminated waste will be safely removed). 	<ul style="list-style-type: none"> The proposed reuse and intensification of the existing under used site is encouraged. The proposed density and scale of development would be acceptable, as would the quality and mix of accommodation and its impacts on parking and transport. The bulk, scale and mass would be acceptable There would be no unacceptable impacts on neighbour amenity and any impacts on 	Decided Grant Permission 20 Mar 2015

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Reference	Key dates	Address	Proposal	Comments received	Reason	Status
				Size of units	highway safety and parking would be acceptable.	
12/02081/FUL	09 Jun 2012	Lancaster Court Lancaster Avenue	The erection of a mansard roof extension to create an addition storey to provide a further 9 x self-contained units with alterations to windows at third floor level and installation of 4 x rooflights.	<ul style="list-style-type: none"> Additional storey is out of keeping with the character and appearance of the conservation area Impact on light levels Noise disturbance from balconies Impact on privacy Impact on parking stress 	Proposal would overcome the previous reasons for refusal and concerns raised	Decided Grant Permission 08 Aug 2012
15/03489/FUL	23 Jun 2015	294 - 298 Norwood Road London SE27 9AF	Erection of a three-storey new building to the rear of the site to accommodate a ground floor arcade with 5 no units (in flexible use Class A1 or A2 or A3); with 2no. 1-bed flats, 4no. 2-bed flats on the upper levels.	<ul style="list-style-type: none"> Proposal would detract from the viability of the shopping street Existing vacancies on the high street would detract from the viability of the shopping street The applicant may fail to implement the scheme 	<ul style="list-style-type: none"> Overdevelopment Height and scale, detailed design and substantial bulk and mass Daylight, sunlight and overshadowing Outlook Overconcentration Fumes and odour Amenity space Noise and disturbance Access Car parking Refuse storage Crime prevention and community safety 	Decided Refuse Permission Applicant appealed Jan 2016
13/02818/FUL			Division of an existing retail unit into two units, involving the change of use from existing A1 retail into Use Class A4 (Public House) and Use Class A3 (Restaurant). Partial demolition of existing rear extension, with the erection of a single storey ground floor extension to north of the building. Installation of a new shopfront, including glazed openings to the south and west elevations. Creation of a rear garden area and installation of two external openings to the rear/side of the building			Decided Grant Permission 11 Jul 2014
11/01092/FUL	05 Apr 2011		The erection of a mansard roof extension to create an addition storey to provide a further 9 x self-contained units with alterations to windows at third floor level and installation of 4 x rooflights.	<ul style="list-style-type: none"> Proposed development would be out of keeping with the character and appearance of the Lancaster Avenue Conservation Area Would result in the loss of privacy Impact on parking Was refused once, and the revised proposal is not materially different from the previously refused proposal Norwood Road elevation would look top heavy 	Unacceptable in terms of its height and scale and would be detrimental to the surrounding townscape of the area.	Decided Refuse permission 16 Jul 2011 Appeal dismissed
14/00828/FUL	13 Feb 2014	1 Nettlefold Place London SE27 0JW	Retrospective application for the change of use of property to a live/work unit (Sui Generis)		No supporting/marketing evidence to demonstrate that there is no demand for the continued use of the property for employment floorspace	Decided Refuse permission 05 Jun 2014
15/01984/FUL	04 Apr 2015	1 Nettlefold Place London SE27 0JW	Change of use from Class B1 to Class B1 and C3 dwelling house (mixed development).		Has not overcome the previous reasons for refusal. Change of use is not acceptable in terms of land use, would be a loss of employment floorspace, where no marketing evidence has been provided to justify the loss.	Decided Refuse permission 09 Jul 2015 Appeal Lodged

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Reference	Key dates	Address	Proposal	Comments received	Reason	Status
11/02795/FUL	16 Aug 2011	90 Knight's Hill London SE27 0JL	Erection of a 2 storey dwelling house to the rear of 90 Knight's Hill fronting onto St Julian's Farm Road.			Decided Grant permission 06 Oct 2011
15/03325/FUL	10 Jun 2015	130 Knight's Hill London Lambeth SE27 0ST	Change of use and conversion of a building (most recently used as a doctors surgery (D1) into 3no. self contained flats and the erection of a new building on the site of the car park containing 4no. self contained flats.			Withdrawn 15 Oct 2015
14/05348/OUT	25 Sep 2014	19-21 Chapel Road London SE27	Outline Application for the demolition of the existing building and change of use of the site to residential. All Matters Reserved.			Withdrawn 01 Dec 2014
15/01793/OUT	25 Mar 2015	19-21 Chapel Road London SE27	Outline Application for the demolition of the existing building (B1/B8) and change of use of the site to residential (C3) to provide 40 No. units (28 x 1-bed flats and 12 x 2-bed flat). All Matters Reserved.		<ul style="list-style-type: none"> The proposal would result in the loss of land and premises within a business/commercial use which are located within a KIBA. The proposal would not meet the economic aim. Although new homes would be provided, it is highly likely that they would be subjected to disturbance from the very near neighbouring commercial uses and so the social role is not met. 	Non-determination Decided Appeal dismissed 20 Nov 2015
11/04269/FUL	02 Dec 2011	Thomas Glover House 3 Weaver Walk London SE27 0TT	Change of use of the premises to a mixed use (Use Class B1 and Use Class D1), comprising business support, business incubator space, employment training and education, place of worship and ancillary uses.			Decided Grant Permission 29 Jun 2012
15/04751/FUL	21 Aug 2015	Rear Of 94 - 98 Norwood High Street London SE27	Demolition of vacant workshop structures and erection of 2 new units for employment, business or industrial uses within Use Class B1.			Decided Grant permission 19 Nov 2015



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