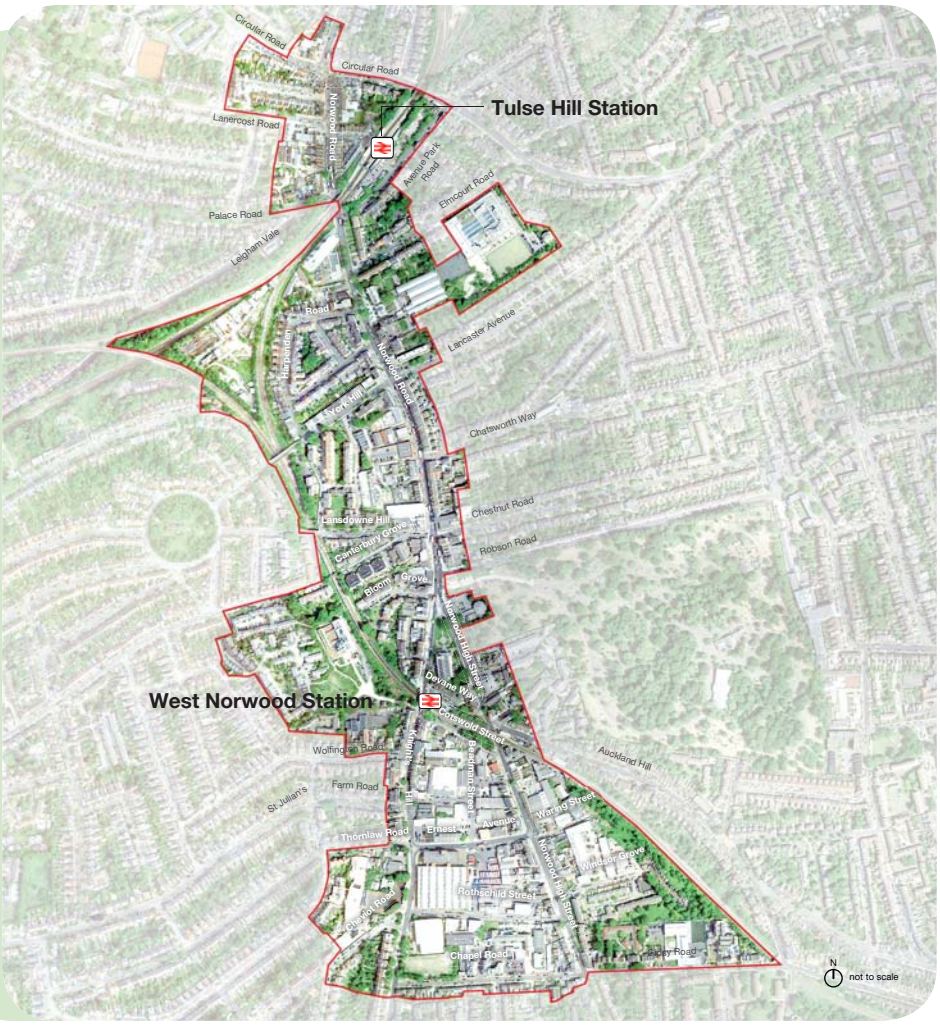
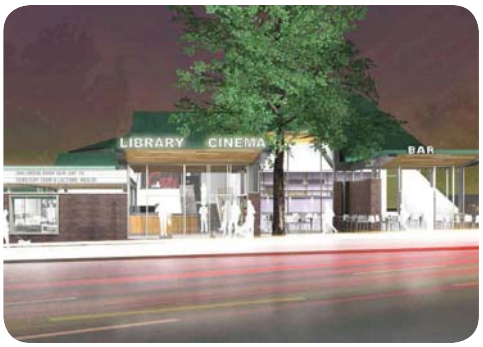
# The Future: West Norwood and Tulse Hill

**We are developing a clear plan to guide how West Norwood and Tulse Hill changes in the future.**

Our work is examining how the performance and appearance of the town centre can be enhanced by exploring opportunities to deliver new homes, more jobs and attracting investment to the area. In doing this, we are preparing a masterplan for the town centre area to expand on the guidance set out in Lambeth's Local Plan 2015. A masterplan is a framework. It sets out key principles and creates a vision for its future. It shows the overall development concept that includes urban design, landscaping, service provision, present and future land uses and built form. Working with local stakeholders and project partners including the TfL StreetWorks Project, Station to Station Business Improvement District and the neighbourhood planning forum, the masterplan will provide a framework for managing change and development in this area.

## Study Area



New Cinema and Library, 1 to 7 Norwood High Street

West Norwood FEAST

West Norwood Health and Leisure Centre

## Recent Achievements in West Norwood and Tulse Hill

**There has been a huge amount happening in the area in recent years. This includes:**

- Nearly £2m from the Outer London Fund invested in improvements to the **appearance of the town centre.**
- The delivery of the new West Norwood **Health and Leisure Centre.**
- The Open Works: supported the creation of 20 **local projects** such as the Bzz Garage.
- The on-going **TfL StreetWorks programme** to transform the Tulse Hill gyratory and Station, and improve Norwood Road.
- Successful Heritage Lottery Fund bid for improvements to **West Norwood Cemetery** and **South London Theatre.**
- A new 4-screen Picture House **Cinema and Library** due to open in autumn 2017.
- The recent successful ballot for Station to Station - the new **Business Improvement District (BID)** for the area.
- The opening of **Elmgreen School**.

**Our work aims to build upon celebrating the community drive, the good work and enthusiasm to support further improvements to the area in the coming years**.

Shopfront improvements on Norwood Road designed by Good People

# Responding to Local Needs and Aspirations

## Community Involvement

To create a plan for such a strong community, we need to make sure that it responds to local aspirations and can be owned by local people.

We have been busy collecting your feedback throughout the summer, via Commonplace, business workshops, consultation events and local events such as Feast, Twist and local community fun days.

**All your feedback matters and has helped to inform the contents of this exhibition.**

Event at West Norwood Health and Leisure Centre

Event at FEAST

Event at West Norwood Health and Leisure Centre

## COMMONPLACE: What you've told us so far

We asked you to tell us what you think about the area and how it can be improved. We've had over 1,000 comments on our interactive Commonplace map from over 500 people - a fantastic response. Your comments will be passed onto the relevant departments at the Council to ensure that your views are heard.

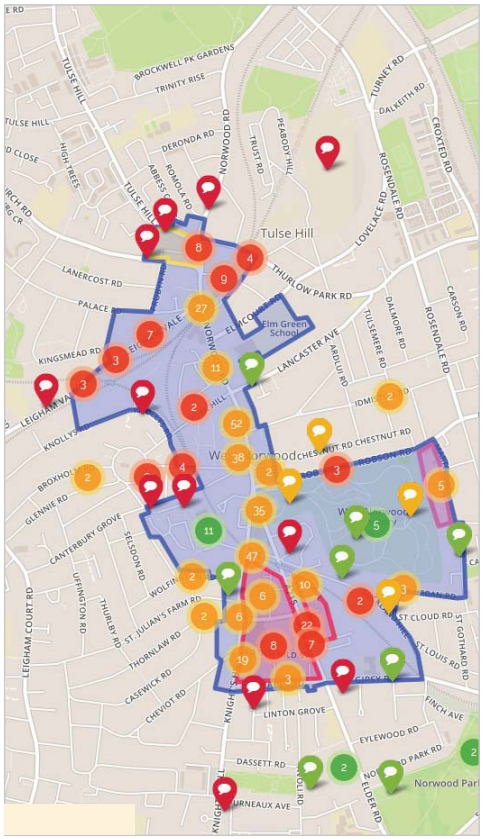
You can view all the comments here: https://westnorwoodandtulsehill.commonplace.is/

**Overarching Strengths:**

- A strong sense of community in the area, particularly **West Norwood FEAST** and the **Portico Gallery**.
- The Town Centre's green spaces and heritage assets such as **St Luke's Church** and **West Norwood Cemetery**.
- The numerous long-established and much loved **independent businesses** on Norwood Road and newly opened **West Norwood Health and Leisure Centre**.
- The area being **well connected into and out of London**, despite certain frustrations - see below.

**Overarching Challenges:**

- Some parts of the town centre are 'run-down' with vacant shops, underutilised plots of land, litter and fly-tipping - mainly within West Norwood Commercial Area, along Norwood High Street and the land to the rear of B&Q.
- Linked to the above, there is concern that parts of the area feel unsafe, particularly at night.
- Lack of variation in the retail offer and limited evening offer.
- Despite being well connected into and out of London, roads are congested, and the pedestrian and cycling environments are poor.



West Norwood High Street

**Overarching Ideas for Improvements:**

- **A better range of shops in the town centre**. However, the opinion on which types of shops are desired is mixed with many people wanting to see more independent and niche retailers, and others wanting to see some bigger 'national' shops and/or larger supermarkets.
- A strong demand for **a greater range of restaurants and other leisure facilities** to improve the evening offer.
- Further improvements to the **quality of the town centre environment**, for example through more street lighting, planting, open spaces, installation of public art and improvements to shopfronts.
- **Traffic calming measures and better provision for pedestrian and cyclists** both in the residential areas and along Norwood Road.
- **Bringing vacant units and plots throughout the area, back into use**. Various uses have been suggested, such as creative and/or community uses, and spaces for small businesses and/or start-ups.

Norwood Road

# Where next for West Norwood and Tulse Hill?

## What we want to achieve

**Vision and Principles for Action**

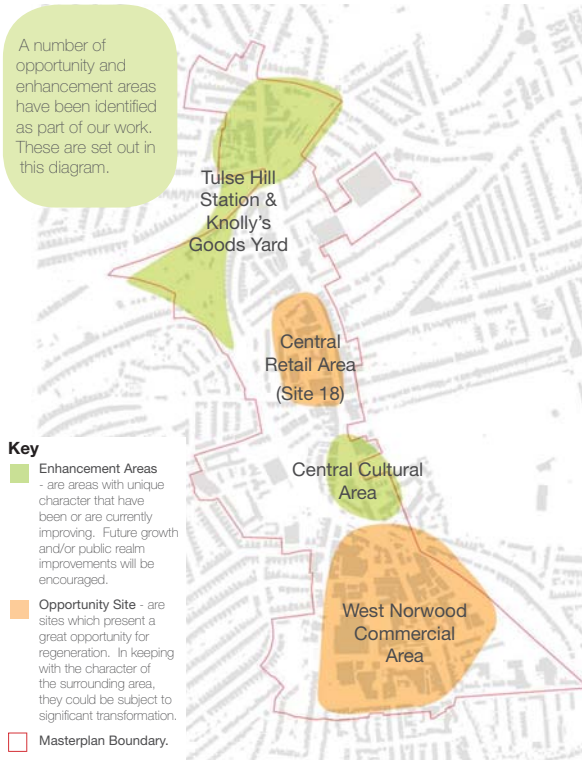
The vision for West Norwood and Tulse Hill is built on our belief that it is one of the strongest communities in London. We want to capitalise on the energy and ideas that exist locally to support the evolution of a place which is even stronger, more successful and continues to be a great place to live. Our objectives are underpinned by the three priorities set out in **'Future Lambeth: Our borough plan'** - the Council and partners' vision and priorities for the borough over the next five years. These three priorities are equally important and mutually reinforcing - they are:

1. **Inclusive Growth -** provide an environment where businesses can start, grow and flourish through new space, as well as establishing a strong and supportive business community.
2. **Strong and Sustainable Neighbourhoods -** ensure that the places which make up the town centre remain distinctive and diverse by supporting a range of new uses and enhanced public realm to support an increased consumer footfall and spend, and help strengthen activity during the day and evening.
3. **Reducing Inequality -** ensure that no residents or businesses are disadvantaged by change in the area. Capitalise on the strong communities that exist locally, maintaining strong connections between groups and networks to give all residents an active role in the future of the area.

The Lambeth Local Plan 2015, Masterplan 2009, prospectus for the new Station to Station BID and ongoing Neighbourhood Planning activities all provide the political steer and strategic basis to move forward. **This new plan is about specific actions and making things happen in the town centre.**

## Spatial Interventions

A number of opportunity and enhancement areas have been identified as part of our work. These are set out in this diagram.

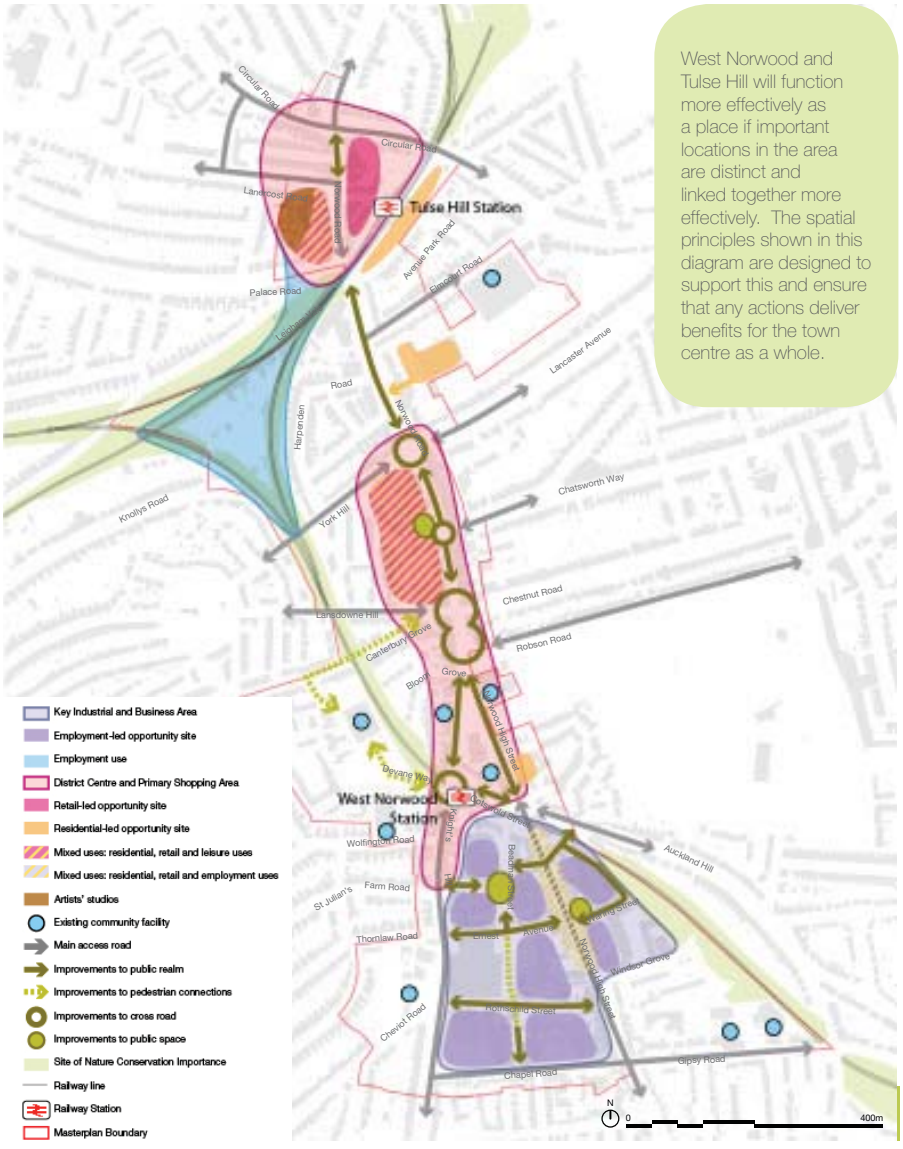



## Economic Potential

Lambeth is one of the fastest growing boroughs in London. The town centre of West Norwood and Tulse Hill is an important part of this and is home to around 1,900 businesses employing 7,600 people. However, there are opportunities for improvements and these include:

- The area's primary role is a town centre. However, levels of consumer footfall and spend are lower than what might be expected – if more people can be encouraged to use local shops and services, new jobs will be created.
- While the area has a large base of small businesses and sole traders, the start-up rate remains low. By providing the space and support for small, growing companies, the local economy will become more diverse and resilient.
- At the moment the area relies on very important, but often lower wage service sectors – increasing diversity would create more job opportunities locally.
- Employment density is low, suggesting there is scope to grow the business base further – in particular, ensuring that the West Norwood Commercial Area supports more activity and more jobs.
- The planned redevelopment at 1-7 Norwood High Street for a new library and a 4-screen cinema with cafe/bar, cycle parking and landscaping will provide immediate opportunities for local job creation and diversification, particularly in the cultural and night time economy.
- The lack of larger format retail and restaurant spaces limits the companies who can invest in West Norwood and Tulse Hill – larger spaces, should support new investment and a more varied local offer..

## Overall Strategy




West Norwood and Tulse Hill will function more effectively as a place if important locations in the area are distinct and linked together more effectively. The spatial principles shown in this diagram are designed to support this and ensure that any actions deliver benefits for the town centre as a whole.

# West Norwood Commercial Area: Current Context

The West Norwood Commercial Area is Lambeth's largest industrial area. The Local Plan protects this area as a Key Industrial and Business Area (KIBA) for business, industrial, storage and waste management uses. The area is principally served by Norwood High Street and Knight's Hill running north-south.

## Current Economic Role

***You told us...***

Commonplace

✓ Strengths include a number of community assets and projects in the area such as the Bzz Garden Garage and the Portico Gallery.

✗ Key concerns regarding the quality of the physical environment, accessibility, vacant plots, and antisocial activities. Norwood High Street, and the vacant site at Chapel Road are of particular concern.

↑ Your suggestions for improvement include providing more space for small businesses, bringing vacant space back into use and improving the quality of the environment.

The Portico Gallery, Knight's Hill

Denso, 33-35 Chapel Road

- Largest area of industrial land in Lambeth.
- Home to over 60 businesses and provides around 500 jobs.
- The business base is diverse ranging from manufacturing uses to offices.
- Home to a number of long-established businesses such as Mylands, Denso and Milton Lloyd.
- Home to a number of lifestyle activities such as Howdens Joinery, Travis Perkins and the Blackbird Bakery.
- Home to creative activities such as Edmund de Waal studio.
- Home to the West Norwood Bus Depot.

## Current Performance

We have undertaken a detailed review of evidence to understand current performance. While the area is well occupied, benefits from strategic links into and out of London, and it is home to numerous long-standing businesses, evidence suggests that there is potential to have the Commercial Area to perform better economically.

Challenges include:

- Relatively low employment density.
- Local congestion and accessibility challenges.
- Unauthorised uses, such as conversions both in the Commercial Area and along the High Street.
- Poor quality public realm.
- Limited recent investment.
- Two long-standing vacant plots of land.
- Low levels of business engagement.
- A weak image - lack of external identity.

Norwood Bus Depot - Knight's Hill

Rothschild Street

Travis Perkins - Norwood High Street

Norwood Mailing Company, 19-21 Chapel Road

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# West Norwood Commercial Area: The Opportunity and Spatial Approach

The evidence suggests that the Commercial Area could perform better against a series of economic and environmental measures. We believe that it has potential to accommodate many more businesses and provide more jobs. To strengthen its profile as an important economic hub within south London, we have identified the Commercial Area as a key Opportunity Site in West Norwood and Tulse Hill.

## West Norwood Commercial Area - Vision

### Spatial Approach

If West Norwood and Tulse Hill is to achieve its economic potential. It needs to become a place synonymous with creativity and productivity; a location of choice for business in south London.

To support this, we are proposing a zoning approach of the Commercial Area to help concentrate actions:

1. **The Creative North** by creating a new hub for small and creative companies.
2. **Norwood High Street** by redefining the role of the High Street through art and creativity.
3. **The Productive South** by enhancing the area to retain existing successful businesses.

### The Opportunity

The Commercial Area needs to become a more productive and more creative employment hub which, not only accommodates successful businesses, but also reflects the identity of the area and the aspirations of the local community.

This means there are opportunities to:

- Enhance the quality, visual appearance and connectivity of the Commercial Area.
- Create a more positive external image.
- Encourage a diverse mix of activities.
- Encourage new small and creative business to set up or relocate to the area while working to retain and support existing businesses
- Strengthen physical, social and economic links between the Commercial Area and the community.

Lambeth

# West Norwood Commercial Area: Proposed Projects

The evolution of the Commercial Area needs to be embraced by the local community (businesses and residents) with all partners coming together to support its transformation through collective actions and projects.

## Inspiration for Action

### Short Term Projects:

- Work with the Station to Station BID to establish a business partnership for the Commercial Area.
- Use the Council's enforcement powers to remove unauthorised activities and practices.
- Build on strong community organisations to support the evolution of the sharing economy.
- Bring culture into the Commercial Area through events, installation of public art and ensuring that facilities such as the Portico Gallery continue to thrive.
- Test new types of flexible business space for creative companies in the north of the Commercial Area.
- Develop a new brand for the Commercial Area.

### Long Term Projects:

- Develop new space for shared manufacturing and making.
- Encourage the development of new flexible workspaces for small businesses in the north of the area.
- Improve public realm.
- Pursue the development of new employment space on Knight's Hill and Chapel Road.
- Test new work/live/art concepts on Norwood High Street.
- Oversee the long term reinvigoration of commercial space in the area.

### Building on Existing Strengths

**1) Edmund de Waal Studio and Gallery**
Ernest Avenue

**2) Mylands Decorators' Merchant**
Rothschild Street

MYLANDS
ESTABLISHED LONDON 1884

**3) Milton Lloyd Holdings Ltd** Cosmetics Manufacturer
Norwood High Street

### Learning from Elsewhere

**1) Branding and public art**
Blackhorse Lane, Waltham Forest

**2) High quality business space, Park Hall Business Centre,** West Dulwich

**3) High quality, small light industrial space**
Stone Hill Trading Estate

**4) Shared spaces for making – Building BloQs,** Enfield

Building BloQs

**5) Culture and Community**
Ravenswood Industrial Estate

**6) Space for artists to live, make and trade**
Martin's Yard, Brockley

### Moving Forward

Delivery of aspirations within the Commercial Area will require changing perceptions of investors and occupiers – this will require momentum. To develop this, partners need to come together and develop projects as a community – stimulating activity from the community up.

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# Site 18: The Area Today

Site 18 on 286-362 Norwood Road is at the heart of the town centre. This site is located within the Knight's Hill ward and is bounded by Norwood Road to the east, Lansdowne Hill to the south, York Hill Estate to the west and York Hill to the north. This site is the subject of a Site Allocation policy (Site Allocation 18) in the Lambeth Local Plan 2015 to achieve the plan's strategic objectives under **Policy PN7: West Norwood**.

Commonplace

***You told us you dislike...***

- ...the vacant and underused sites behind the Norwood Road frontage – the appearance of these and sense of safety are particular issues
- ...the quality of the environment for pedestrians and cyclists, with numerous intersecting roads and high levels of congestion.

***You told us you like...***

- ...the independent feeling of Norwood Road with many long established businesses
- ...the presence of B&Q, which is seen as an important asset for the local area.

***You told us you would like to see...***

- ...more diverse retail: independents, but also more nationals
- ...more places to visit in the evening
- ...better and safer pedestrian and cycle links through the area.

## Current Context

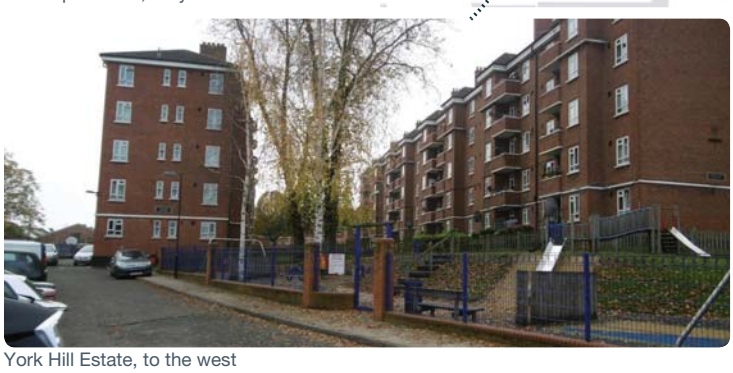
- The Norwood Road frontage contains a mix of uses - including B&Q and a petrol station to the north, and smaller independent retail units, restaurants and cafes to the south.
- At the rear of the frontage, there are a number of vacant and underused sites – including the former Brooks Laundry site.
- While parts of the Norwood Road frontage retain a Victorian character, there is no heritage or conservation designation.

Knowles of Norwood, 294-296 Norwood Road

B&Q, 304-322 Norwood Road

Auto Specialists, Waylett Place

Waylett Place, access off Norwood Road



York Hill Estate, to the west

Vacant land to the rear of Norwood Road

## The Case for Change

- Given its central location and size, the site is extremely important in terms of its overall impact on town centre appearance and image.
- Our research has highlighted that, due to the vacant sites and poor environment, the area currently has a detrimental effect on the overall character and performance of the town centre.
- Redevelopment of either some or all of the site could help to address these issues – helping to strengthen both the immediate area but also deliver socio-economic benefits across the town centre as a whole.
- However, the delivery of development in the area is complex and there are many different ways this could be achieved. This is explored over the following boards.

# Site 18: Moving Forward

## What are the parameters for development?

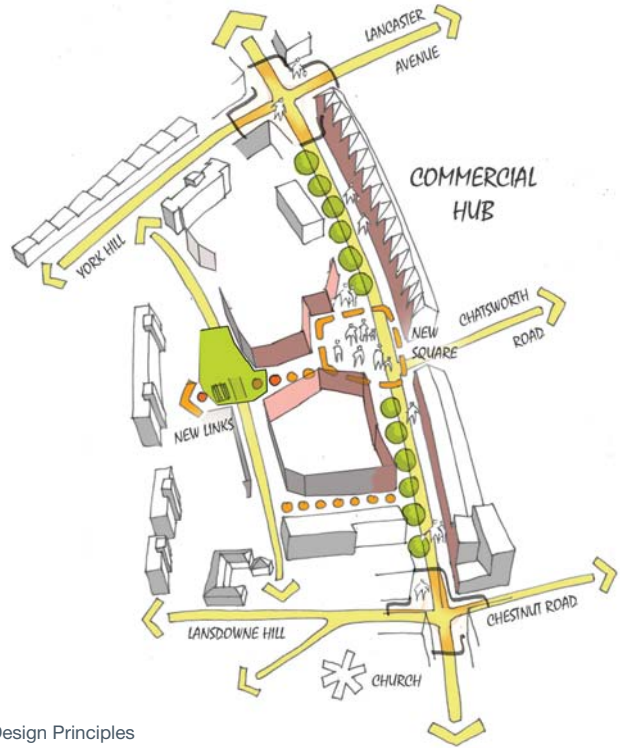
The site is the subject of a Site Allocation policy 18 in the Lambeth Local Plan 2015 to achieve the plan's strategic objectives particularly under **Policy PN7: West Norwood**. A significant opportunity for town centre improvement exists for retail-led development including housing, a new public space to provide a main focal point for the town centre, and improved connections through the area.

Development will need to be of an appropriate scale and form that respects the conservation value and heritage of the town centre, taking into account heights of the existing buildings on the eastern side of Norwood Road avoiding a 'canyon effect' and the setting of adjacent development and locally important views.

## What could be achieved?

A comprehensive redevelopment of the area provides an opportunity to create a new hub for the town centre. This could accommodate:

- New housing, including affordable housing.
- More variety in retail and leisure offer and potentially larger units. Potential to retain existing businesses such as B&Q.
- Improved public realm and civic space.
- Improved connections from Norwood Road to York Hill Estate.
- Improved quality of buildings along this central part of Norwood Road.




Illustrative Design Principles

### INDICATIVE WHOLE SITE REDEVELOPMENT: POTENTIAL SOCIO-ECONOMIC IMPACTS

**NEW HOMES, OPEN SPACE AND SERVICES**

UP TO **300** RESIDENTIAL UNITS — INCLUDING NEW AFFORDABLE HOMES

UP TO **1,000m2** OPEN SPACE — SPACE EQUIVALENT TO 4 TENNIS COURTS

UP TO **2,300m2** SPACE REPROVIDED FOR RETAIL AND FOOD & DRINK — SMALLER & LARGER UNITS BETTER SUITED TO A DIVERSE MIX OF TRADERS

POTENTIAL FOR ADDITIONAL SPACE FOR START-UPS & SMALL BUSINESSES

**HOUSEHOLD EXPENDITURE ...** *supporting jobs & services*

**£1m** HOUSEHOLD EXPENDITURE PER ANNUM IN WEST NORWOOD & TULSE HILL

SUPPORTING **10** FTE JOBS IN WEST NORWOOD & TULSE HILL

**NEW COMMERCIAL SPACE ...** *improving amenities; supporting jobs*

**115** GROSS FTE JOBS REPROVIDED IN COMMERCIAL SPACE — POTENTIAL FOR ADDITIONAL JOBS DEPENDING ON FINAL CONFIGURATION & USES

**WIDER BENEFITS ...** *potential for re-investment in local projects*

£ EST. ONE OFF PAYMENT OF UP TO **£3.8m** NEW HOMES BONUS AND COMMUNITY INFRASTRUCTURE LEVY

## Examples of Good Development

Improved spaces for all, Brown Hart Gardens, Mayfair

Street furniture and provision for cyclists, Bermondsey, London

Raised side road crossing, West Norwood

Mixed use development, Exeter

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# Site 18: Delivering Development

Land and buildings within the Central Retail Area are currently spread across numerous different landowners. These ownership patterns mean that delivering regeneration in the area is complex. There are three broad strategies which could be adopted to support development in the Central Area. The opportunities and challenges associated with these are considered below.

1

### Piecemeal Development

Individual sites developed as and when landowners wish to invest, with no coordinated plan for the area as a whole.

This scenario effectively represents the status quo.

2

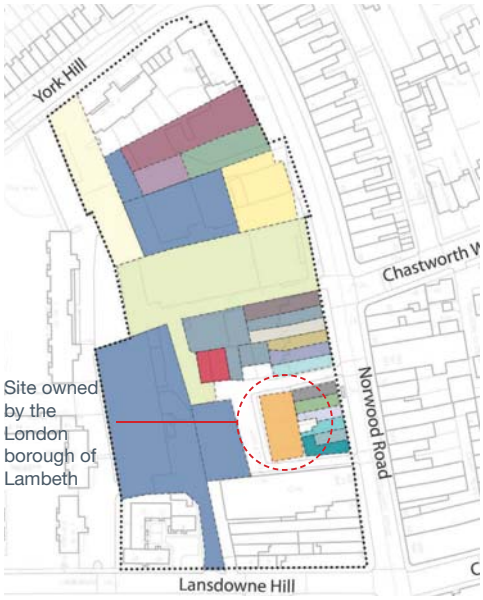
### Phased Development

A more coordinated plan, with landowners partnering together to deliver separate parcels of development at specific locations on the site over a long period of time.

3

### Comprehensive Development

A single party or joint venture redevelops the whole site as part of a single, coordinated plan.




Land ownership plan demonstrating highly complex ownership arrangements

### Community Influence over Strategy and Design

Limited community role — Strong community role

### Maximising Affordable Housing Delivery

Less potential to maximise delivery — Affordable housing delivery maximised

### Maximising Delivery of Additional Retail and Leisure Space

Less potential to maximise retail / leisure space delivery — Retail / leisure space delivery maximised

### Influencing the Type and Size of Retail and Leisure Space

Less influence over the type of units and occupiers — Greater influence over the type of units and occupiers

### Delivering New Open Space

No / limited new open space — New public squares; improved Norwood Road frontage

### Enhancing Pedestrian Connections Through the Area

No or limited connectivity enhancements — New routes and linkages through the area

### Managing Construction Disruption to Norwood and Community

Limited management and coordination to minimise disruption — Strong management and coordination to minimise disruption

### Speed of Delivery

Requires significant 'front-end' work; delivery in medium to long term — Could start now

**Key message:**

While it will take longer to agree, negotiate, acquire and design, a comprehensive development offers the greatest chance of achieving the economic and social objectives that underpin this plan.

# Site 18: Important Choices

In considering the development of Site 18, there will be a number of choices that need to be made. Some of these may be dependent upon other factors or may have knock-on effects. For example, to deliver additional affordable units, buildings may need to be larger or more parking may mean less public spaces.

## Your Opinion on Choices

The table below highlights some of the potential benefits of development and the implications of these. **Using the stickers provided**, please indicate your top 3 priorities.

| Potential Benefit of Development | Potentially will mean… | Your top 3 priorities. |
|---|---|---|
| Community influence over the design of development | • LB Lambeth has to purchase site to gain greater influence<br>• Longer timeframes<br>• Potential higher costs depending upon materials used. | |
| Prioritise affordable housing | • Larger development providing higher number of units, overall.<br>• Comprehensive approach. | |
| Prioritise larger/family homes | • Larger development, providing a higher number of units overall.<br>• Comprehensive approach. | |
| Adding more diversity to the retail and evening offer | • Remodelling of units on Norwood Road to provide larger units<br>• Potential short term relocation of existing business. | |
| Delivery of new open space and linkages through the area | • Less parking on Norwood Road<br>• Replacement of current Victorian façade on Norwood Road | |
| Retaining current Victorian façade on Norwood Road | • Less scope for public realm improvements on Norwood Road<br>• Less potential to provide new and larger retail and evening uses | |
| Others – please specify | | |

# Tulse Hill Station Area and Knolly's Goods Yard

This area covers Tulse Hill Station and its environs, stretching from the Tulse Hill gyratory in the north down to Knolly's Goods Yard Employment Area to the south west.

***You told us...***

Commonplace

✓ Strengths include the studio and creative space at Parade Mews, a good range of pubs, connectivity, and sense of community.

✗ Key concerns include congestion around the Tulse Hill gyratory and the quality of the environment on Station Rise.

↑ You want to see improvements to the Station Rise environment, better cycling environment, more retail diversity and more space to support creative activities.

**Recent Achievements:**

- Installation of artwork under the bridge to enliven it and reflect the interesting character and history of the area.
- Awarded £230,000 from Round One of the Outer London Fund and a further £1.3m from Round Two matched by £384,000 from the Council to improve West Norwood. The investment is supporting and helping to expand the West Norwood FEAST - a monthly celebration of food, arts and crafts run by the local community.
- Streetworks Programme underway to transform Tulse Hill gyratory and Station Rise through the creation of a better pedestrian environment, improve the safety of pedestrians and cyclists, potential to hold a street market and open up the space for other street activity, widening footways and relocating parking.

## Opportunity and Vision

**Wider Aspirations:**

- Work with TfL to deliver gyratory project.
- Improve safety of pedestrians and cyclists, and their overall experience in the area.
- Potential for refurbishment of the station by improving the entrance and creating a new public space - improving this as a gateway into the area.
- Promote the retention of existing and provision of new space for creative industries and artists for this area.
- Work with existing local artists to brighten up the existing area - make them a key feature of the area.
- Work with landowners to bring forward sensitive refurbishments and/or redevelopment, in line with policies in Lambeth's Local Plan 2015.

## Examples of Good Development

South London Gallery, Peckham Road London

Active street frontages Davy Gate, York

Improvements to public spaces/ squares, Exeter

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# West Norwood Heritage and Cultural Area

This area is located at the southern end of Norwood Road with some parts of the area situated within and adjoining the West Norwood Conservation Area and Site of Nature Conservation Importance. The area is also characterised by the elevated railway line viaducts. Home to West Norwood Cemetery, St Luke's Church and the Old Library, the area has plans progressing for the South London Theatre and the Picturehouse Cinema and Library. Potential development in this area should consider any impact on the historic environment and enhance the setting and appearance of individual or groups of heritage assets within and adjoining the area. Based on the context this area is considered the Cultural and Heritage Hub of West Norwood.

## Opportunity and Vision

***You told us...***

Commonplace

✓ Fantastic heritage assets (St Luke's and Cemetery), good pubs and niche retailers, good community facilities (eg the Health and Leisure Centre), and forthcoming cultural assets (eg Cinema and Theatre).

✗ Key concerns include the appearance of West Norwood Station and quality of the services, and the quality of the environment on Norwood High Street.

↑ You want to see the appearance of West Norwood Station and the surrounding area enhanced.

West Norwood Cultural Area Vision

### Recent Achievements:

- Improvements to shop fronts and public realm - through light touch replacement of awnings and new signage, combined with some entirely new shop fronts.
- OLF and further funding from Round Two, matched by £384k from the Council to improve the high streets to help attract more visitors.
- Supporting and helping to expand West Norwood Feast.
- Local creativity and enterprise is being supported through the Makerhood programme and a new business club.
- West Norwood Health and Leisure Centre providing a 25m swimming pool, gym, dental facilities and Council service centre.
- Approval of a 4-screen cinema and library complex with bar and cafe. This partnership between Picturehouse and the Council sees an investment of over £6m into the regeneration of the town centre with the joint library and cinema to open in 2017.

## Examples

Cafes set in historic environment, Mayfair

Shopfront and signage improvement, Lambeth

Town Centre Improvement Scheme, Hounslow

Outdoor space transformed, Watford

Public Square, Thomas More Square. London

### Wider Aspirations:

- Work with Network Rail and partners to explore the potential to improve West Norwood Station - such as: re-paving pedestrian surfaces, new entrances, new lighting and better access to the platforms, and modern train user facilities on the platform.
- Explore opportunities with Network Rail for over-station development subject to feasibility.
- Work with Network Rail to explore the potential for making better use of the railway arches - the land between the viaducts presents an opportunity for supporting new small and/or creative businesses.
- Encourage local businesses to take responsibility and invest into their shopfront in keeping with others in the town centre.
- Promote the retention of existing and provision of new space to local furniture makers, artists, jewellers, and many other creative enterprises in West Norwood.
- Bring back into use empty residential and commercial premises.
- Reinstate lost architectural features such as shopfronts, signage, windows and other historic detailing to improve the historic environment.
- Explore heritage-led improvement schemes.
- Work with landowners to bring forward vacant or underused space and sites for appropriate new uses and sensitive refurbishments or redevelopment, in line with policies in Lambeth's Local Plan 2015.

# Delivering our Economic Vision

Our plan will be designed to support an uplift in the economic, social and community strength of the area. In addition to our spatial recommendations, we have identified possible local stakeholders' roles and responsibilities and the following socio-economic projects, which are set out below.

## Roles and Responsibilities

- LB Lambeth

  Provide oversight of the plan bringing partners together to develop projects and lobbying for further investment. Use the powers and policies available to deliver against the objectives of the plan. Be open to new ideas, ensuring that the local community maintains an influence in the area.
- Station to Station BID

  Ensure that the business community has a stronger voice on the future of the area. Bring together partners in the Commercial Area, as well as delivering new projects across the town centre. www.stationtostation.london
- Feast

  Continue to evolve as a focal point for creative activity and engagement in the area. They will help to develop distinctive strategies for the north of the commercial area as well as changing perceptions of the area.
- Streetworks

  Ensure that the proposals for improvements in and around Tulse Hill are delivered.

  Ensuring that West Norwood and Tulse Hill's assets and locations are effectively linked.
- Neighbourhood Planning

  Provide opportunities for ongoing dialogue as well as a formal mechanism for local people to participate in Planning.
- Local People

  Remain active; trying new things, supporting local businesses and coming up with new ideas to help the area evolve.

## Socio-Economic Projects

### Inclusive Growth

Supporting businesses to start, grow and flourish.

| Project | Outcome |
|---|---|
| Partnerships – with the new BID, develop stronger business representation, particularly at the Commercial Area. | Greater business involvement in local decision making. |
| Retail support - provide specific retail and visual marketing support for traders on Norwood Road. | Increase in footfall and turnover as businesses are better able to adapt to changing markets. |
| Shared spaces - deliver shared spaces for manufacturing and creativity in the Commercial Area. | Diversification of the Commercial Area. |
| Branding – a new name and brand for the Commercial Area. | A focus for future inward investment and greater acknowledgement of the area's importance. |

### Strong and Sustainable Neighbourhoods

Ensure places remain distinctive and diverse.

| Project | Outcome |
|---|---|
| Linking Places - improve physical links between economic assets and places. | Improved visitor experience, increased footfall and turnover for local business. |
| Places for Business - work towards an increase in the quantum and breadth of business spaces within the Commercial Area. | Diversification of the Commercial Area, supporting new types of jobs into the area. |
| Public realm and accessibility – support the activities of Streetworks and removal of gyratory one-way system. | Improved environment support increase in footfall and spend in local shops, cafes and restaurants. |
| Heritage-led improvement schemes by drawing on the community's heritage. | Contributing to the development of local community identity and to quality of life. |
| Positive Arrivals – and amenity around West Norwood and Tulse Hill Stations. | More welcoming points of arrival improve the reputation of the town. |

### Reducing Inequality

Ensure that no residents or businesses are disadvantaged and local communities remain strong.

| Project | Outcome |
|---|---|
| Sharing Economy -Develop a focal point for the sharing economy, supporting growth and consolidation of assets such as Emmaus, Portico, Library of Things and Community Shop. | Increased visibility and accessibility of services which deliver social value locally. |
| Neighbourhood Planning - work with NPA and THF to develop Neighbourhood Plans which complement objectives of this plan. | Local people remain engaged and involved in the ongoing evolution of the area. |
| Local Employment - ensure that local providers (inc. Lambeth Working) are able to help local residents access skills and employment opportunities. | More job and training opportunities for local people. |
| New Sector Skills – link a new shared workspace offer with training to introduce local people to the skills of new sectors. | Broader opportunities available for local people looking to up/re-skill. |