

5.0 The Frameworks

5.1 Overview

To organise the urban design objectives and guidelines for East Croydon, a series of Framework Plans have been created. These plans set out strategic objectives across key themes, often operating at a wider scale than the immediate area around the station. For clarity, an overarching Movement Framework has been broken down into sub-themes covering distinct modes of transport. This should also be read in conjunction with the Croydon OAPF, the East Croydon and surrounding masterplans.

5.2 Movement Framework Concept

5.2.1 Creating a generous and inclusive 'human-scaled' environment

An overarching urban design ambition for East Croydon is to deliver a more human-scaled environment within the area. This means re-prioritising space for people within the urban realm and ensuring that this space is attractive, safe and welcoming. Creating a human-scaled environment also means that facilitating sustainable modes of transport such as walking, cycling and public transport should be prioritised over private transport, with through-traffic around the station removed and rat-running deterred. Additionally, creating a human-scaled environment means that where buildings and new developments meet the public realm, care should be taken to improve the experience of being in the street.

5.2.2 A world-class civic hub and transport interchange

Central to the urban design objectives for a relocated East Croydon Station is the opportunity to realise a more civilised transport interchange, enabling easy and efficient transfer between modes of transport set within a human-scaled urban environment.

In contrast to the existing station environment, with the majority of transport interchange occurring on George Street which results in a compressed and unattractive urban environment – the station relocation offers opportunity to make better use of the surrounding street network, designating a specific interchange to each street, and, in-turn, create a more legible movement hierarchy around the station building. Disaggregating the mode-to-mode interchange like this reduces opportunity for conflict and enables an easily navigated multi-modal interchange. Achieving this requires a comprehensive approach to be taken – understanding that decisions taken for one mode of transport will have a knock-on effect for another.

The primary bus interchange would take place to the west of the station, at new stops on both Lansdowne Road and Dingwall Road. Secondary interchange will occur through on-street stops provided on George Street and Cherry Orchard Road. Tram interchange would take place to the south of the station on George Street and Taxi interchange would take place to the East of the station via Cherry Orchard Road. A comprehensive approach can be taken to the provision of cycle parking facilities, enabled through a network-based approach to the provision of safe cycling infrastructure connecting the station to surrounding neighbourhoods.

The rationale is further set out within the relevant sections overleaf.

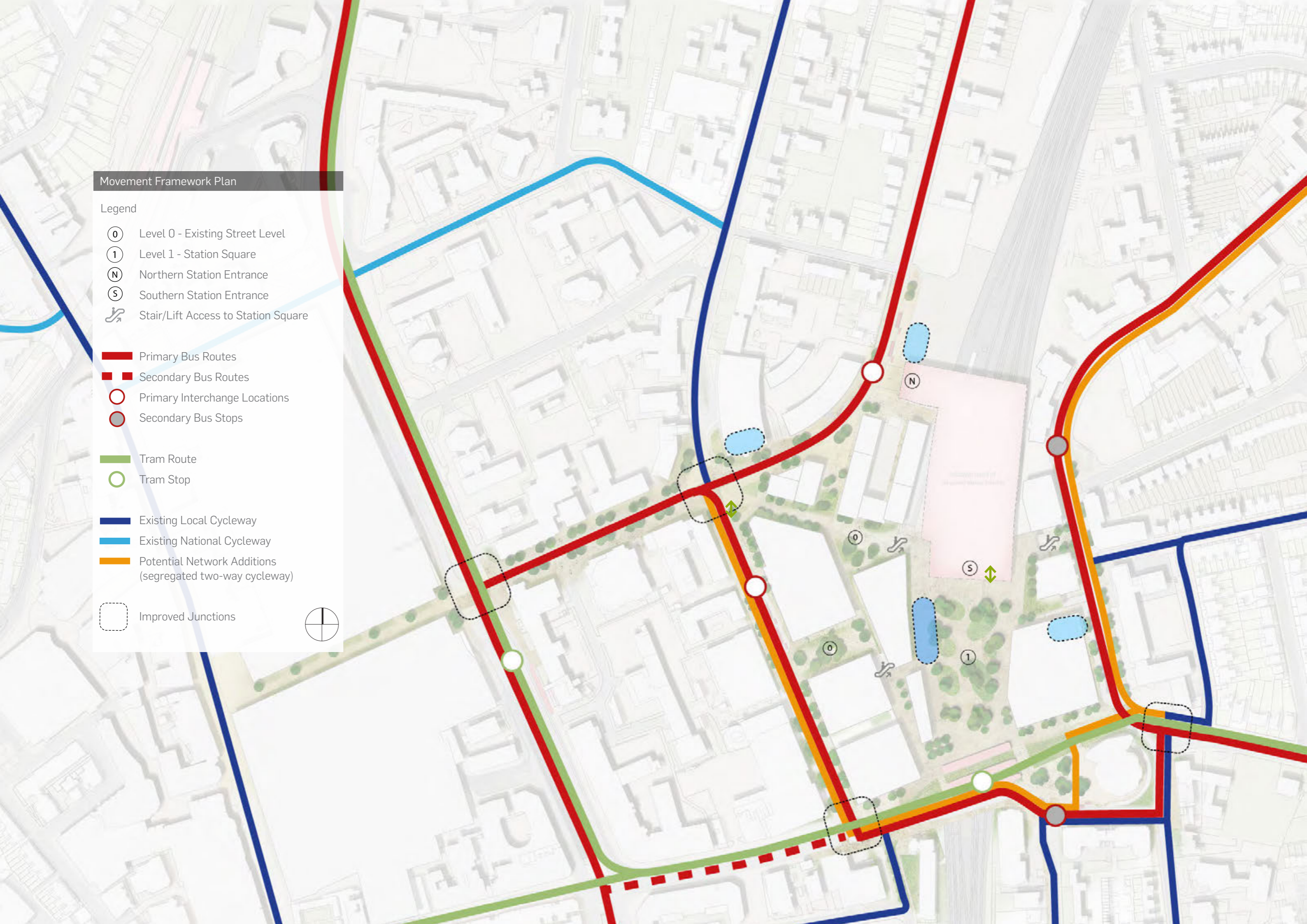
5.2.3 Supporting local businesses

Accommodating the various transport requirements across the East Croydon area in an attractive, safe and sustainable way means that the street and spaces would need to work more efficiently than ever before to enable people to access local business and services. Where possible, arrangements for delivery & servicing may need to be accommodated in off-street locations or away from the key streets and movement corridors. For instance, the majority of units on Lansdowne Rd, between Wellesley Rd and Dingwall Rd, benefit from rear service access roads, the use of which should be encouraged. Where such arrangements cannot be accommodated, further design work and feasibility studies would be required to set out more detailed strategies for delivery and servicing facilities.

Movement Framework Plan

Legend

- ① Level 0 - Existing Street Level
- ② Level 1 - Station Square
- (N) Northern Station Entrance
- (S) Southern Station Entrance
- ↕ Stair/Lift Access to Station Square
- Primary Bus Routes
- Secondary Bus Routes
- Primary Interchange Locations
- Secondary Bus Stops
- Tram Route
- Tram Stop
- Existing Local Cycleway
- Existing National Cycleway
- Potential Network Additions (segregated two-way cycleway)
- Improved Junctions



5.3 Movement Framework - Walking

Overview

Many important destinations are within walking distance of the proposed East Croydon station. However, people's perception of 'ease' of walking is largely influenced by the environment in which this takes place. If conditions for walking are pleasant and safe, then people's willingness to walk will increase. Through the relocation of East Croydon Station, significant opportunity exists to improve the pedestrian network in and around the immediate area.

By disaggregating the various transport modes at George Street and placing them within the street network surrounding the new station location, new movement hierarchies would be created. Lansdowne Road would have a new-found importance within the pedestrian network, as it forms a direct link between two access points to the relocated station and the town centre via the proposed Westfield development. Additionally, Dingwall Road and Cherry Orchard Road would likely see increase in pedestrian footfall and improvements will be required to both facilitate this increase.

Strategic Aims

Creation of a legible street network

Consideration should be given to the creation of an intuitive pedestrian experience through use of legibility and wayfinding devices including landmarks, sight lines, hierarchical streets and spaces and signage.

Generous footway widths

Accommodation should be made for generously proportioned footway widths in the streets immediately surrounding the station.

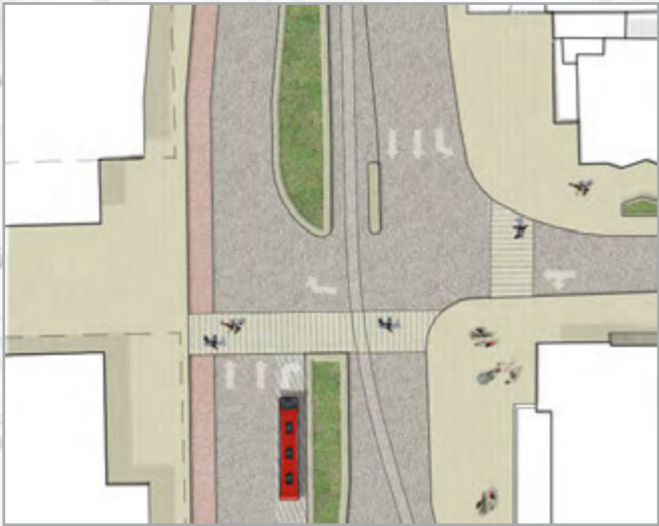
Easy to cross

At-grade crossing points should be intuitively located along key desire lines, reinforcing pedestrian priority and catering for breadth of user groups.

Walking Framework Plan

Improvements to Lansdowne Road as part of creating strong pedestrian link between East Croydon Station and Croydon Town Centre

Junction upgrade at Wellseley Road required to provide at-grade pedestrian crossing



Direct Pedestrian connection to Croydon Town Centre

Improved and generous pedestrian realm along Dingwall Road with safe crossing provided at Ruskin Square

Improvement to pedestrian crossing facilities at George Street to enable connection to Fairfield

Existing Corinthian House building acting as landmark and assisting with local legibility

Improvements Dingwall Road/Lansdowne Road junction to facilitate expected increase in pedestrian movements

Adequate space provided outside the northern Station entrance to facilitate effective interchange and high number of pedestrian movements.

Caithness Walk providing key arrival key space and pedestrian connection to East Croydon Station and Station Square

New public realm adjacent to the NLA Tower providing a high quality interchange environment and enhancing setting of locally listed landmark. Pedestrian crossing intuitively located along key desire line.



5.4 Movement Framework - Cycling

Overview

It is anticipated that the role of cycling will find an increased importance as part of a high quality and sustainable transport interchange at East Croydon. To enable greater levels of cycling within East Croydon (including to and from the station from a wider area) a network-based approach to the delivery of high-quality cycling infrastructure would be required. The network would seamlessly connect East Croydon to surrounding areas, while simultaneously providing safe, convenient and attractive access to East Croydon Station. Where feasible, segregated lanes should be provided along key corridors with crossings. Provision of a direct, continuous and segregated cycle route along George Street between Cherry Orchard Road and Dingwall Road will be critical to delivering this network. Provision should also be made for well located, safe cycle parking – both on-street at key destinations but also through provision of cycle hub facility at the new station catering for commuters.

Strategic Aims

Creation of a comprehensive cycle network

A comprehensive approach to the provision of a cycling network for East Croydon should be taken, supplement the existing programme, seeking to improve safety and reduce conflict between different user groups and transport modes.

Provision of secure parking facilities

Secure cycle parking facilities should be located around the station in easily accessible locations with high levels of activity to promote passive surveillance.

Opportunity for high quality rail-cycle interchange

Opportunity exists to promote a higher standard of rail-cycle interchange through provision of high-quality cycle hub style facilities.

Incorporating future growth in micro-mobility

Consideration should be given to the likely rise in electricity-enabled micro-mobility solutions such as e-scooters and e-bikes with need to include potential charging infrastructure within the urban realm.

Cycling Framework Plan

Legend

- ① Level 0 - Existing Street Level
- ② Level 1 - Station Concourse
- Existing Local Cycleway
- Existing National Cycleway
- Potential Network Additions (segregated two-way cycleway)



Opportunity for provision of high quality cycling hub/interchange facility

Consideration to be given to pedestrian/cycle crossing facilities

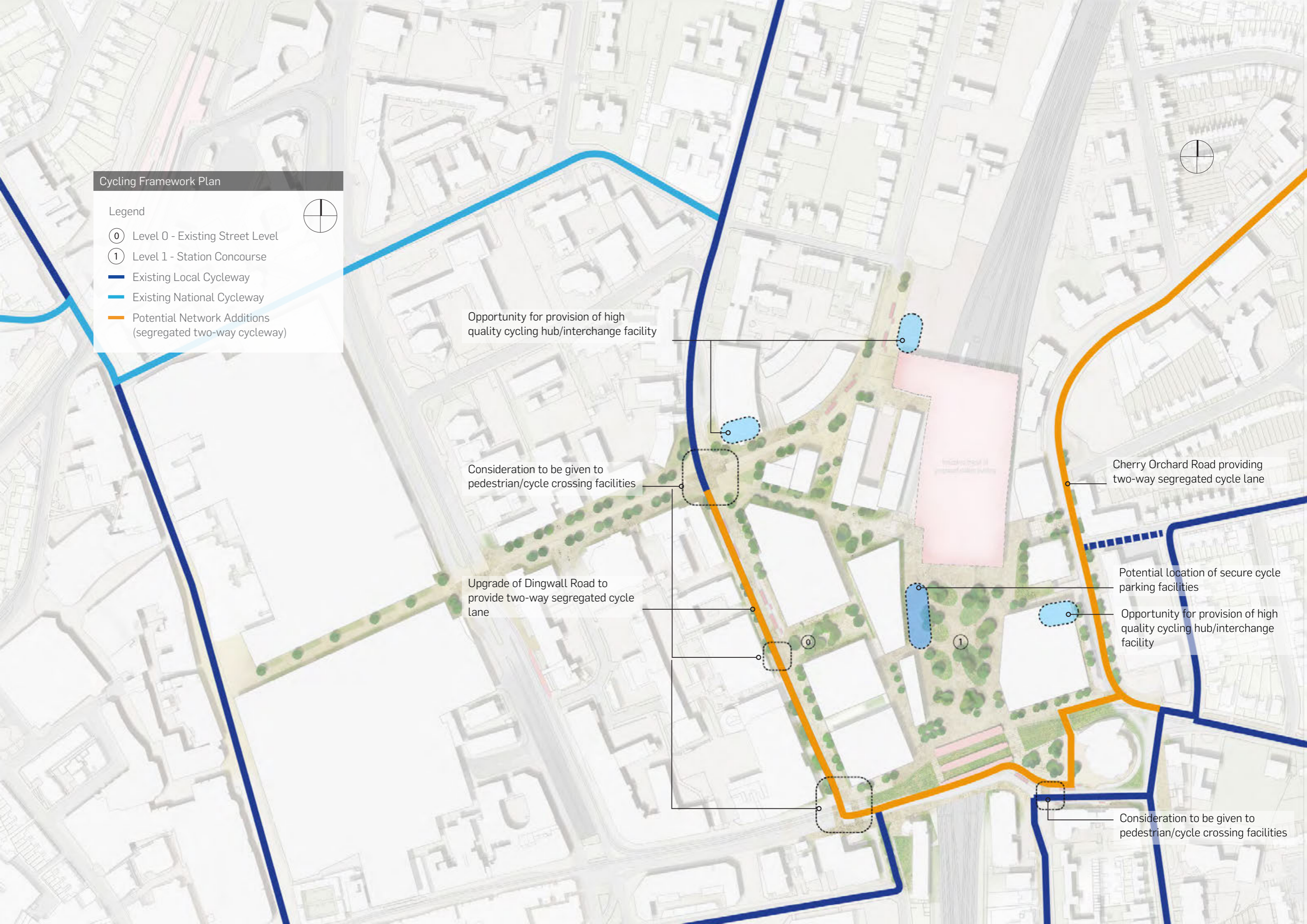
Upgrade of Dingwall Road to provide two-way segregated cycle lane

Cherry Orchard Road providing two-way segregated cycle lane

Potential location of secure cycle parking facilities

Opportunity for provision of high quality cycling hub/interchange facility

Consideration to be given to pedestrian/cycle crossing facilities



5.5 Movement Framework - Bus

Overview

The relocation of East Croydon Station could provide an opportunity for wider strategic restructuring of bus movements across Croydon town centre. To facilitate bus-rail interchange, new bus stops on Dingwall Road and Lansdowne road are proposed.

These new interchange locations provide opportunity for public realm enhancements at the existing East Croydon bus station on George Street, which could be updated to on-street stops. As part of wider improvements to the bus network, Lansdowne Road could facilitate some of the bus services currently located on Cherry Orchard Road. The bus-stop on both George Street and Cherry Orchard road, while serving a secondary bus-rail interchange role, will still serve as a key element of the wider strategic network.

To enable increased, two-way bus movements on Dingwall Road and Lansdowne Road, improvements would be required to several junctions in the immediate area, two of which requiring bus movements across tram tracks:

- > Junction of Lansdowne Road and Wellseley Road ;
- > Junction of Dingwall Road and George Street; and
- > Junction of Lansdowne Road and St James's Road.

These potential upgrades will need to be tested against potential risks and balanced against capacity requirements of both bus and tram networks.

Several high level options have been identified for bus standing in the graphic opposite. Options A and B represent loops to enable buses to drop off passengers outside the new northern entrance to the station, utilising the loops to then turn the buses around and access on-street standing locations. For example, in front of Ruskin Square car park on Dingwall Road, where impact on residential properties would be minimal.

Option C represents a potential turning and standing option within Opportunity Area 3. The aim would be for buses to be located trackside to minimise impact on the building plots. This could operate as a loop arrangement or via a single entry / exit point. The location shown diagrammatically on the plan could utilise any part of this plot up to and including Lambert's Place.

Further assessment will be required to assess the feasibility of the potential options.

Strategic Aims

A higher quality user experience

Consideration should be given to the environment around bus stops, which should be accessible in design and layout with sufficient room to accommodate waiting passengers in comfort.

Better bus-rail interchange

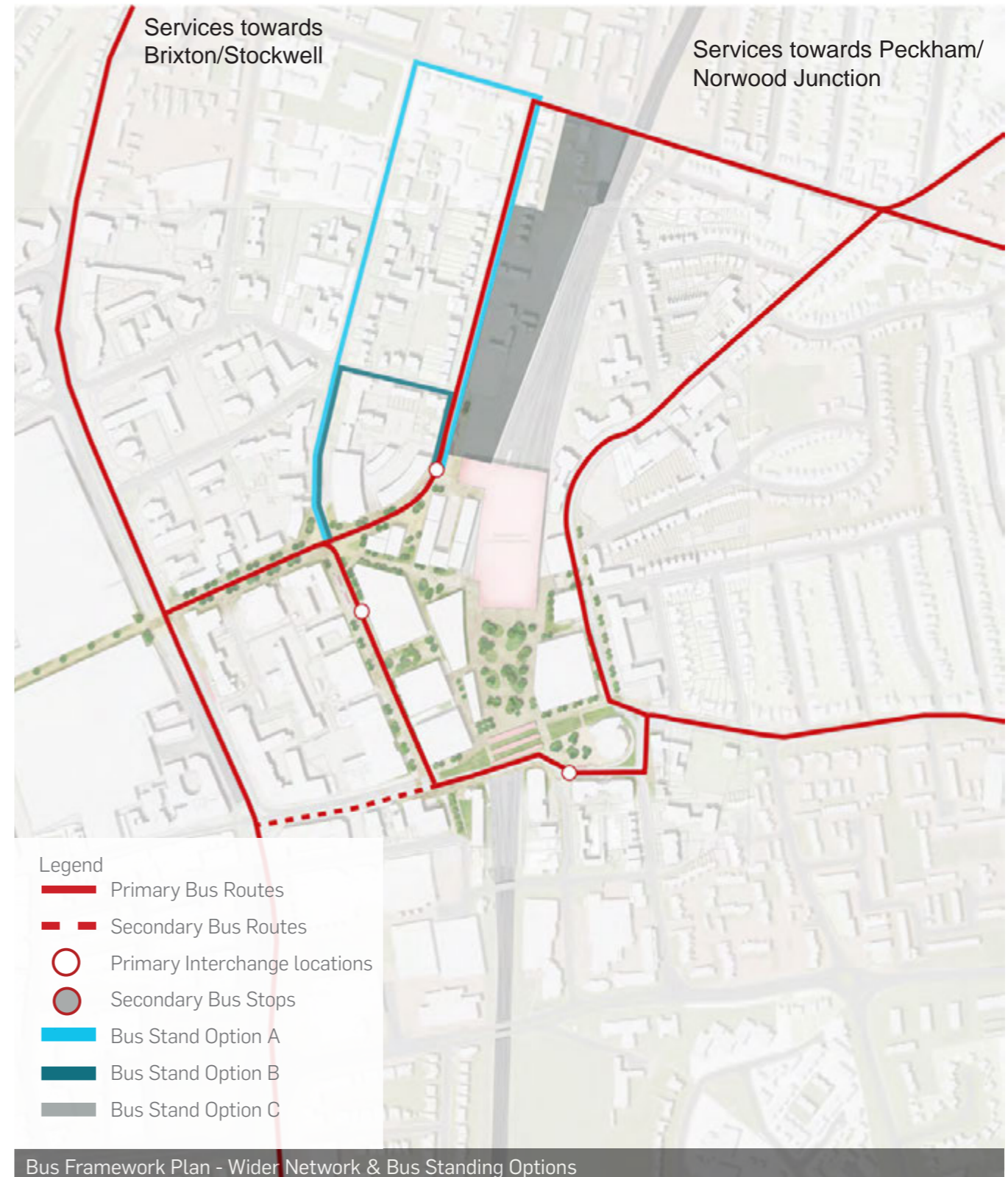
Relocating existing bus interchange provides opportunity to de-clutter and rationalise the user experience, giving sufficient space to rail and bus passengers and providing clear links between each mode

Upgrading of key junctions

As part of the Wellseley Road/Lansdowne Road junction redesign - bringing the pedestrian crossing to surface level - provision should also be made for right turning traffic (including buses) joining Wellseley Road from Lansdowne Road alongside right turning traffic from Wellseley Road on to Lansdowne Road.

Provision for bus stands

Potential solutions have been identified which seek to incorporate bus turning and standing for services terminating in East Croydon within the surrounding street network. Further work will be required to access to feasibility of these proposals.



Bus Framework Plan

Legend

- Primary Bus Routes
- Secondary Bus Routes
- Primary Interchange locations
- Secondary Bus Stops
- Junction Improvements Required



Upgrades required at Wellseley Road/Lansdowne Road Junction (subject to further feasibility testing)

Services towards Brixton/Stockwell

Services towards Peckham/
Norwood Junction

Services towards Peckham/
Norwood Junction

Services continuing to potential stand/turning along Lansdowne Road

Indicative location of bus stops for services terminating at East Croydon Station

Indicative location of bus stops on Dingwall Road. Stops named 'East Croydon Station'

Potential for public space connecting tram and bus services

Indicative location of relocated bus stops on George Street

Services towards Warlingham/Caterham

5.6 Movement Framework - Trams

Overview

As part of the Station Square proposals and the relocation of bus stops on-street along George Street there is an opportunity to realise increased capacity on the Tram network and to create a high quality Tram Station interchange at East Croydon.

To enable increased capacity within the wider Tram network, an additional platform has been proposed at East Croydon Station. The removal of the Train Station building enables a fourth Tram platform to be located adjacent to existing platforms. This proposal will require further technical feasibility studies to ensure the bridge structure can support additional platform and Tram.

The redesign of East Croydon Bus Station provides opportunity for a high quality public open space to be located adjacent to the One Croydon building, providing an attractive urban environment and interchange between Bus and Tram network.

The Mayor's Transport Strategy (2018) includes a proposal to increase tram capacity to/from Croydon by 85 per cent by 2030. To achieve this target will require will require an increase in tram capacity at East Croydon Station, the busiest and most important stop on the tram network (see Proposal 70 in the MTS for further details).

Strategic Aims

Creation of a civilised tram interchange

Future expansion of the tram platforms should aim to take advantage of their setting within high-quality public realm. Doing so will enable the creation of a more civilised interchange facility and, combined with the design of the platforms and canopies themselves, could facilitate the creations of a local landmark, assisting orientation from Wellesley Road and the town centre, from George Street and from the proposed train station southern gate line



Tram Framework Plan

5.7 Movement Framework - Taxi

Overview

The proposed development of the former Royal Mail site would see the removal of the existing station Taxi Rank located on Billinton Hill, improving tram movement in the area and also further facilitating public realm improvements adjacent to the One Croydon building. In its place, a consolidated taxi pick up and drop off is proposed on Cherry Orchard Road, adjacent to the former Royal Mail site. Access to the relocated train station could then take place via stairs and lifts up to the level of the Station square. A larger feeder rank could be located outside of the immediate station area, with use of apps, cameras to indicate available space at the pick-up location.

Given the demands likely to be placed on Cherry Orchard Road by both the future Bus and Cycle networks, further assessment work is required to develop a suitable solution that balances these demands. It is likely that should a solution be identified for a Taxi Facility on Cherry Orchard Road it may be partly located within the Royal Mail site boundary.

Strategic Aims

Provision of an intuitively located and consolidated taxi rank

A new Taxi facility at East Croydon Station should be intuitively located for passengers with easy access between street level and the station entrance.

The facility should make best use of highway space, avoiding need for passing space, not have an overbearing presence on the street and should enhance the public realm.



5.8 Green Infrastructure Framework

Overview

As documented within this report, East Croydon suffers from a lack of access to meaningful open space with an urban realm that is dominated by transport infrastructure and further hampered by the dominance of large urban grain reducing opportunities for walking

However, through the relocation of East Croydon Station and the creation of a world-class public realm offering at Station Square, significant opportunity exists to reset the agenda for East Croydon and to establish a landscape-led approach for future development. This framework does not seek to set out a detailed and exhaustive set of proposals but instead outlines several high level principles that should be taken forward for further assessment and consideration.

A comprehensive approach should be taken to the creation of an overarching Green Infrastructure strategy within East Croydon, providing a network of parks, green spaces, gardens supported by a range of urban greening features such as street trees, green roofs and sustainable urban drainage solutions.

The introduction of high quality greening, which may include a programme of major tree planting, could extend London's Urban Forest and help deliver on Mayor of London's commitment to increase tree canopy cover by 10 per cent by 2050.

As shown on the adjacent diagram, the introduction of a green infrastructure 'grid' connecting key streets and spaces could begin to bring urban greening and opportunities for biodiversity enhancements into the town centre.

Efforts should also be made to reflect the guidance set out within the new London Plan, GLA and LBC policy and guidance around the themes of exclusivity and the creation of public realm for all.

As set out within the NPPF, future development should seek to facilitate biodiversity net gain.



Existing Tree Canopy Coverage – highlighting low density of planting in East Croydon

Strategic Aims

Creation of a network of high quality public places

While there are clear public realm 'set-piece' opportunities provided by the propose Station Square, significant opportunity exists to embed this within a wider network of high quality streets and spaces.

Creation of safe and inclusive spaces

The open space network should be informed by the latest guidance including ensuring that spaces:

- › Can be used safely, easily and with dignity by all regardless of disability, age, gender, ethnicity or economic circumstances

- › Are convenient and welcoming with no disabling barriers, so everyone can use them independently without undue effort, separation or special treatment
- › Are flexible and responsive taking account of what different people say they need and want, so people can use them in different ways
- › Are realistic, offering more than one solution to help balance everyone's needs, recognising that one solution may not work for all.

Development of a Green Infrastructure Strategy

The development of a green infrastructure strategy for East Croydon will:

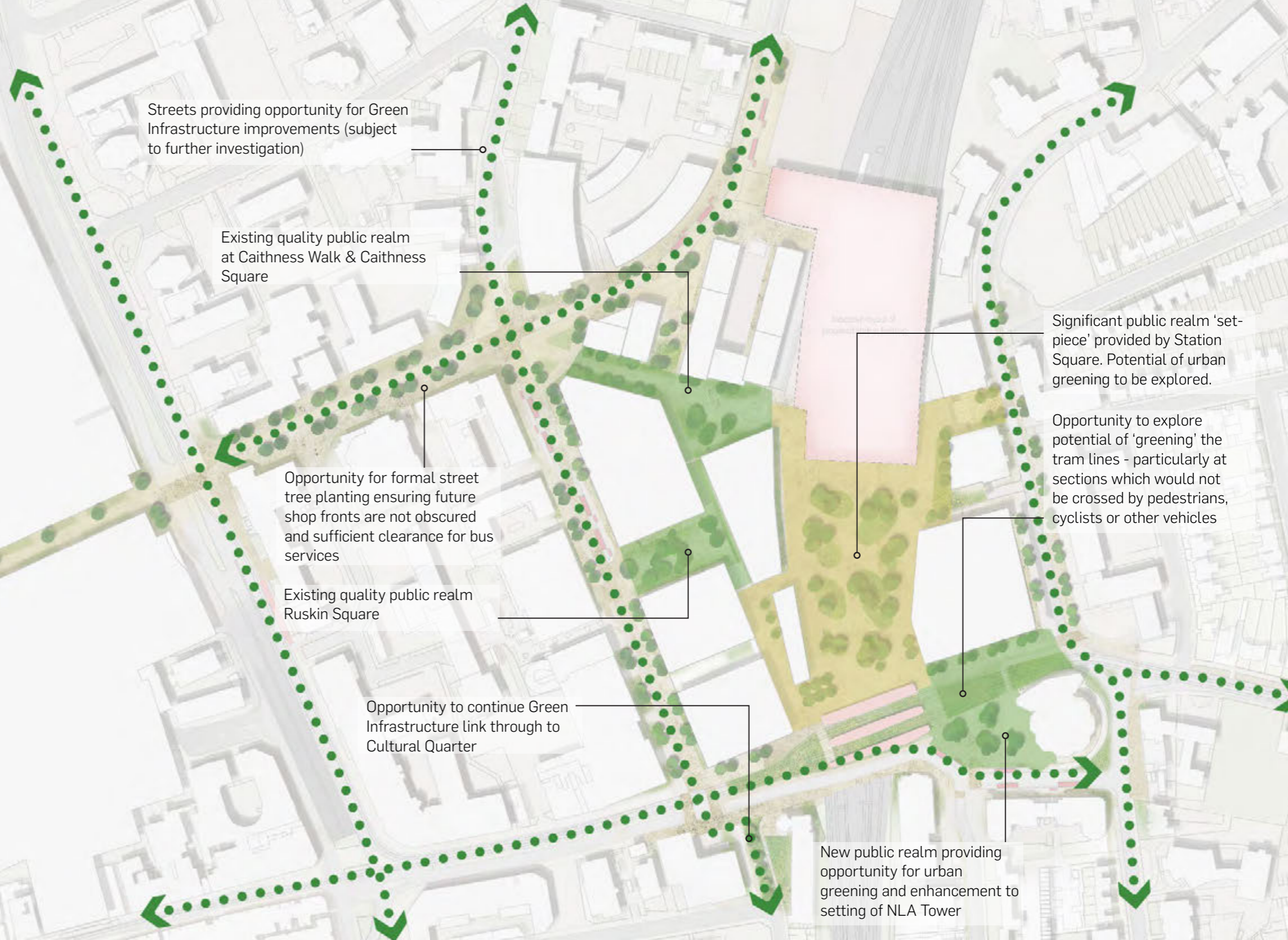
- › Promote healthier living, providing spaces for physical activity and relaxation
- › Cool the town and absorb stormwater to lessen the impacts of climate change
- › Filter pollutants to improve air and water quality
- › Make streets clean, comfortable and more attractive to encourage walking and cycling
- › Store carbon in soils and woodlands
- › Create better quality and better-connected habitats to improve biodiversity and ecological resilience
- › Sustainable approaches to water run-off through landscape led suds strategies.

Green Infrastructure Framework Plan

Legend



- 0 Level 0 - Existing Street Level
- 1 Level 1 - Station Concourse
- Indicative Green Infrastructure Grid
- Public Open Space (Existing)
- Public Open Space (Proposed)
- High Quality Public Realm



6.0 The Components

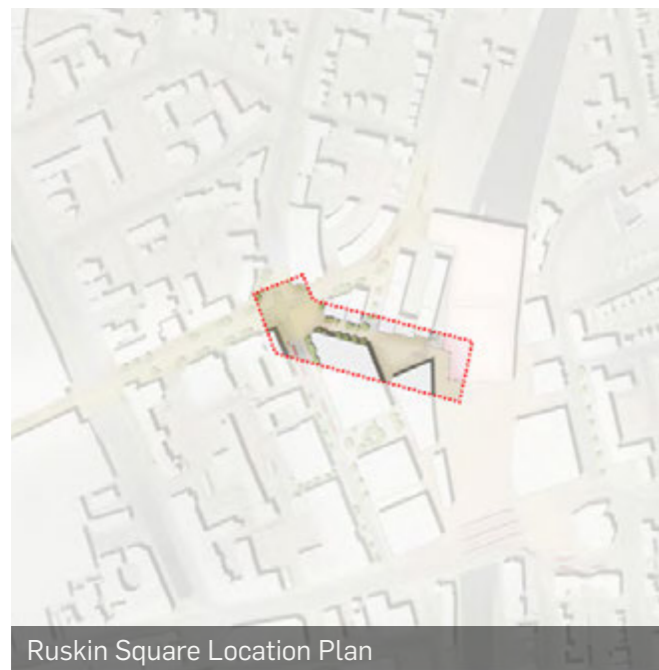
6.1 Overview

This section seeks to further the strategic urban design aims established through the Framework plans. The plans and illustrations within this section of the document are not detailed design proposals, instead they aim to depict how key objectives could be accommodated within the streets and spaces around East Croydon, subject to further feasibility, testing and individual site public realm proposals.



Component Location Plan

6.2 Ruskin Square



Role and Function

This area of Ruskin Square, primarily comprising Caithness Walk and Caithness Square, provides a key pedestrian connection between the southern station entrance and Dingwall Road/Lansdowne Road providing bus interchange and/or onwards towards Croydon Town Centre.

This pedestrianised street is likely to see an increase in activity with both emerging developments and relocated East Croydon Station anchoring the space.



Bus Interchange

Caithness Walk will provide a key connection between East Croydon Station and potential new Bus Interchange facility on Dingwall Road. Future development of the street should seek to improve wayfinding between these destinations.



High Quality Pedestrian Realm

Future development should seek to contribute to a high quality arrival space for Croydon.



Access to Station Square

Access to Station Square and the southern Station entrance will require a change in levels. A considered design response will be required to successfully facilitate this change in levels without negatively impacting wayfinding and legibility.



Design Principles

Enhance Legibility & Wayfinding

- > Caithness Walk would act as a key link between the relocated Train Station and Croydon Town Centre and Bus interchange
- > As such, efforts should be made to ensure legibility and wayfinding measures are put in place to support these key desire lines

Active Frontages

- > Development should actively address the street and contribute to a high quality arrival experience

Avoid Clutter

- > Given the likely increase in pedestrian flow along the street, efforts should be made to streamline necessary street furniture and make sure key views are not obstructed

6.3 George Street



George Street Location Plan

Role and Function

The relocation of East Croydon Train Station alongside the redesign of East Croydon Bus Station provides opportunity to ease existing pressure on George Street and see the creation of a more generous and attractive urban environment. The potential addition of a fourth tram platform provides opportunity for the creation of a landmark tram interchange set within high quality public realm with Station Square to the north and new public space adjacent to the One Croydon Building to the east.

George street also provides pedestrian connectivity southwards toward Fairfield Halls and the Cultural Quarter. Further consideration will need to be taken to accommodate this key pedestrian crossing as part of the junction with Dingwall Road as both pedestrian and bus movements across George Street may have impact on the operation of the tram network. George Street will also provide cycling connections both north-south at the junction with Dingwall Road, and east-west connecting Dingwall Road with Cherry Orchard Road.

Design Principles

Tram interchange

- › Provision of a fourth tram platform and the creation of a landmark tram interchange on George Street, taking advantage of the adjacent high-quality public realm
- › Where possible clutter associated with the tram infrastructure should be removed and where barriers are required these should be attractive additions to the public realm

Dingwall Road Junction

- › The junction with Dingwall Road would facilitate signalised bus, cycle and pedestrian movements into and out of Dingwall Road
- › Further feasibility work will be required to assess and further these proposals with regards impact on the operation of the tram network

Pedestrian movement

- › Provision should be made to widen footway widths along George Street and de-clutter the public realm
- › A generous pedestrian crossing will be required to enable movement across George Street to align with the new step free route adjacent to 101a George Street through to the Cultural Quarter and the Fairfield Halls

Cycling links

- › Cycling movement should be accommodated via provision of a continuous segregated two-way cycle track between Cherry Orchard Road and Dingwall Road

Bus movement

- › A new area of public realm could be created through the re-design of the existing bus station, moving towards on-street bus stops on George Street
- › Service access to the One Croydon building and adjacent retail units should not be negatively impacted by these proposals

NLA Tower

- › New and improved public realm should enhance the setting and landmark status of the locally listed NLA Tower
- › Enhancement of the designated local view of the NLA Tower along George Street could take place through decluttering and rationalisation of existing infrastructure
- › This may also provide opportunity for improving the setting of other heritage assets along George Street
- › Design of new public realm around the NLA Tower should be undertaken in a holistic approach in conjunction with public realm at Station Square



Generous pedestrian realm

Provision should be made for footway widths of sufficient scale to accommodate increased pedestrian footfall.



Tram platforms

A fourth platform is to be provided to accommodate increased capacity of the service. Further feasibility work will be required to determine its exact location and form.



Pedestrian crossing

Provision should be made for pedestrian crossing of the tram lines, reducing perception of severance, facilitating bus-tram interchange and linking the Station Square public space with a new public space outside One Croydon.



Public Realm

A new area of public realm has been provided through the reconfiguration of the existing Bus interchange. This provides opportunity to enhance the setting of the NLA Tower and integrating this local landmark in to the wider Station Square public realm. The space will incorporate cycling connection and service access to the NLA Tower.



Re-designed junctions providing intuitive crossing

Pedestrian and cycle crossing points should be intuitively located along key desire lines. Potential exists to align crossing at Dingwall Road/George Street with step-free route to the Fair Field and Cultural Quarter.



Cycle Connections

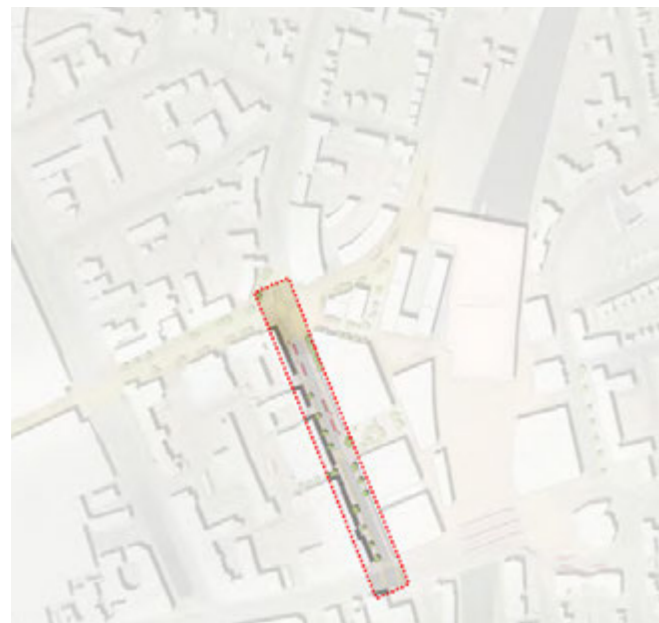
New segregated connections could be provided along George Street - linking Cherry Orchard Road with Dingwall Road and forming a strategically important east-west link.



Bus Interchange

Through the redesign of the existing interchange, bus stops could be provided on street, enabling the creation of new public realm.

6.4 Dingwall Road



Dingwall Road Location Plan

Role and Function

Dingwall Road will have an important role as a movement corridor within East Croydon, in part, facilitating a comprehensive restructuring of the existing bus strategy for Croydon as well as providing more intuitive bus interchange with East Croydon station. Importantly, as part of the street network immediately around the proposed station location, Dingwall Road would also act as an arrival point and 'front door' for Croydon, thereby informing and establishing the character and tone for the wider town. Dingwall Road also provides connection and helps unlock the opportunity areas which lie to the north west of the proposed station development.

Significant opportunity exists to maximise the potential of urban greening along Dingwall Road through provision of additional tree planting. Third party land may be required to fulfil the ambitions set out within the SRF.

Design Principles

In line with the strategic aims set out through the Framework Plans a number of design principles have been established which take into consideration the proposed functionality of Dingwall Road.

Bus Movement

- › Facilitate bus movements and interchange with East Croydon Station
- › Creation of user-friendly bus-rail interchange including provision of two bus stops each way on Dingwall Road
- › Location of bus stops to minimise walking distance from new train station location

Pedestrian Movement

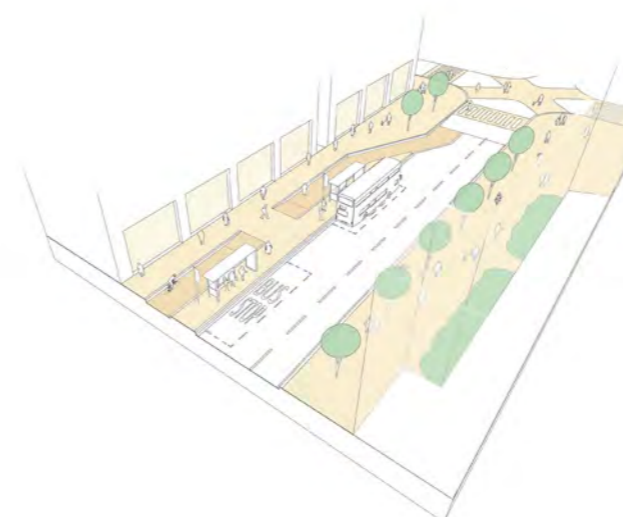
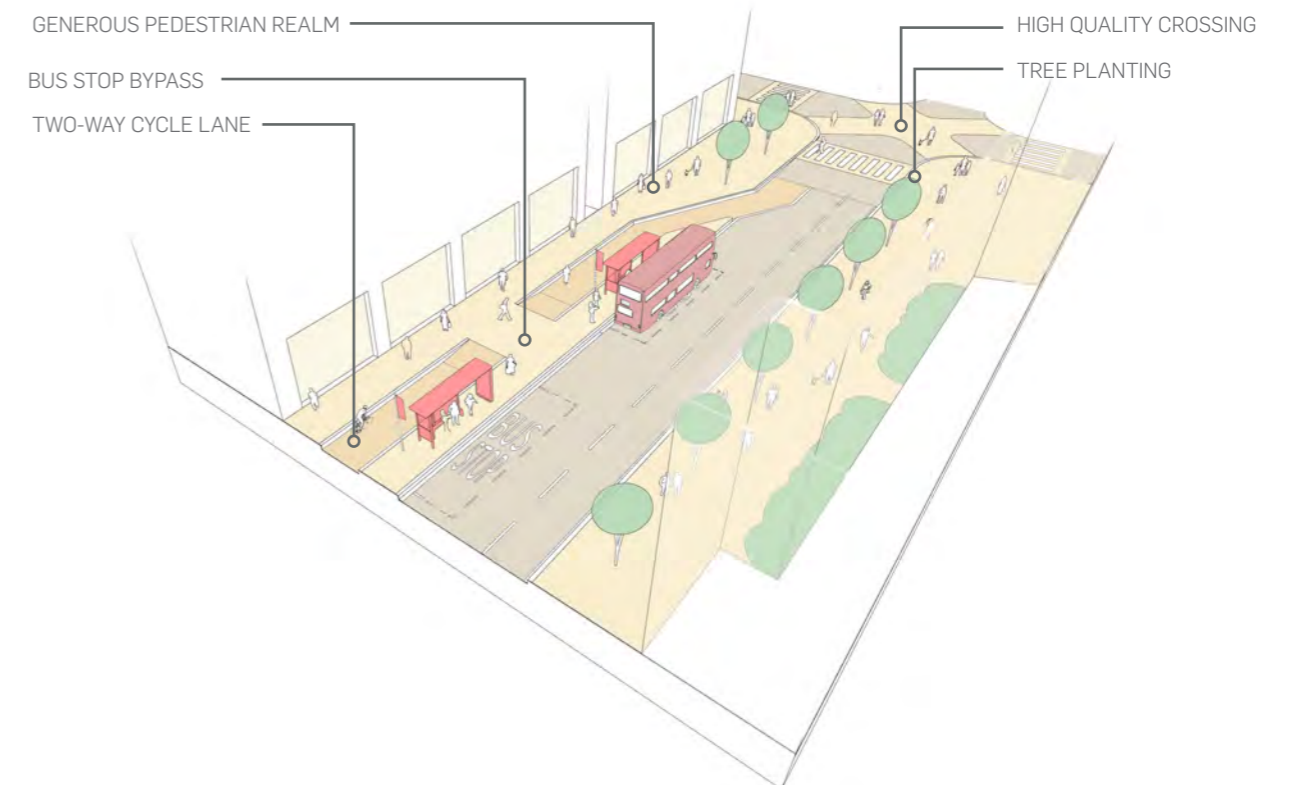
- › Footways should be generous in their dimension to accommodate expected increase in footfall
- › Crossing points should be intuitively located and provide space for those waiting to cross
- › A comprehensive wayfinding strategy should be introduced, enabling pedestrians to make informed choices at key decision points
- › Supplement the existing Lansdowne Rd and Dingwall Rd junction improvements / mini-roundabout

Cycling Movement

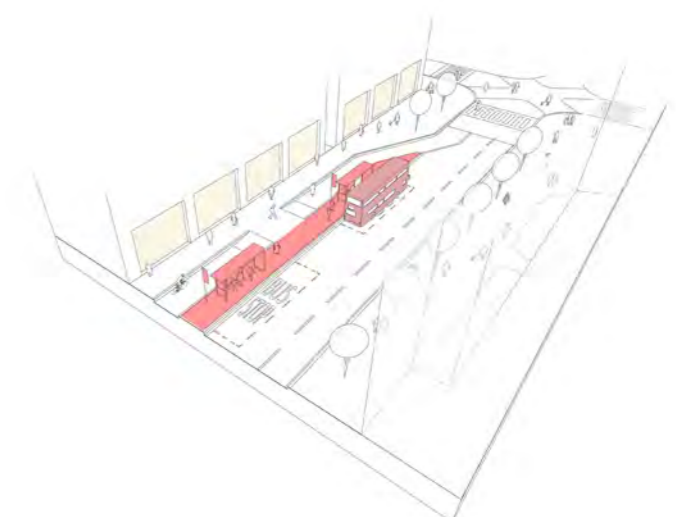
- › Accommodate two-way segregated cycle track
- › Provide safe crossing at junctions with Lansdowne Road and George Street

Improving Wayfinding

- › Using heritage assets such as Corinthian House can contribute greatly to wayfinding and sense of place. The setting of this building should be enhanced through future proposals (including improved public realm).

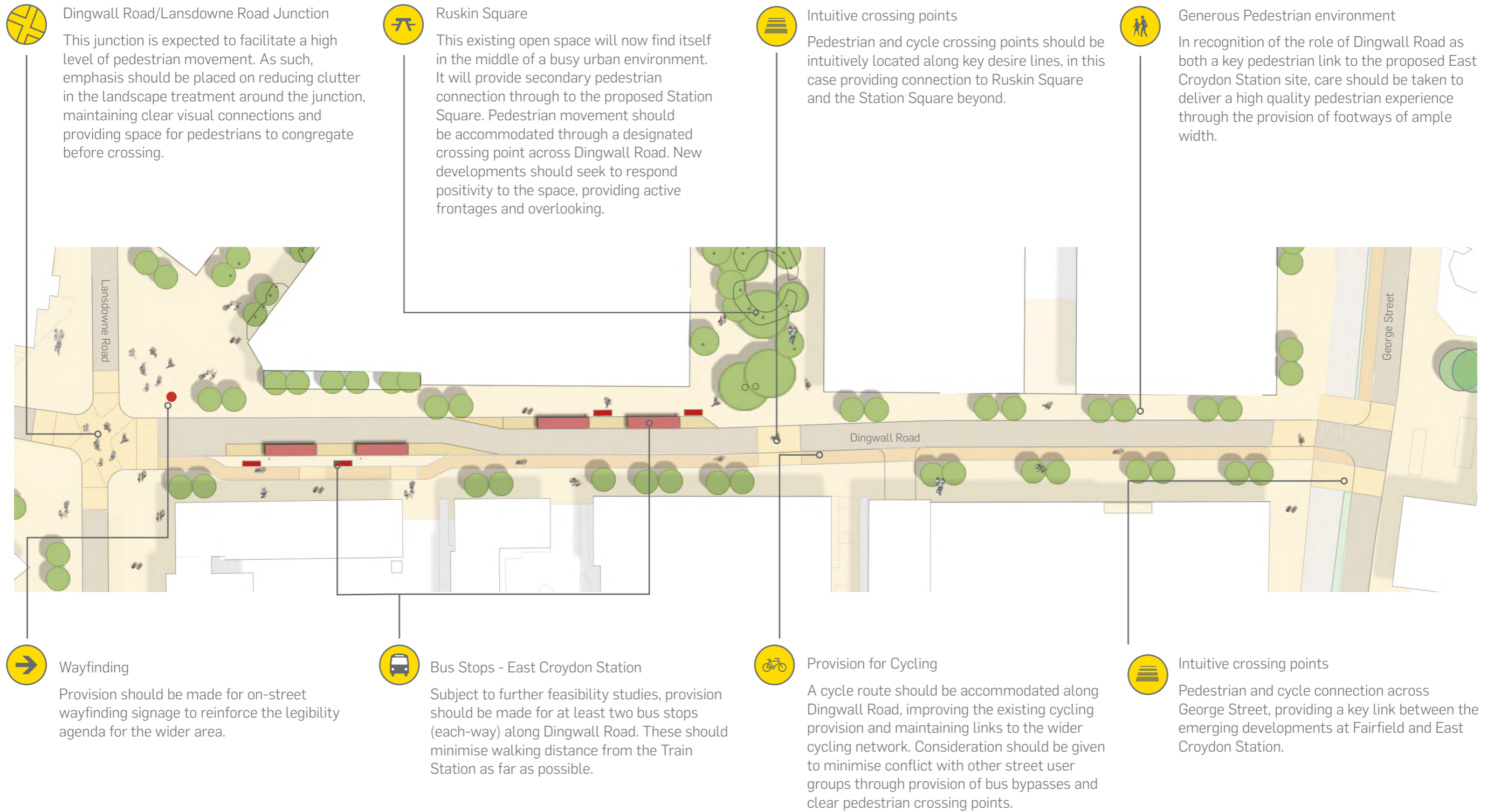


DINGWALL ROAD PEDESTRIAN AND CYCLING



DINGWALL ROAD BUS STOPS

Design Objectives Diagram



6.5 Lansdowne Road



Lansdowne Road Location Plan

Overview

The relocation of East Croydon Station will place greater emphasis on Lansdowne Road as a key link and pedestrian movement corridor between the station and the town centre. Lansdowne Road would provide two points of entry/exit to the station: the first a direct access via the northern station entrance and the second via Caithness Walk and Station Square. To facilitate expected increase in pedestrian footfall, pavements would need to be of sufficient width and crossing points located along key desire lines with generous space for waiting.

The area of Lansdowne Road accommodating the northern station entrance should be given focus as different modes of transport compete for space within a confined urban environment. Limiting the number of different transport modes interchanging here would help avoid the recreation of the existing station conditions.

Subject to further assessment there may be requirement to accommodate bus standing along Lansdowne Road. Options for this have been highlighted in the Bus Movement Framework.

Design Principles

In line with the strategic aim set out through the Framework Plans a number of design principles have been established which take into consideration the proposed functionality of Lansdowne Road.

Pedestrian Movement

- › Pavements, particularly on the southern side of the street, should be generously proportioned to accommodate expected increase in pedestrian footfall
- › Footway layouts should seek to provide clear lines of sight between the northern station entrance, Caithness Walk and the proposed Whitgift Development/Town centre to the west
- › Crossing points should be intuitively located along desire lines

Bus Movement

- › Carriageway widths should sufficiently accommodate bus movements, without adverse impact on the scale of the pedestrian realm
- › Bus stops north of the Dingwall Road junction should be located within convenient walking distance of the station entrance with ample room provided to accommodate pedestrian movement and waiting

Wellseley Road Junction

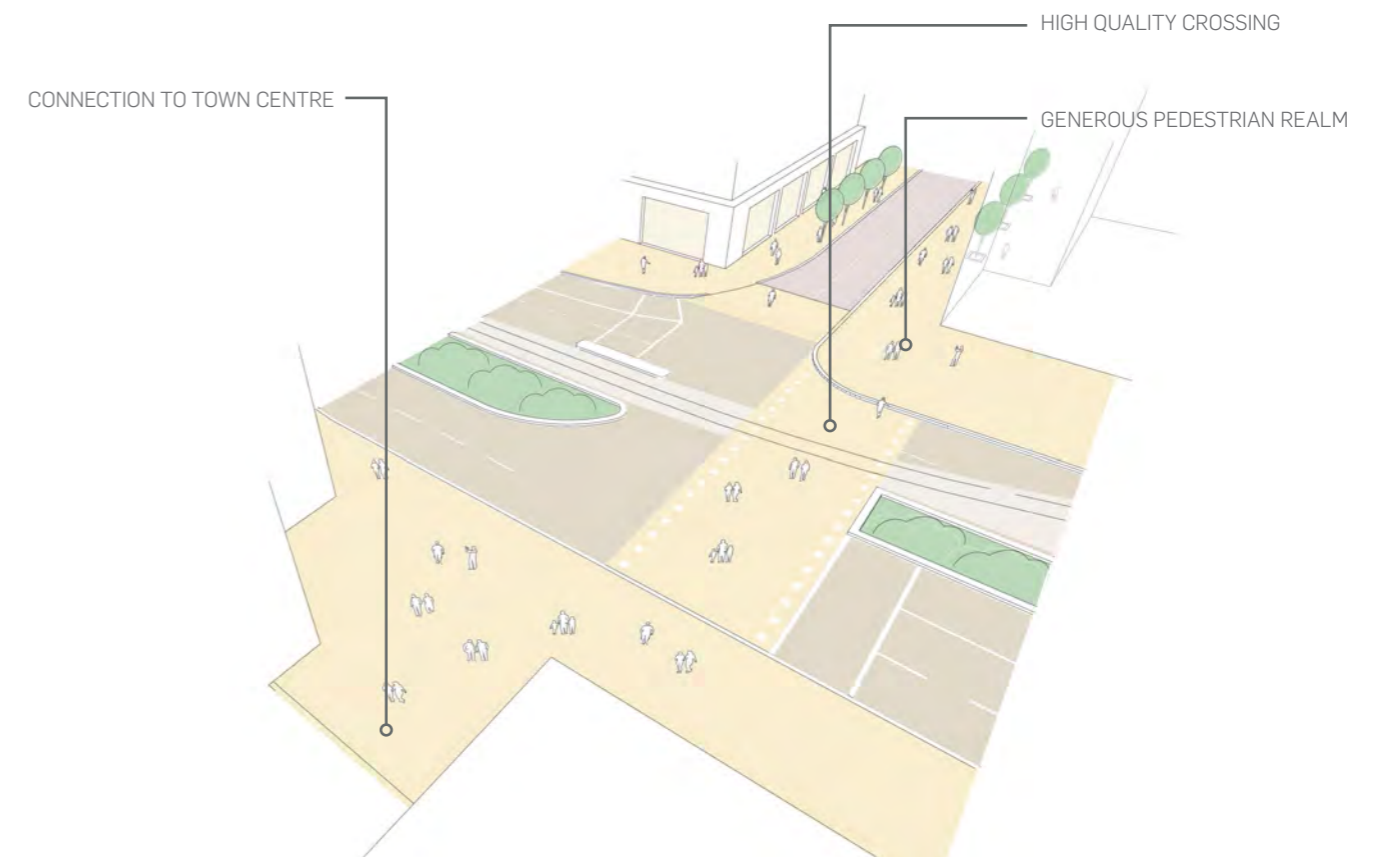
- › Improvements to this junction would be required to facilitate effective pedestrian connectivity between the proposed station and the town centre. At grade crossing should be provided, replacing the existing subway.
- › Additionally, as part of a wider reconfiguration of the bus network to serve the new station location, the junction would also need to accommodate bus movements in to and out of Lansdowne Road in both northerly and southerly directions.
- › Further work is required to access feasibility of proposals

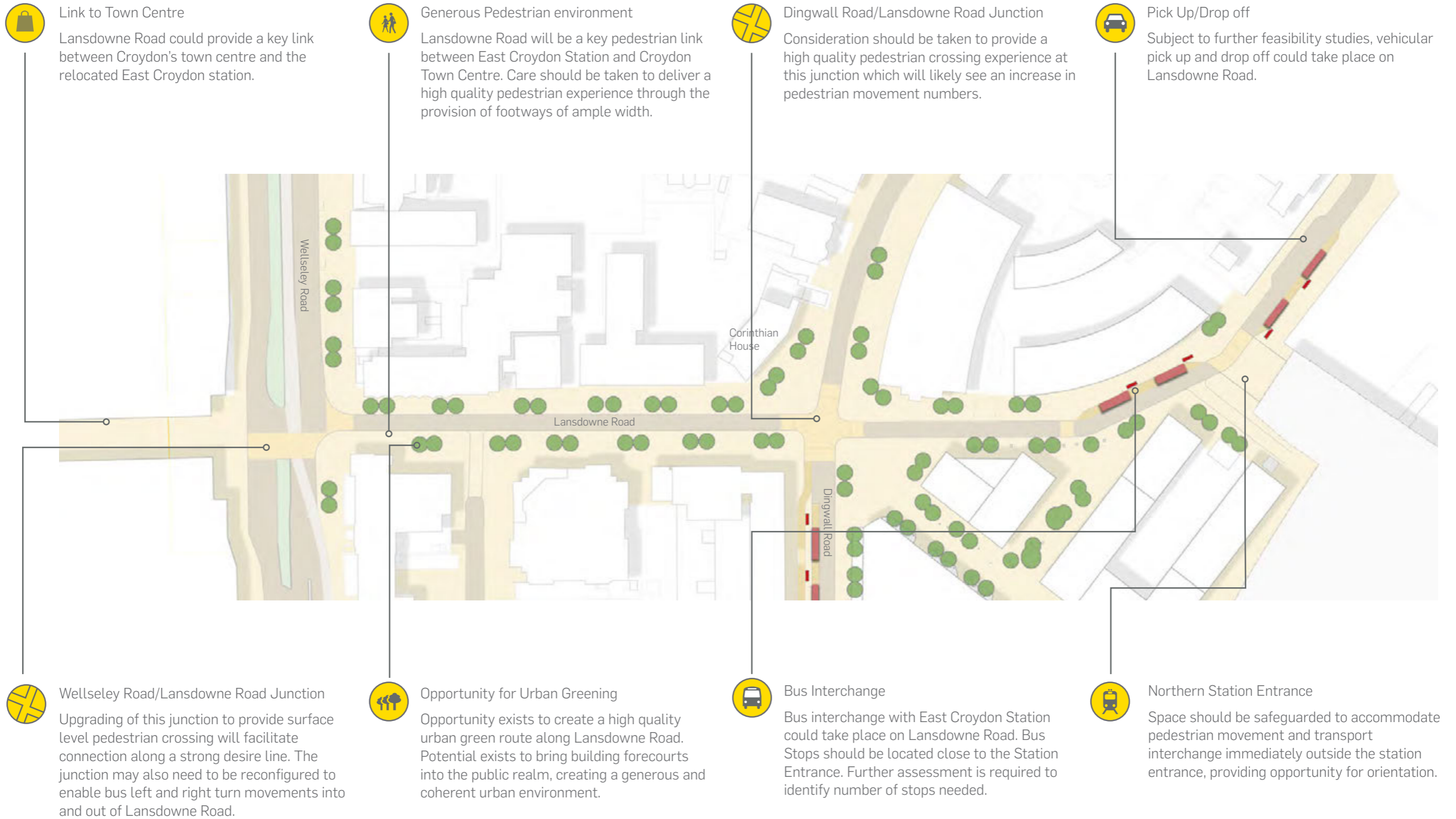
Station Entrance

- › Sufficient space should be provided outside the station entrance to accommodate safe and attractive interchange (including attractive incorporation of HVM measures)

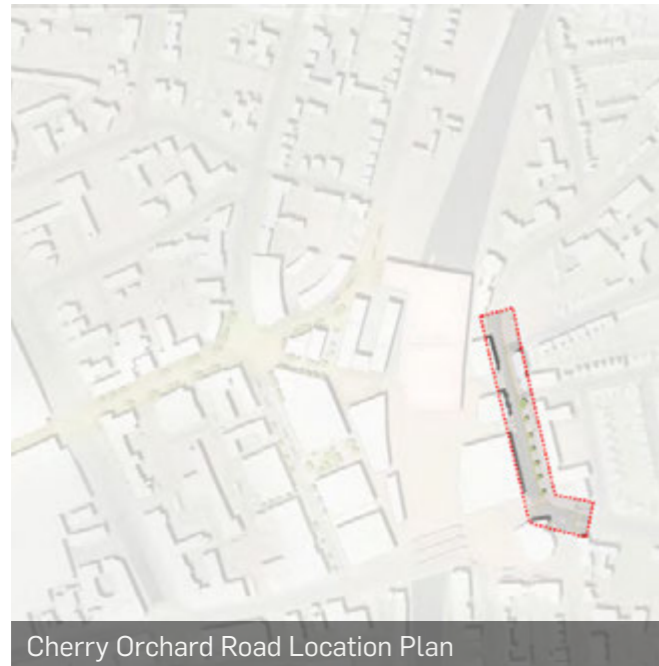
Vehicular movement

- › A drop off/pick-up facility for the new station could be accommodated on Lansdowne Road
- › Measures should be put in place to deter through traffic and rat-running along Lansdowne Road between St James's Road and Wellseley Road





6.6 Cherry Orchard Road



Role and Function

Cherry Orchard Road will facilitate pedestrian and cycle connections from neighbourhoods to the north and east of the new station location, alongside providing enhanced bus stops to create a good connection for buses approaching the station from areas to the east of the station. New developments are anticipated on the sites between Cherry Orchard Road and the proposed station square and, as far as possible, these developments should address both Cherry Orchard Road and the new public spaces.

Design Principles

In line with the strategic aims set out through the Framework Plans a number of design principles have been established which take into consideration the proposed functionality of Cherry Orchard Road.

Pedestrian Movement

- > Sufficient footway space should be provided leading to the station entrance and taxi pick up/ drop off facility
- > Stairs/Lifts between the station deck and street levels should be intuitively located and provide a safe and welcoming environment
- > Support pedestrian movement with convenient crossing facilities

Cycle Movement

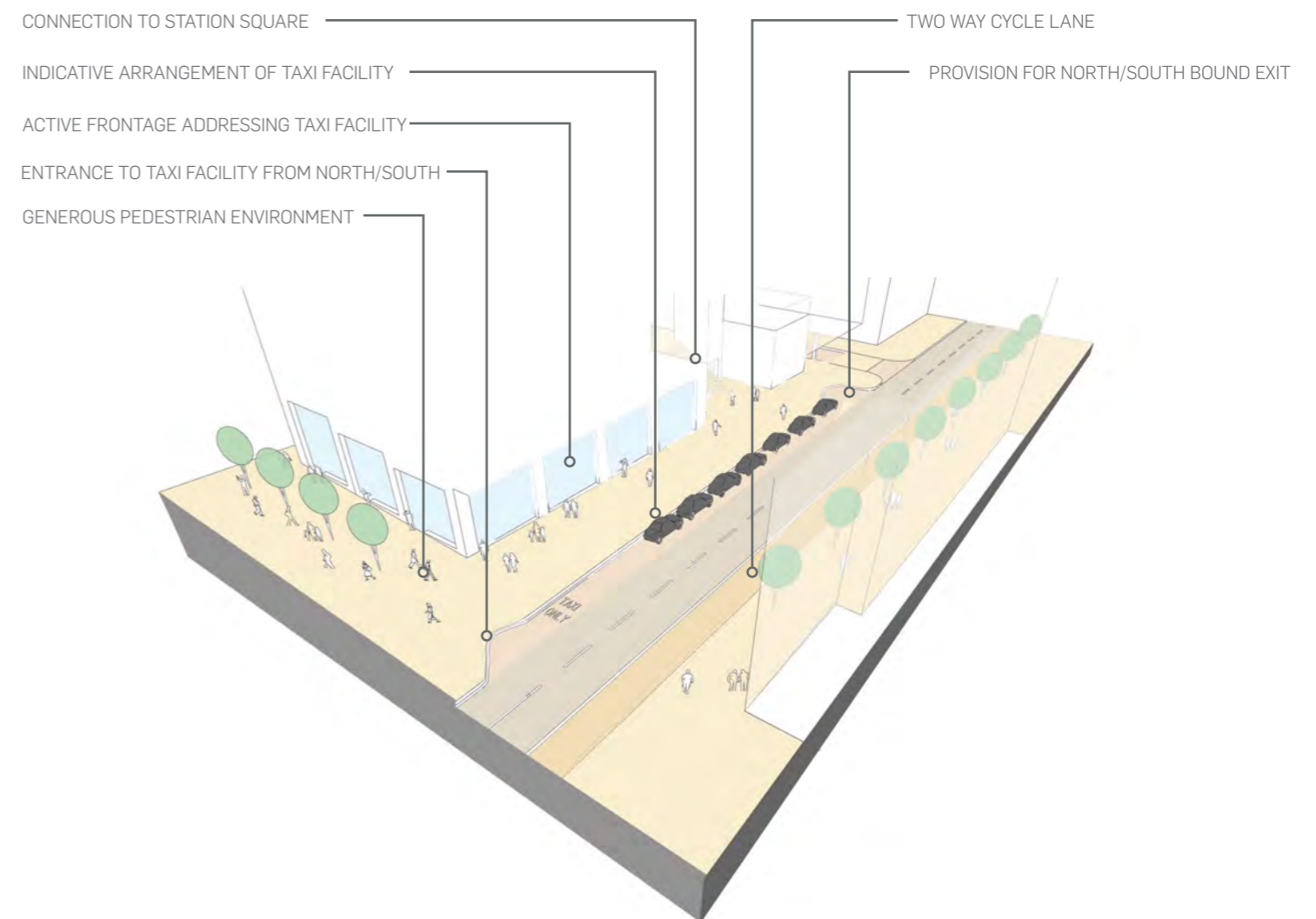
- > Provision of high-quality segregated two-way cycle track would improve cycling connectivity to the station from the wider residential neighbourhoods, especially Addiscombe

Taxi facility

- > Provision of a consolidated taxi drop off/pick up on Cherry Orchard Road could be supported by a larger, technology-enabled, rank located outside the immediate station area. It is likely that space for a consolidated taxi drop-off/pick up facility would require space to be allocated from the adjacent former Royal Mail site
- > The adjacent building will need to be placed in a way which will allow a generous footway and for a Taxi facility to be accommodated with sufficient space so as not to impede other transport modes on Cherry Orchard Lane

Bus Movement

- > Cherry Orchard Road will likely have less bus movements due to the primary interchange facilities at Lansdowne Road and Dingwall Road. Existing location of bus stops may be revised to accommodate additional transport infrastructure in the area





Provision for Cycling

A Cycle Route should be accommodated along Cherry Orchard Road, providing links to the wider cycling network and access to the station.



Network Rail Service Access

Effort should be made to minimise the negative impacts of the service access on the surrounding streetscape.



Provision for Taxi Rank

Adequate space should be provided to accommodate expected increased pedestrian flow at the junction of Lansdowne Road and Dingwall Road.



Intuitive Pedestrian Crossing

Provision should be made to accommodate pedestrian crossings at key desire lines.



Levels Change

Access to new station would need to take into consideration levels change between Cherry Orchard Road and Station Square.



Pedestrian Link to Taxi Rank

Provision should be made to accommodate pedestrian link to taxi rank through Royal Mail site.



Generous Pedestrian Realm

Adequate space should be provided to accommodate expected increased pedestrian flow along Cherry Orchard Road.

7.0 Opportunity Areas

Overview

Through the series of Framework Plans and Component studies presented thus far, the key strategic spatial aims and urban design principles for the streets and spaces in and around the relocated East Croydon Station have been identified. Following on from, and referencing, these sections of this SRF document, several opportunity areas have been identified.

The boundaries for these areas have been drawn with consideration of their location, prevailing urban design conditions, current planning position and land ownerships, with most areas touching upon or containing elements of both framework plans and components.

The role of the SRF is to set out a high-level strategic framework for future development. As such, the information within this section of the document aims to highlight the emerging urban design context resulting from the station relocation and to set out key considerations to be taken into account to bring forward coherent and integrated design proposals.

More detailed assessment of site specific considerations and probability of site development can be found within the Croydon OAPF documentation.



Opportunity Area Location Plan

7.1 Opportunity Areas - One, Two and Three

Opportunity Areas 1 and 2 lie to the north west of the East Croydon area. St James's Road (A222) forms their shared northern boundary. To the west, Wellseley Road forms the boundary of OA1 to the and, to the east, Lansdowne Road forms the boundary of OA2 to the east. The shared southern boundary is formed by Bedford Park. OA1 is comprised of relatively large-scale urban blocks while OA2 contains a tighter urban structure and a number of local heritage assets. Both are orientated along a north-south axis with relatively little east-west connectivity between the blocks. This area is very well connected with both East and West Croydon Station within walking distance.

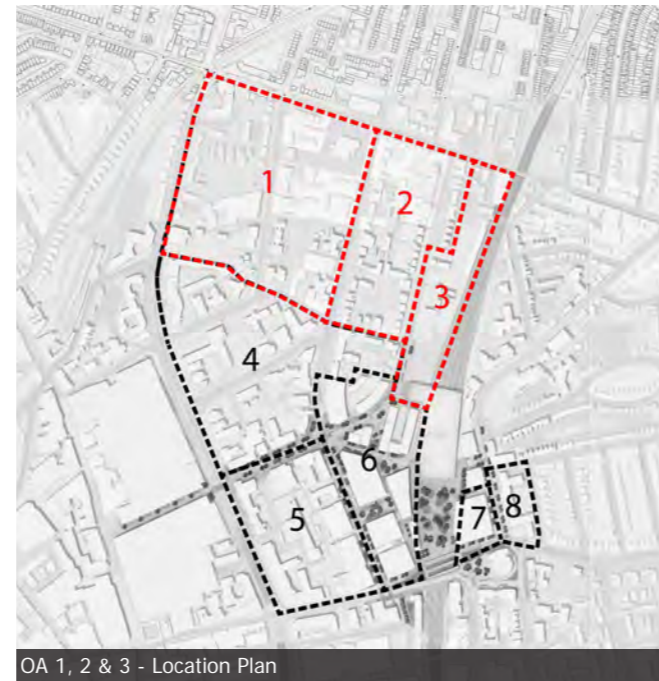
Opportunity Area 3 adjoins OA2 along their shared boundary of Lansdowne Road. It comprises a linear urban block orientated along a north-south axis with the existing railway tracks forming the eastern extent of the area. To the south, OA3 connects to the proposed northern entrance of the relocated East Croydon Station.

There are a number of high quality period properties which contribute to the historic character within these OAs, notably around Bedford Place, Sydenham Road and Lansdowne Road. Future development should undertake analysis of quality of built environment which be retained and enhanced where possible.

Key Considerations

Bedford Park/Bedford Place

Bedford Park and Bedford Place form a key east-west pedestrian and cycle connection between the relocated East Croydon station and West Croydon Station. Recent improvements have seen the provision of a 'Dutch-style' segregated cycleway between the footway and on-street parking on Bedford Park. Any future development should seek to positively contribute to the role of these streets as a key link between stations.



OA 1, 2 & 3 - Location Plan



OA 1, 2 & 3 - Bedford Park/Place Connection



OA 1, 2 & 3 - Active Frontages

Active Frontages

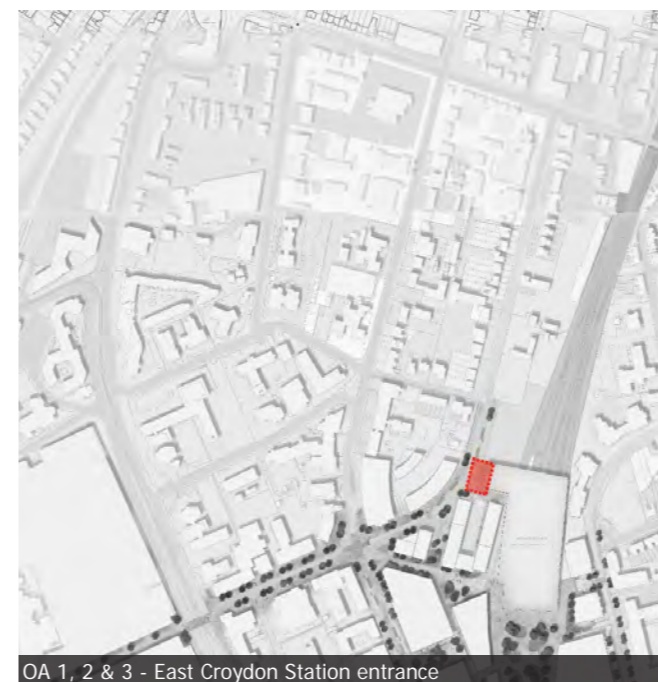
Lansdowne Road will form an important pedestrian connection between the relocated station the communities to the north of East Croydon. As such, care should be taken to provide adequate overlooking with any future development addressing and fronting on to the street.

Relationship with the station

OA3 meets the northern entrance of the relocated East Croydon Station. Future development should acknowledge the role of this area as a strategically important transport interchange with adequate space provided for effective pedestrian movement and interchange between different modes of transport.

Accommodating Bus network

Lansdowne Road may need to accommodate bus services in the future. As such, development may be required to step back from the existing street line where necessary in order to provide sufficient space for movement required. Additionally, OA2 & 3 may also need to accommodate bus standing.



OA 1, 2 & 3 - East Croydon Station entrance



OA 1, 2 & 3 - Accommodating Bus network

7.2 Opportunity Areas - Four and Five

Location

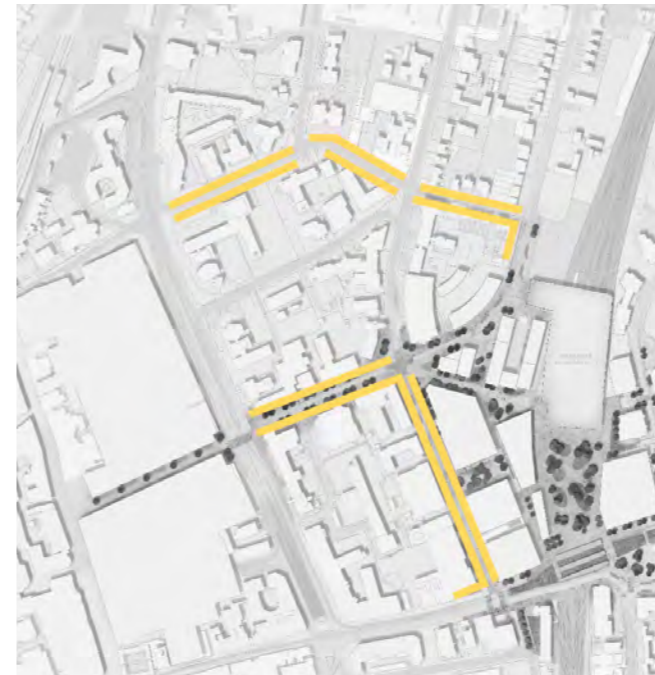
Opportunity Areas 4 and 5 are located between the proposed East Croydon Station site and Croydon Town Centre. Wellseley Road forms their shared boundary to the west and the areas also share a common boundary along Lansdowne Road and part of Dingwall Road. OA5 is bounded to the south by George Street and the northern boundary of OA4 is formed by Bedford Park.

While sharing similar spatial characteristics, the urban blocks have been treated significantly differently between the Opportunity Areas. OA4 is comprised of four urban blocks orientated along east-west axis while OA5 effectively acts as one large block, limiting permeability in the area.

As identified within the documentation on the COA Opportunity sites (Technical Appendix - Further Evidence and Justification) there is a mix of potential sites that could be brought forward for redevelopment with OA4 with higher degree of potential identified within the blocks fronting Wellseley Road. OA5 contains a similar mix of sites, again with higher probability sites fronting on to Wellseley Road.



Location Plan



Active Frontages



Key Junctions

Key Considerations

Active Frontages

Development frontages along key pedestrian route should be as active as possible. In particular this includes the shared frontage between OA4 and OA5 on to Lansdowne Road and the frontage of OA5 on to Dingwall Road and George Street. Each of these streets will have an important role to play in improving the connectivity between East Croydon Station, the Town Centre and surrounding communities.

Pedestrian Realm

With the expected increase in pedestrian footfall in the area, and in particular, on both Lansdowne Road and Dingwall Road, consideration should be given to providing adequate space for the pedestrian realm, with building frontages along these streets stepping back where possible. Efforts should be made to incorporate heritage assets such as a Corinthian House into a wider wayfinding strategy given its prominence at this key street junction.

Delivering & Servicing

As far as possible deliveries and servicing should not take place from Dingwall Road and Lansdowne Road. 'Back of block' access should be facilitated where possible.

Bus Network

Subject to further assessment, there may be opportunity to provide on-street bus stands on Sydenham Road.

Heritage Assets

The character and contribution of post-war developments within this area, including landmark buildings such as Corinthian House, should be considered through future developments seeking to improve their setting and contribution to the character of this area of Croydon.

7.3 Opportunity Areas - Six, Seven and Eight

Location

Opportunity Area 6 is located immediately adjacent to the proposed relocation site for East Croydon Station. The OA contains the key movement corridors of George Street, Dingwall Road, Lansdowne Road and Caithness Walk and offers opportunity to address the proposed Station Square. As has been previously set out within this SRF, the OA contains a number of development sites at various stages of the planning process. It is important that these development sites begin to address the emerging context for a relocated East Croydon Station set out within this SRF.

Opportunity Areas 7&8 are located on Cherry Orchard Road, to the east of the proposed station square and north of the Number One Croydon building. OA7, in particular, will have a significant role to play in the creation of an active and attractive public realm at the Station Square site.

As a civic building this will have an important presence onto the square and be notable within the Town Centre.

Opportunity area 7 will be useful as an allocation for construction works for the station and for bridging the tracks to form the public space deck.

Key Considerations - OA6

Active Frontages

OA6 should provide active ground floor frontage on to the key streets and spaces in the area, including: Dingwall Road, Lansdowne Road, Caithness Walk, Ruskin Square, George Street and Station Square. OA6 plays a key role in how it interfaces, and is able to bring critical mass to the approach to the station; there should be a station fronting address. The interrelationship and holistic approach is key, particularly with consideration to ground floor use. The frontage onto Station Square is of particular importance as the slender building south of HMRC could be experienced at ground floor as a pavilion in the square with public uses and a degree of visual permeability. The frontage on the site of the current Box Park should have prominent retail type uses which would activate the space and serve the space and station approach. Ruskin Square proposals have come forward with strong landscape proposals, particularly tree planting. This should continue on emerging proposals.

Key Views

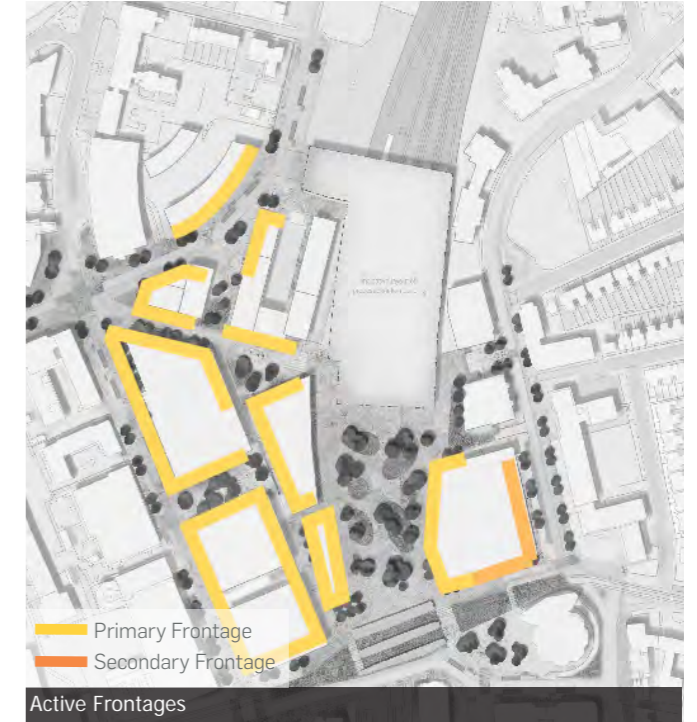
Views of station entrances along Caithness Walk and Lansdowne Road should be well framed or unobstructed by street furniture, respecting important sight lines and supporting the wider legibility of the area. Building line positioning should enhance views of the station entrances and be mindful of desire lines and passenger movements as they come forward.

Provision of Bus Interchange

OA6 will need to accommodate bus interchange on Dingwall Road and on Lansdowne Road. The exact location and detail of footway widths and layouts should be determined with adjacent building uses and function in mind and adjacent landowners consulted.



Location Plan



Active Frontages

Key Junctions

Consideration should be given to developments adjacent to the junctions at Dingwall Road and George Street and Dingwall Road and Lansdowne Road.

Cycle Facilities

Potential exists for the inclusion of a cycling hub facility within OA6 at the Dingwall Road Car Park. This would provide convenient access to the stations via the northern or southern station entrances. Dingwall Road will also accommodate segregated cycling infrastructure, at minimum between the junction with Lansdowne Road and the junction with George Street to the south.

Delivering & Servicing

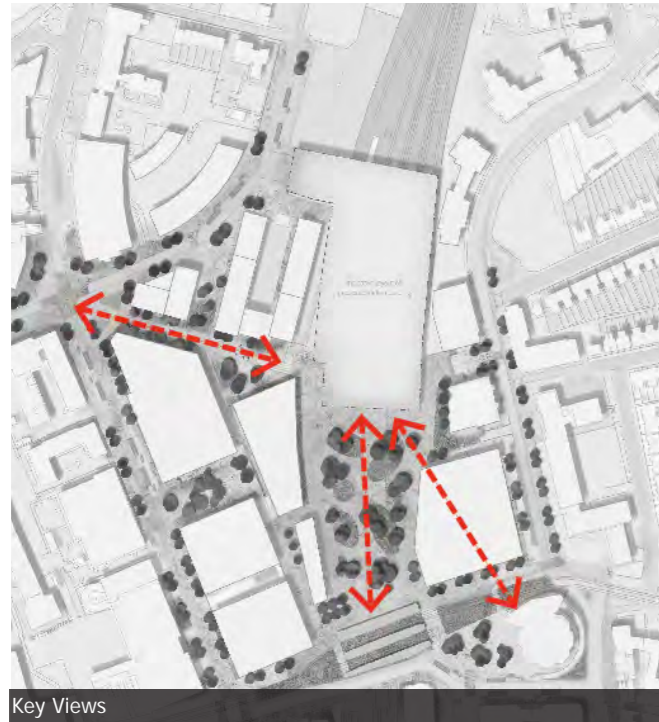
As far as possible deliveries and servicing should not take place from Dingwall Road and Lansdowne Road. Where this can be facilitated through 'back of block' access this should be encouraged.

Increased use and prominence of the site

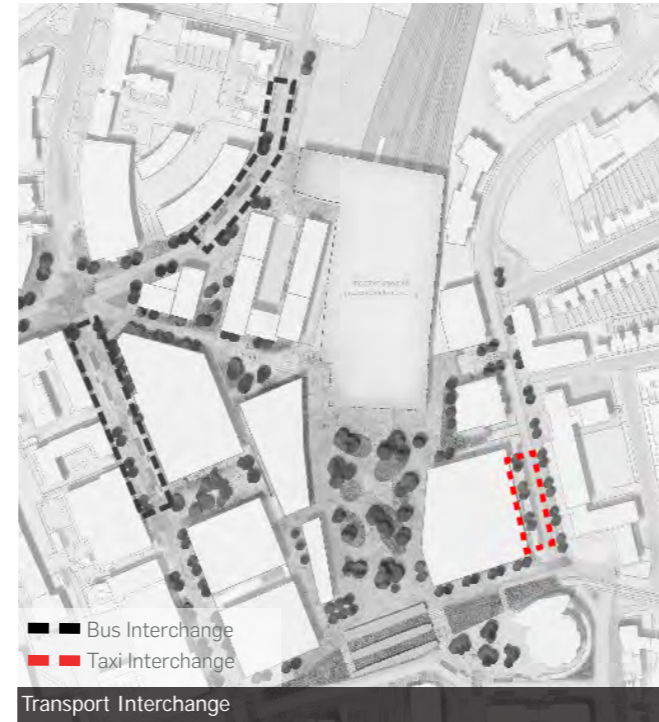
As the station moves north more people will filter through the site and use Dingwall Road. Improvements to Dingwall Road and Lansdowne Road and Dingwall Road and George Street Junction will have to be made more pedestrian friendly and they will have to be adjusted to accommodate buses.

Additionality

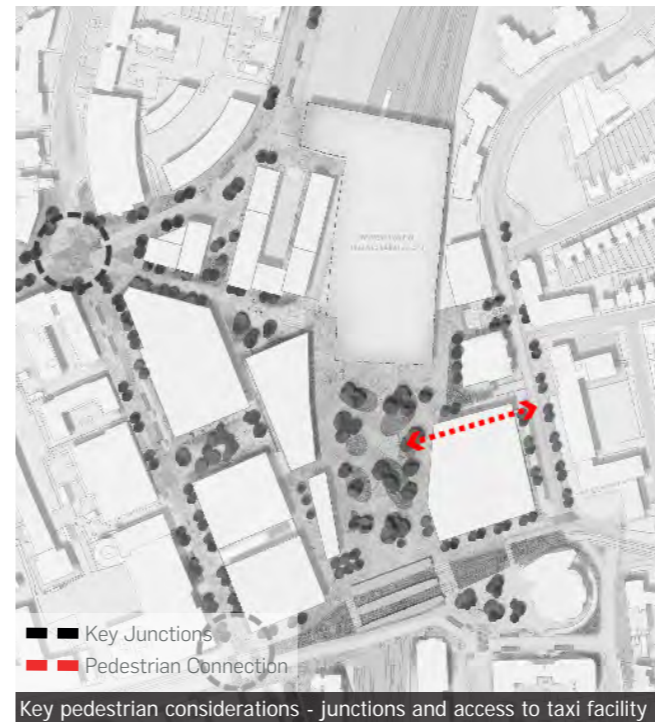
There is room for growth in development, particularly opposite the North Western Entrance/ Exit to the Station.



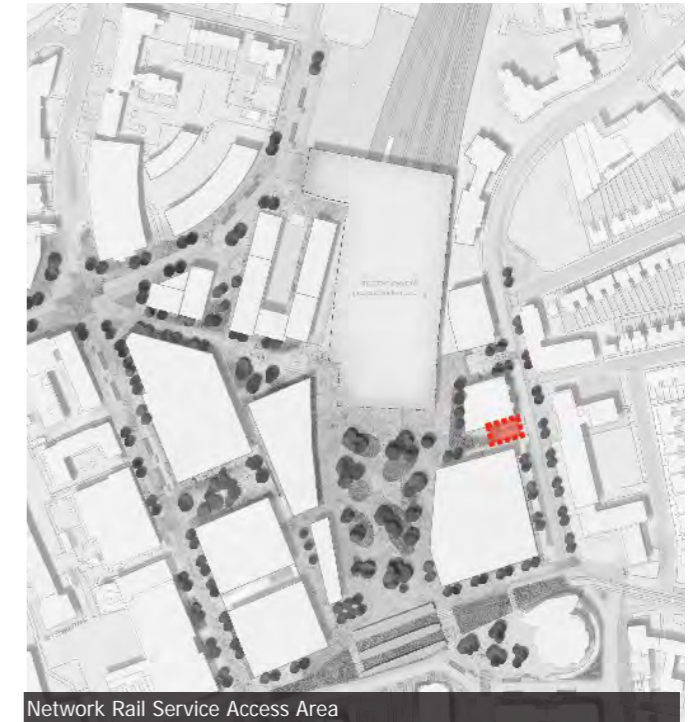
Key Views



Transport Interchange



Key pedestrian considerations - junctions and access to taxi facility



Network Rail Service Access Area

Key Considerations - OA7&8

Active Frontages

OA7 should provide active ground floor frontage on to the proposed station square. The building(s) fronting the square should have a civic presence and a mix of retail and/or other publicly accessible commercial uses at the ground and other lower floors, which may include community uses or institutions. This should support the station environment and approach, the function of the square/public space and complement the offers on all sides of the square. The lower floors might be expressed in a way which sets them apart from upper floors if the use differs. Greening, including with trees to improve microclimate, of the immediate areas adjacent to buildings must be delivered as part of any proposals.

As well as the walkway between the site and the One Croydon building to the south. Consideration should also be given to providing active frontages on to Cherry Orchard Road and the proposed taxi area. OA8 in as far as possible should provide active

frontages on to Cherry Orchard Road, planting on this street frontage is also a key to softening this road.

Key Views

Key views of the NLA Tower from the Station should be considered in the development of this plot and the user experience.

Consideration should be given to establishing visual connection between the relocated station and the bus-tram interchange.

Provision of Taxi Rank

OA7 has been identified as a preferred location for the re-provision of a taxi rank serving the new station location considering interchange over the wider area. Larger tree planting is also important on this frontage.

Pedestrian Link - OA7

Access between Cherry Orchard Road and the Station Square should be provided through OA7. This will provide direct access to the potential

Taxi Drop-off/Pick-up location and will need to accommodate the change in levels between the street and the square.

Service Access - Network Rail

Service Access to the Network Rail site is to be provided from the north of OA7. The service access will run under the station square platform. Consideration should be given to reducing the negative impact of this access point at street level.

8.0 Delivery

Further development of the 'Case to Act' and the high-level approaches to delivery introduced below are integral to the next steps of taking the SRF forward and collaborative working with NR.

8.1 The Case to Act

8.1.1 A key opportunity to support investment, resilience & growth

The core opportunity to 'Support & Catalyse Investment, Economic Recovery, Resilience & long-term Growth' unites and underpins the broader opportunities for Croydon's communities and economy that are presented by the SRF.

Development uplift and wider economic benefits will be secured from the investment in Croydon's rail infrastructure by taking bold and proactive steps to integrate the station and its locality.

A broad base of evidence exists that illustrates the economic case and benefits that can be realised by adopting a broader strategic framework for investment which goes beyond core service planning considerations.

As set out in section 1.2.5 (above), a set of overarching principles have been devised to guide the development of the SRF. These respond to the need to see the development of East Croydon as an opportunity for everyone while simultaneously responding to, and incorporating, Network Rail's principles of good design, which harness and activate its overall strategic approach to regeneration.

There is also an ever-increasing body of evidence linking Local economic benefits to station investment. The Rail Delivery Group produced a report in March 2018² which sought to examine and establish the link between rail investment and economic benefits. One of the report's conclusions was:

"Transport investment should be viewed as a potential enabler of desired economic outcomes, where it addresses identified issues, constraints, opportunities or market failures. The potential success of transport investment will be maximised where transport

investment is coordinated with other complementary investment or policy initiatives. Where this is not the case, the potential for rail and stations to drive these economic benefits is more limited".

Of relevance is the trend for Transport Business Cases to apply focus on economic outcomes as a rationale for the investment. The HS2 Strategic Case focussed on the relationship between economic growth and the demand for transport with one of the stated strategic objectives being:

"Investment in infrastructure can help growth in the regional economies. Transport infrastructure can create opportunities for regeneration and by improving connectivity and in effect bringing cities closer together – opening up new markets, new job opportunities, and new opportunities for growth. It can help to re-balance the economy, rather than accentuate existing divisions."³

The circumstances in Croydon are no different and the stakes are just as high. The potential impact of a new East Croydon Station, which considers its impact and the opportunities it will create for Croydon and the wider economic region, will be significant.

A key feature of London's evolution over the last two decades has been the importance of rail investment in the evolution of successful places and local economies. Investments such as Paddington Basin, Stratford, Kings Cross and latterly Royal Docks and Hayes are built upon the foundations of not only improved rail services, but better station facilities and environments. Notably, the broader demands of successful place-making have been a key consideration in determining successful investment.

For example, it was understood that success in Stratford could not be achieved through improved connectivity alone but required an effective overlay of new parks and facilities to activate the local area and to build a positive relationship between the station and its neighbourhood. Here, this is an ongoing and evolving process whereby an evolving and extending approach to public realm is taking place, which seeks to connect and tie wider development opportunities together, and overcome the challenge of dislocation between development around the station and the wider area.

These examples have helped to show the stimulus that station investment can play when it comes to transforming and diversifying the economies of places and even making them a destination in their own right. They have done this through capturing the spend of those using stations by creating space (formal and informal) where people can come together, meet and collaborate, by enabling stronger agglomeration of sectors and activities underpinned by connectivity, and by providing public good beyond the core business function which enhances the experience of those using the spaces.

Recent research into 'metroisation' by PRD and Hatch Regeneris has started to show the impact that enhancements to even the smallest of stations can have in terms of stimulating demand for business space and a more buoyant residential market. In some locations, it is possible to see a direct correlation between station improvement (including wider environs) and an increase in values.

Croydon will look to learn from leading examples of successful 'place-based' rail investment planning in order to optimise the positive impacts and catalytic effect that the planned investment delivers for the town centre economy.

Whilst the short-term economic outlook is highly uncertain at all levels because of the widespread impacts of COVID-19, the proposed investment will unlock significant opportunities in the medium to long term.

The SRF builds on the key strengths and tackles the key challenges that limit the attraction of the town centre to investment and development. This includes improving the viability of key developments already planned in the town centre over the medium to long term.

The SRF will channel significant investment into delivering a vibrant, greener and walkable town centre, completing the network of arrival, culture, retail core and Old Town. It will deliver a high-quality, animated public realm and amenity spaces that will improve the overall attractiveness of the town centre to wider investment and development.

Evidence suggests that investment in high quality, walkable regeneration delivers a corresponding impact on turnover, property values and rental yields. For well-designed projects, sales can increase by 30% or more when footfall is increased.⁴

Further evidence and studies linking perceptions and public realm to footfall and local expenditure, illustrate that:

- › Improvements to the Public realm can increase property prices and values, with case studies illustrating that well planned public realm can boost commercial trade by up to 40%.
- › Increase in footfall can positively influence land values. Case studies suggest that retail and commercial value can rise between 10-30%.
- › CABE's (Better Designed Streets Research⁵ identified a direct link between increases in footfall, dwell time and attractiveness of an area and enhanced real estate values. Specifically, using case study evidence, it found that an achievable improvement in street design quality can add an average of 5.2% to residential prices in London.

These arguments have been endorsed by the Institute of Place Management and embedded in its 25 key factors for town centre vitality⁶.



There are a range of studies that consider the links between property value and proximity to green space, including:

- > CABE Space⁷, analysing a range of case studies, found that properties near a public open space have an uplift in value clustered around 0-4%, whilst properties overlooking have an uplift value clustered around 5-7%.
- > GLA Economics⁸ used hedonic modelling to assess how the amount of green space within wards in London affected house prices, considering other influential factors such as transport accessibility and housing density. The study estimates that a regional/metropolitan park within 600m can increase house price value by 1.9 – 2.9%. The study also found that formal green space such as public squares, gardens and parks are expected to have the highest amenity value.
- > RICS⁹ considers how different types of green space (city park, local park and open space) enhance different types of properties (detached, flat and non-detached). Uplift from a city park ranged between 3%-20%, a local park by 8%-10% and open space by 0.5% - 5%.

8.1.2 Wider opportunities to support the success of the town centre, borough and Croydon's communities

The approach to development proposed also recognises a broader suite of priorities and opportunities, which are intrinsic to the future success of the town centre.

The realisation of these opportunities should not be considered as being at the expense of the commercial imperative for development and investment, but rather must be considered as essential, positive contributors to the overall attractiveness of the town centre to these markets and the wider Croydon economy.

The opportunity to introduce new, multi-use open spaces characterised by activation and a high-quality presentation will improve health and sustainability.

Tackling the harsh urban grain of the town centre by investing in activation, amenity, animation and high quality presentation of open spaces, supported by appropriate greening to support active uses will support Croydon's ambition to 'Set the pace amongst London boroughs on promoting environmental sustainability and where the natural environment forms the arteries and veins of the city'.

The provision of high-quality outdoor amenity space and animation is important for community health, healthy lifestyles and reducing health inequalities, but is in short supply in the town centre. The Croydon Opportunity Area will be the primary location for growth in the borough, including approximately a third of the borough's residential growth by 2036. As such, the need for high quality, multi-use spaces will become even more pressing, especially around areas of concentrated footfall like East Croydon station.

Like many local authorities, Croydon has declared a climate emergency and the town centre is recognised as being amongst the poorest environmentally performing areas of the borough, by virtue of its predominantly hard-surfaced public realm and lack of appropriate greening within considered landscaping, which contributes to a 'heat island effect' and the predominance of road-based traffic.

Outdoor amenity space can assist in mitigation



Case Study: Patricia's Green, Hayes, San Francisco

A local space championed by and named after a local activist. The space exists on part of the old freeway structure damaged in the earthquake of 1989 earthquake. The space now terminates a busy road has become a successful local space providing park and picnic space, a rotating annual art feature and commercial opportunities. The space is now managed by the San Francisco Parks and Recreation department after a joint public, private and community sector effort to develop the space. The

park is credited with acting as a key catalyst for the regeneration of the area and had encouraged inward investment as well as increased in development of private and affordable residential accommodation.

There are a number of relevant aspects of this case study for Station Square from the project inception through to addressing and softening the harsh urban grain. The programme of activities and range of uses provide a destination and focal point for the neighbourhood, all things that the station square should aspire to.

of climate change by including more and better vegetation that contributes to biodiversity alongside activation, new amenity and space that is multi-functional for socialising, play, sport and other outdoor activities.

This year, Croydon will also publish its This Open Space Quality Assessment and Corporate Natural Capital Account, which will inform the development of its strategic approach to open space management and the forging of a stronger strategic link between strategies for well-being, space and green infrastructure. The furtherment of the proposals set out in the SRF will be cognisant of Croydon's evolving strategic approach.

Improved 'walkability' and connectivity via cleaner transport modes will further support the environment, healthy communities and will bolster safe and 'human-centric' movement within Croydon.

The evolution of Croydon's town centre has seen development at scale, but which at worst delivers a disjointed and confusing vernacular, in which pedestrian movement can feel secondary to the heavy and fast-moving road network.

As noted earlier, LB Croydon has acted proactively to start to tackle this key challenge. A first phase of public realm improvement projects has been delivered under the Connected Croydon programme and a second phase has commenced under the Growth Zone Public Realm programme. This also includes a series of precursor interventions in the public realm that form part of the Council's Meanwhile Croydon programme. LB Croydon has also adopted a Public Realm Design Guide (PRDG) to secure high quality, consistent, simple to maintain public realm and to support public realm the borough can be proud of. LBC has continued to engage in proactive and robust negotiations with developer to secure significant public realm improvements.

The SRF builds upon these positive steps. It considers development and movement at a 'human scale', which prioritises and promotes walking, cycling and public transport for journeys made between the new station and wider destinations, both in the town centre and beyond.

Not only do these provisions support healthier lifestyles and a cleaner, greener Croydon, but the improved permeability and predisposition towards walking will also encourage exploration and active patronage of the town centre by station users, supporting the success of the town centre as a destination and economy.

Community 'ownership' will be engendered within the partnered model and the planning of the places and spaces delivered via the SRF in order to further boost community health, well-being and the perception of safety.

The SRF will support digital inclusion in order to further unlock the potential of a future-facing connected and inclusive town centre.

Legibility of way finding and connectivity to the wider offer will be essential ingredients to the opportunities presented by the station as a major gateway to both the town centre and wider borough.

Many town centres across the country have invested in infrastructure and online platforms which are accessible via mobile devices and which provide various users with services, information and offers tailored to the users' needs.

Provision of free wireless access to the Internet (even when restricted) is further recognised as a key attractor for younger people in choosing where to spend their time and often framed as a key tool in encouraging younger visitors 'back to the town centre'.

These platforms support greater economic activity in an area by showcasing the local offer and supporting new relationships between town centre occupiers and users, including interesting and innovative events and installations. This can be particularly important when substantial developments are being delivered, which require works at a scale that impacts upon the character of the town centre.

Such platforms, combined with the design of truly inclusive public realm attracting and benefiting all of Croydon's existing and future communities and users, can also support health, well-being and social inclusion (e.g. through access to services targeted at key groups, such as young people) by removing cost barriers to service access.

8.2 Preparing the foundations of delivery

Building around the key principles identified in 'the Case to Act', an investment case and funding model will be established to substantiate the economic uplift and wider social impact that can be secured through adopting this ambitious and transformative proposal.

It is expected that the following elements would be explored within the development of the model:

- › Modelling of the direct and catalytic/induced impact upon development in the town centre, informing an examination of the business rate uplift, given that East Croydon Station falls within the statutory boundary of Croydon's 'Growth Zone' Agreement;
- › The development which will benefit and be stimulated by the station considering, looking at adjacent station development and development in other identified opportunity areas;
- › Ongoing revenues from the activities supported in the Square could be re-deployed to help meet operational expenditure through the adoption of a bespoke management model (considered later);
- › Working with key partners, such as Croydon Town Centre Business Improvement District in order to align strategies and budgets (although this may be focused more in the operational phase).

8.3 Creating the Foundations to Achieve Stronger Social and Public Value from Station Square

As with any quality redevelopment of public space at scale, the challenge is to demonstrate and appraise the benefits in ways that support the optimum development outcome, rather than the most efficient or lowest cost.

The investment in a new station square, and associated public realm, should be seen as a fundamental contribution to public value in Croydon, London and the Sub Region. Establishing the case for the type and quality of space which has a genuine, and attributable, uplift in the performance of the town centre, will require greater breadth and depth in its approach to orientation and case making.

There is significant body of empirical evidence[1] on the diversity of value delivered by public space and enhanced placemaking. This provides the opportunity to develop an enhanced business case process to underpin the planning and appraisal of the options for the station square. Borrowing from the experience of prominent civic squares in the UK, such as Granary Square, Kings Cross[2], and processes delivered in other cities globally, including Rotterdam[3], it is possible to develop a different type of business case, more fit for the purpose of achieving long-term social and economic impact.

A new approach needs to go beyond a simple Treasury based business case model to capture a broader consideration of the social, community and environmental benefits, alongside the auditable economic and commercial benefits. Adopting a 'balanced scorecard' approach underpinned with genuine co design, can help provide a deeper assessment of the true 'value' of each of the options considered for the Station Square.

The assessment of options should not solely be a technical exercise and should be informed by dialogue and genuine assessment of what is important locally; it would be wrong to dismiss an option 'on paper' if its impact and value has not been assessed at ground level. As such, partners should develop social and environmental extensions to the standard business case process, something which could be a genuine trailblazer in the UK context.

Principles of Case Making: Station Square

- › Develop a framework to capture broader public benefits (well-being, environmental, local economic, community etc)
- › Calculate impacts over an appropriate time period
- › Use resources such a HACT Social Value Bank to provide an indicative monetary value on non-financial impacts
- › Develop deep engagement plans to support the co-design of the framework for future success
- › Take time to assess all long-list option, starting from an objective point of view
- › Learn from the processes delivered elsewhere



Case Study: Edinburgh - Holistic Case for Change¹⁰

The Transforming Edinburgh Strategy is a ten-year council-led strategy to transform the city centre of Edinburgh by improving its public spaces. Edinburgh City Council commissioned baseline data of the city centre to illustrate the potential gains from the transformation strategy and effectively communicate them to the public. As part of the ongoing regeneration, a framework has been put in place to monitor the key variables identified at baseline.

A baseline assessment of a range of indicators was undertaken in the Edinburgh area. This analysis was combined with data from reference cities and other comparable areas to assess the potential changes in outcomes resulting from the programme. These changes were then valued using a range of methodologies, in particular well-being valuation. The well-being valuation methodology used is one of three approaches to valuing non-market outcomes that are set out in HM Treasury's Green Book and supplementary guidance.

8.4 Exploring the potential for a new management model for Station Square

The Council and its partners, particularly NR, will seek to explore a new, partnered management model to oversee the curation, facilities management and sustainable operation of the station environs and Station Square, complementing the other town centre quarters and offer.

The approach would seek to deliver and uphold a high-quality public realm alongside a curated offer across fixed assets - both within and abutting the square - and a programme of appropriate events and activities.

The curation of the offer would recognise and respond to the key roles that the square must play, as a 'point of welcome', a gateway to wider exploration of the town centre and as a place that supports health, well-being and civic amenity within the blend of uses.

Curation would also aim to target a revenue neutral or minimum subsidy obligation for the Council. Surpluses and income streams derived from profit-making and commercial uses, such as income from square activities and ground rents from development fronting onto the station square would be offset against expenditure such as: payments owed to Network Rail (considered below); the costs of maintaining the square; and a level of cross-subsidy for non-commercial, socially-oriented endeavours that support place-making and broader local priorities.

The management model required necessitates a departure from the standard approach, whereby Network Rail would typically retain a significant and ongoing responsibility for the upkeep and management of the station environs.

As such, a new, partnered approach may be required. Upkeep and management activities could be underpinned by financial contributions secured through a commuted contribution against the uplift in development value generated through the development of assets around the station, and potentially an ongoing service charge contribution from assets around the square.

The new approach will be governed by a new and bespoke, partnered model:

- › A Station Square Management and Operation Board could be convened, comprised of diverse community representation, bringing together key town centre stakeholders to shape, oversee and support a business plan for the management of Station Square;
- › LB Croydon could take a direct role in securing and coordinating the operational model, including entering into a long-term lease and associated commercial arrangements with Network Rail, and implementing measures to safeguard Network Rail's emergency access requirements;
- › Opportunities for community representation on the board and community stewardship within the determination of the offer and a voice in the management and upkeep of the public realm / aspects of the square will also be explored and developed, to further the inclusive community benefits realised by this investment;
- › Key performance indicators and an impact measurement framework will be introduced into the Business Plan and will be monitored at the Board level, which considers both commercial and wider social, health and well-being performance metrics.

The key principles set out in the Mayor's Public London Charter will be key considerations in the design of the governance and management arrangements for the Square, as well as in the curation of its content and offer.

Further development of the management model will draw upon lessons learned from best practices (such as those set out in the Case to Act) and will be underpinned by a robust and detailed business case.

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