

<b>Sustainable Development Select Committee</b>		
Title	Catford Regeneration Programme -Update	
Contributor	Kplom Lotsu – SGM Capital Programme Delivery	Item 3
Class	Part 1 (open)	14 September 2016

## **1. Purpose of paper**

- 1.1 SDSC has requested quarterly updates on the progress of the Catford Regeneration Programme. This report sets out key achievements in the last quarter.

## **2. Recommendations**

- 2.1 The Select Committee is asked to:

- note the content of the report

## **3. Policy context**

- 3.1 A number of strategies and plans are relevant to this programme.
- 3.2 Lewisham's overarching Sustainable Communities Strategy sets out a vision for the future of the borough. One of the priorities laid out in the strategy is to develop, build and grow communities that are dynamic and prosperous – where people are part of vibrant communities and town centres, well connected to London and beyond.
- 3.3 Lewisham's latest Strategic Asset Management Plan (2015-2020) is an opportunity to optimise the use of assets to maintain the quality of service provision while further driving reductions in expenditure and exposure to costs; and to reframe the focus across the borough based on the evolving picture on housing, regeneration and development. During the life of the last Asset Management Plan (2010-2014) the Council made savings of over £100m with significant savings achieved through better use of assets. The Council now faces further budget pressures with an £85m budget gap over the three years to 2017/18.
- 3.4 The Regeneration Strategy '*people, prosperity and place*' is also relevant and links the Council's corporate priorities to the development and regeneration of Lewisham's communities, the local economy and the built environment.
- 3.5 Lewisham's new Housing Strategy for 2015-2020 identifies four priorities: helping residents at times of housing need; security and quality for private renters; improving our residents' homes; building the homes our residents

need. The Council's assets can play a role in this, creating opportunities to develop new housing supply of all tenures, making land available for the construction of new homes and by using an understanding of the borough to improve the way service delivery connects with communities at a local level.

#### **4. Background**

4.1 Committee members will recall from updates last year that although it appeared likely that additional development would be possible over and above that identified in the draft town centre local plan that viability of the Catford regeneration plan remained challenging. This is because the combination of Council asset values, further property acquisitions and cost of replacement offices continues to present a financial challenge to the delivery of the scheme. However, despite the challenges there were reasons for optimism and some evidence that a more innovative approach to development could help achieve the desired outcomes.

4.2 Officers also highlighted a series of practical issues that need to be resolved in order to progress scheme delivery, these included:

- agreeing a preferred solution for the road network and public realm in Catford town centre with TfL;
- improving development viability of the scheme through a combination of approaches including; raising grant funding, sharing potential risk and reward, treatment and use of financial receipts, mitigating acquisition costs etc.
- reaffirming the vision for Catford and putting in place appropriate planning guidance for redevelopment sites in the town centre

4.3 This report provides an update on activity that has been underway in these areas since the Sustainable Development Select Committee meeting in May 2016.

#### **5. Transport for London – road and public realm preferred solution**

5.1 TfL have assembled a project team to work with the Council in a collaborative way on improvements to the road network in Catford Town Centre. The TfL team met with council officers on 28<sup>th</sup> June and 2<sup>nd</sup> August and is scheduled to meet again on 28<sup>th</sup> September.

5.2 Previous analysis undertaken by TfL has focussed on the impact of different road layouts on traffic flow of the A205 and A21 but without consideration of a range of other factors, which are important to the success of Catford town centre. The current phase of work uses the methodology developed through the Roads Task Force to carry out a more holistic assessment of the pros and cons of different approaches. The factors included in the assessment are shown at Appendix 1.

- 5.3 In the current phase of work greater emphasis is being given to the pedestrian experience in the town centre with a focus on improving crossings, narrowing roads where possible, widening footways, giving greater priority to pedestrians at side roads on the route to Catford's stations and improving the quality of the public realm, particularly along Rushey Green. All options are also looking at creating greater space outside the Broadway Theatre.
- 5.4 Opportunities to improve cycle priority through the area are also being evaluated including new cycle lanes and cycle advance areas.
- 5.5 As each option is developed it will be measured against the factors in appendix 1 so that an objective analysis of each can be made. There are a number of factors which sit outside this assessment and which remain material considerations, including cost of implementation and the impact on the viability of the various development sites.
- 5.6 Officers will assess the analysis and present a summary of the options for the road location, with recommendations for a decision, within the next 3 months.

## **6. Development Viability & Delivery**

- 6.1 The Housing Zone funding agreements have been reviewed and discussed with the GLA and a report is scheduled for Mayor and Cabinet on 28<sup>th</sup> September to outline the core requirements and agree that the Council enters into the necessary funding agreements.
- 6.2 The first agreement is the Overarching Borough Agreement and whilst many of the terms are standard requirements of any GLA funding, there are some elements that will be highlighted:
- the GLA reserves the right to adjust the sum paid to the borough in the event that the borough fails to deliver the expected housing outcomes.
  - the GLA would be required to give their consent to the disposal of any borough owned land included in the Housing Zone if such disposal deviates from the agreed use as set out in the Intervention Agreement.
  - The GLA seek guarantees in respect of planning performance and determination as Key Performance Indicators of the borough, to ensure that planning matters are dealt with expeditiously
- 6.3 The GLA have agreed that quick wins, including work to enhance the Catford stations arrival experience can be carried out as soon as possible and does not have to wait until there is greater clarity on housing delivery timescales. An officer within the Capital Programme Delivery team has

been assigned to begin developing the project and to develop a timetable for delivery with key stakeholders including Network Rail, Southeastern and TfL.

- 6.4 Capital Programme Delivery team have appointed development delivery advisors Atkins and Aspire Developments Ltd to advise on the most appropriate development strategy to take the regeneration programme forward. This work includes using their industry knowledge to identify any information gaps in the work undertaken by the council to date and to develop a programme and timescale of delivery for the regeneration scheme, including a timetable for the Compulsory Purchase Order. They will also advise on appropriate resource needs and budget for the next stage of work.
- 6.5 The outline programme, including key target dates for delivery, will be completed in October 2016 and this together with an updated budget requirement will be reported to Mayor & Cabinet in November.

## **7. Catford vision and planning guidance**

- 7.1 At the Sustainable Development Committee meeting in May 2016 there was discussion about the need to make sure that the vision for Catford town centre was sufficiently ambitious and that councillors and the public were fully involved in developing the vision.
- 7.2 The Programme team together with the Planning Department have appointed Urban Narrative who specialise in exploring how people relate to the places they inhabit. Urban Narrative are undertaking a series of workshops with councillors, officers and the public to explore the most important factors necessary for creating a successful town centre in Catford.
- 7.3 The first workshop, with officers, was held on 31<sup>st</sup> August 2016 and was both optimistic and productive. A clear and ambitious vision for Catford was discussed, building on the town's recognised strengths, and potential: Excellent quality and desirable housing, the Civic Centre and the heart of public sector services in the borough, and a vibrant destination for culture, leisure and entertainment, centred on the Broadway Theatre. Workshops will also be held with Councillors to develop this further.
- 7.4 The urgent need for a clear programme and timetable for the regeneration development was highlighted, and reassurance was provided that the work currently being undertaken by Atkins and the Capital Programme Delivery Team was due to deliver this by November 2016.

- 7.5 It was agreed that actions must be taken to prevent the Council's bigger, longer-term regeneration plans from blighting the possibility of actions being taken in the meantime and shorter term. The Capital Programme Delivery Team updated the group on current short-medium term plans such as the development and implementation of meanwhile uses within the town centre, pro-active management of CRPL assets and a creative approach to empty retail and other units within the Catford Centre. Of particular note were imminent plans to use the Thomas Lane Depot site for meanwhile use and to re-enliven the Catford Broadway Theatre by opening the café/bar as soon as possible, as well as investing in an initial programme of minor building refurbishment works, while a longer term strategy for the successful theatre operation is investigated.
- 7.6 The importance of determining an appropriate, modern and future-proofed specification for Catford's new Council offices was also highlighted in the discussion. The new offices will be at the heart of the regeneration scheme, and must be fit-for-purpose, provide flexible and healthy work space, and an inviting environment for the public, sending a clear message of the Council's high aspirations for its public service delivery.
- 7.7 The Planning Department and the Capital Programme Delivery Team will work together and use the results of Urban Narrative's work to inform the development of the Catford Masterplan for the redevelopment of Catford town centre as a whole, as well as the creation of supporting planning guidance for individual development sites within the planned area.

## **8. Next update**

- 8.1 Officers will provide a further update on progress on 29 November 2016 detailing progress on the above issues and an updated programme and budget for the scheme.

For further information please contact Kplom Lotsu, SGM Capital Programme Delivery on 020-8314-9283.

## APPENDIX 1

ROADS TASK FORCE OBJECTIVES		
<p><b>MOVING</b> Ensure efficient and reliable movement for all modes across the town centre and supporting access for people and goods</p>	M1	Maintain the strategic movement function of the South Circular Road and A21
	M2	Provide bus priority throughout the town centre where possible
	M3	Overcome severance caused by the highways and improve pedestrian connections including providing new crossings on desire lines
	M4	Provide cycle facilities where possible to link up with the wider cycle network in the area
<p><b>LIVING</b> Create a high quality, accessible and vibrant town centre with a clear identity building on the strong existing local character</p>	L1	Ensure that Catford town centre is accessible for all, providing high levels of urban comfort and a positive pedestrian experience
	L2	Ensure that the streets in the town centre are clear, decluttered and attractive
	L3	Create a more cohesive town centre environment with a clear sense of place and a strong identity
	L4	Deliver socially engaging public spaces that benefit all members of the community
	L5	Respect Catford's history, improving the setting of heritage assets across the centre
	L6	Support and enhance the local economy through interventions to make the town centre a more attractive place to visit and spend time in
<p><b>UNLOCKING</b> Supporting growth and regeneration across the town centre and creating an environment that people choose to invest in</p>	U1	Transport and public realm proposals should support LB Lewisham's regeneration aspirations for Catford
	U2	Future highways layouts should be designed to maximise development potential of identified opportunity sites
	U3	Transport and public realm interventions should contribute to the creation of a calm, healthy and liveable town centre environment
<p><b>FUNCTIONING</b> Ensuring access for servicing and deliveries across the town centre</p>	F1	Access to premises for deliveries and servicing must be maintained
	F2	More effective use of kerb space should be made to support town centre activities
	F3	Measures to re-time or manage deliveries to town centre businesses and homes should be considered
<p><b>PROTECTING</b> Improving safety and reducing collisions, particularly for vulnerable users and ensuring streets are places where people feel secure</p>	P1	Narrowing traffic lanes where possible will help to calm traffic speeds in the town centre
	P2	Improving pedestrian crossing facilities will help to reduce the number of people crossing informally
	P3	Creating a more vibrant town centre environment with active streets and public spaces at all times of day will help to reduce issues of crime or perception of crime
<p><b>SUSTAINING</b> Greener, cleaner, quieter streets and a healthier more active town centre</p>	S1	Incorporating soft landscaped areas and sustainable urban drainage systems (SUDs) into Catford's streetscape will help to address surface water run-off
	S2	Retention of existing street trees and provision of new trees should be ensured to create a greener and more pleasant town centre environment
	S3	Promoting public transport, walking and cycling to encourage a shift to more sustainable modes of transport

