

Appendix 1

Catford Town Centre Masterplan Brief

DRAFT VERSION

Table of Contents

1.0 INTRODUCTION

- 1.1 Context
- 1.2 The Commission
- 1.3 Skill requirements

2.0 PURPOSE OF THE STUDY

- 2.1 Regeneration
- 2.2 Masterplan objectives
- 2.3 Status of the document

3.0 STUDY AREA

4.0 KEY REGENERATION SITES

- 4.1 5 sites
- 4.2 Ownerships
- 4.3 Site descriptions

5.0 BACKGROUND AND STRATEGIES

- 5.1 The history of Catford
- 5.2 Removal of the A205 and A21 gyratory
- 5.3 The Bakerloo Line Extension (BLE)
- 5.4 Catford Urban Integration Study
- 5.5 The Broadway Theatre Conservation Management Plan
- 5.6 'Smarter Office' Strategy

6.0 PROJECT REQUIREMENTS

7.0 PLACE-MAKING

- 7.1 The Lewisham way
- 7.2 The approach
- 7.3 Civic Catford
- 7.4 Stakeholder engagement

8.0 PLANNING POLICY

- 8.1 Opportunity Areas & Intensification
- 8.2 "Good Growth"
- 8.3 LB Lewisham Core Strategy
- 8.4 The New Local Plan
- 8.5 Catford Policy Profile
- 8.6 Alterations to MOL boundary

9.0 PREVIOUS STUDIES AND DATA

- 9.1 Background data

10.0 STUDY METHODOLOGY

- 10.1 Scope
- 10.2 Programme and timescales
- 10.3 Governance

Catford Town Centre Masterplan Brief

1.0 INTRODUCTION

1.1 Context

The London Borough of Lewisham (The Council) seeks the appointment of a consultant team to undertake a masterplanning study for Catford Town Centre and identified hinterland (the 'study area'). The key output will be a Catford Town Centre Masterplan.

The Council has an ambition to make the borough the best place to live, work and learn in London. Lewisham is the capital's fastest growing borough by population and is London's biggest opportunity for the next decade. With a confirmed pipeline of infrastructure, housing and commercial delivery, the borough will be one of the fastest growing parts of the London economy by 2027 despite having one of London's smallest economies currently. It is a south London borough with a resident population of c302,000 and forms part of Inner London. Its largest town centre is Lewisham which is poised to gain Metropolitan status in the next plan period and retain its status as a primary retail destination.

Catford is a district located approximately 1.5 miles southwest of Lewisham town centre. Catford town centre is the second largest in the borough and acts as the civic centre of the borough, provides shopping, cultural and leisure activities and is located at a strategic crossroad, well served by public transport. Catford's two rail stations offer Zone 3 travel with journey times to Cannon Street, London Bridge, Charing Cross, Blackfriars, Victoria and St Pancras in 17-31 minutes.

A series of factors, including the Mayoral decision on 19th July 2017 to re-align the south circular, has positioned Catford for opportunities seen once in a generation. The level of investment in housing, regeneration and new business space in the borough will be greater than at any time in the last 40 years – combined with Lewisham's London connections, this presents an opportunity for residents and local businesses to benefit from economic growth and physical regeneration.

At the civic heart of Catford on a peninsula site stands the grade II listed Broadway Theatre which was built as a concert hall and offices in 1932 as an extension to the old Town Hall of 1875. Today it is a cherished remnant of a number of public buildings that had shaped the town centre's sense of place but were replaced in the 1960s. The Council's vision for the site is to re-establish the Broadway Theatre as the social hub of Catford and to secure a sustainable future for its ongoing operation as a vibrant cultural entertainment and performance venue.

In 2010, Lewisham Council seized the opportunity to buy the Catford 1960s Shopping Centre. Alongside the need to redevelop the Council's nearby Offices, the core town centre presents large scale development opportunities much of which will be in control of the council. The vision is to deliver cultural, educational, leisure, workspace and retail uses that would create an engaging civic place where new ways of living, working and learning are enabled.

Catford is one of the largest town centre redevelopment opportunities in the UK.

1.2 The Commission

This invitation to tender (ITT) seeks the appointment of a consultant team to produce the following Masterplan Final Outputs:

- i. A strategic masterplan study for Catford Town Centre and wider area that identifies the existing character of the area, establishes a vision for its future development, and illustrates opportunities for growth and transformation.
- ii. A detailed masterplan study for the identified key regeneration sites that is informed by a high level vision for the town centre as a whole.
- iii. An implementation plan that details individual projects, sites and interventions contained within the study, and identifies potential timeframes, partners and funding opportunities, in conjunction with the Council's appointed Property Advisor.

The masterplan will also incorporate:

- TfL's new road layout design for the realignment of the South Circular A205 road in the town centre
- The high level vision for Catford Stations and surrounds that was produced by Gensler Architects in 2017. It considers how a new station hub might benefit Catford in the future, opportunities for public realm improvements, and explores how future development can be directed to accommodate growth and the potential Bakerloo Line Extension (BLE).
- A strategy for the new council offices and civic uses.

1.3 Skill requirements

The consultant team should have access to a number of skills including but not limited to:

- Masterplanning
- Urban design
- Planning
- Architecture
- Service or Retail Design
- Landscape and public realm design
- Transport and highways planning and design
- Environment/ Sustainability
- Heritage
- Professional stakeholder engagement with a range of stakeholders including land owners, statutory consultees including Network Rail, and local authority officers

The Council already have in place consultants with the following skills who the appointed tenderer would be expected to work alongside:

- Development and Viability Advice
- Public Engagement and Communications

The Council's appointed property advisors will provide property market advice, undertake a viability assessment of the masterplan, feed into the delivery and implementation strategy and generally assist with steering the evolution of the masterplan.

The appointed masterplanner will be responsible for leading stakeholder engagement with landowners and for leading a number of formal public events on the masterplan proposals. The Council's appointed public engagement and communications team will support the programme with regular broad public consultation. See section 7.4 for more information.

2.0 PURPOSE OF THE STUDY

2.1 Regeneration

The Council is seeking to regenerate Catford town centre. There have been longstanding proposals to address buildings which are no longer fit for purpose and to address poor environmental qualities which negatively affect the daily experience of residents and visitors in the town centre.

There are clear reasons for regenerating Catford town centre:

- The current shopping mall is no longer fit for purpose and the Milford Towers are subject to dilapidations.
- The environmental quality of the town centre could be improved.
- The dominance of the current surrounding road network does little to assist in placemaking.
- Lewisham Council, the town centre's main employer, has a pressing need to relocate from Laurence House to modern office space.

Catford too has a number of strong and positive town centre features, including:

- The Grade II Listed Broadway Theatre
- Excellent accessibility due to the presence of two rail stations
- An established town centre with a history of entertainment
- A strong and significant public sector presence

The Council acknowledges the inherent qualities of Catford that distinguish it as a vibrant place. A town centre wide masterplan will be key to setting a placemaking vision as well as shaping and defining the development projects further contained within it.

Together, and subject to more detailed masterplanning, these sites could yield approximately 2,500 units alongside significant and substantial retail, leisure and employment space. The expectation is that there will be a number of clear, defined site specific projects that the town centre masterplan will illustrate. The regeneration of Catford will also contribute to the Council's overarching vision for the borough '*to make Lewisham the best place in London to live, work and learn*', and it will support meeting the aims of the borough's key economic and business strategy including '*capitalising on major physical regeneration in the borough to create the right environment for business growth*'.

The Masterplan will form part of the evidence base for the emerging LB Lewisham Local Plan. It will establish a framework for new development in the town centre in terms of its location, massing and potential function that can inform discussions with developers and designers and help retain the intrinsic character of Catford as it grows in the future. The masterplan will inform funding bids by LB Lewisham and its partners for a range of transport and regeneration related initiatives. The plan will be both aspirational and deliverable, commercially based, and informed by a thorough understanding of the retail, residential and leisure market in Catford.

2.2 Masterplan Objectives

The objectives of the Catford Town Centre Masterplan study include:

- Promote the creation of high quality places, spaces and buildings of an appropriate form, scale and density that prioritise the user experience of the built environment.
- Set up the spatial layout and land use mix for the centre.
- Secure a cohesive, permeable and well connected proposition for the whole of the town centre.
- Provide greater clarity for landowners, developers, investors, operators, the Council and other public sector agencies as to the appropriate scale, location, mix and form of development which could be accommodated within the masterplan study area.
- Deliver Council Office Accommodation efficiencies through facilitating the workforce to work at one location, reducing maintenance costs and enabling an overall improved masterplan as a result of a new office location.
- Secure environmental improvements by enhancing the landscape assets and mitigating the impacts of traffic, particularly around the road bridge pinch points and key road junctions.
- Improve the quality of the public realm with a particular focus on the interface between ground floor uses and new routes and open spaces.
- Protect and enhance urban fabric of heritage value and the settings of Conservation Areas and Listed Buildings.
- Improve the retail and leisure offer in Catford.
- Improve the morning, daytime and evening experience of the town centre environment.
- A clear delivery plan setting out, among other items, each project's phasing, timescales, delivery approach, funding and key parties to be involved.
- Inform the development of the new Local Plan through the preparation of the masterplan/detailed study/implementation plan which can be incorporated into planning policy.

2.3 Status of the document

The masterplan is likely to be a material consideration in planning decisions and will be used to inform the new Local Plan and site specific planning briefs. The study may be taken further as a Supplementary Planning Document (SPD).

3.0 THE STUDY AREA

The masterplan study area is anticipated to cover an area of approximately 800m radius from Catford Town Centre – with a focus on the town centre area, the stations and key regeneration sites – and reflect its relationship with the wider area and the main routes leading there.

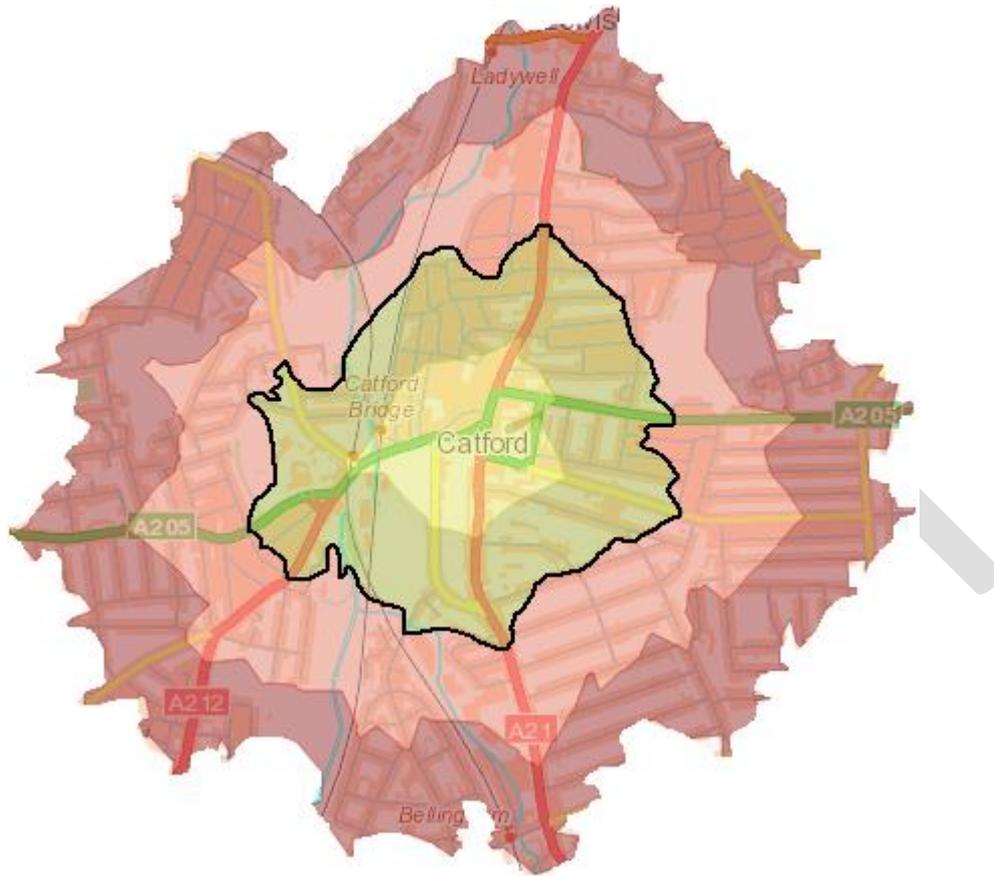


Figure 1. The black outline represents a 10 minute walk from the centre of Catford.

The key regeneration sites (Fig.2) are located within a 5 minute walk of the town centre core.

4.0 KEY REGENERATION SITES

4.1 Five sites are earmarked for development in Catford. There is a high level of public transport accessibility, with PTALs of 6a across all sites. See Figure 2.

1. Catford Shopping Centre and Milford Towers Site
2. Laurence House Site
3. Civic Centre and Theatre Site
4. Plassy Road Island Site
5. Wickes and Halfords Site

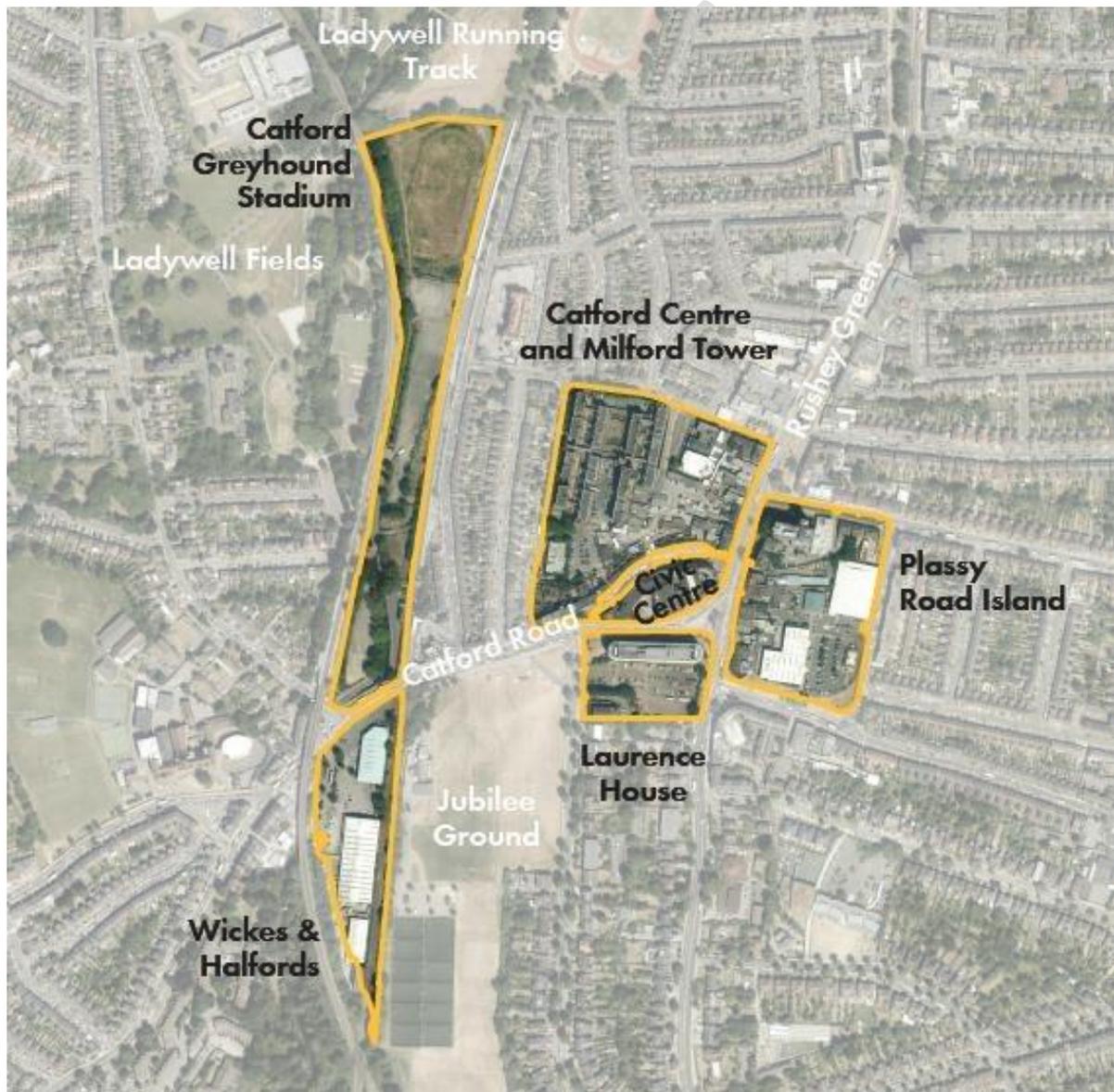


Figure 2. Key Regeneration Sites

4.2 The Council and the Catford Regeneration Partnership Ltd (CRPL) own Freeholds of the Catford Centre and Milford Tower site, the Civic Centre and Laurence House sites.

4.3 A brief description of each of these sites is set out below.

Catford Centre and Milford Towers Site:

The Catford Centre site is largely covered by a 1970s shopping centre with a Tesco store acting as the main retail anchor, a considerable number of known high street names have left the centre in recent times and relatively poor quality retail now dominates the mix. Milford Towers, a 276 unit council estate is built over some parts of the shopping centre making redevelopment complex. The remainder of the site includes surface and multi-storey car parking, an outlying council office and disused warehouse space. More than a decade ago, the Council decided as part of its Decent Homes Strategy that Milford Towers should be comprehensively redeveloped. The Council acquired the freehold of the shopping centre from St Modwen in 2011. The decant of Milford Towers began in 2012. The site totals 4.3 hectares.

Laurence House Site:

The Laurence House site is currently home to the Council's main office and provides a base for up to 1,300 staff. The 13,000 m² office occupies only a small proportion of the 1.3 hectare site and was constructed in the 1990s as a temporary building to keep open the option of rerouting the A205 south circular across the south of the site. Most of the site is used as car parking for council staff and as an overnight lorry park.

The site is wholly owned by the Council and redevelopment is relatively uncomplicated, but replacement office accommodation would have to be provided. With the planned re-routing of the A205 to the south of the Council's main office building on this site, the site will effectively be divided and the area to the north of the realigned road will become part of the Civic Centre and Theatre site development area.

Civic Centre and Theatre Site:

The Civic Centre site is home to our old offices, which we vacated in order to achieve efficiency savings, and these are in use on an interim basis as creative work spaces and by our ALMO Lewisham Homes. The civic centre remains in use and its suite of meeting rooms and council chamber, together with office space for elected members are critical to the interface between elected members and the public.

The site totals 0.7 hectares and our recent capacity study suggests the site could accommodate replacement office and civic facilities for the Council totaling 13,500m² with public facing ground floor uses. A new office at this scale is a more than 50% reduction in floor space for the Council's Catford complex and reflects efficiencies that the Council has already achieved and wishes to continue to pursue. The adjacent Grade II Listed Broadway Theatre will remain as a central point for any new development of this site.

Plassy Island and Wickes and Halford Sites:

Two other sites - Plassy Island and the Wickes and Halfords site - with potential for redevelopment also sit within the wider town centre but do not belong to the council. The two totaling approximately 5 hectares currently have out of town format retail and leisure uses. Both sites together have potential for approximately 1,200 homes with some retail and leisure uses. The sites comprise fragmented or complex ownerships and leaseholds.

The Wickes and Halfords site sits in the middle of a 2 mile long green corridor running through the centre of the borough and with the completion of Barratt Homes' Catford Green development, it is the missing link in an important part of the borough's sustainable transport

network. Due to a number of local factors the site is considered an appropriate setting for taller buildings.

The site sits in a flood risk area and we are currently working with the Environment Agency on detailed design for a major flood alleviation scheme for the River Ravensbourne which will significantly reduce the risks to this site and open up new development opportunities, including continued potential enhancements to the river corridor.

5.0 BACKGROUND AND STRATEGIES

5.1 The history of Catford

Catford used to be a thriving centre whose growth was spurred by the development of the railways in the 19th century. The town centre sat in the middle of a network of high quality Victorian streets and was served by excellent transport connections due to the presence of two railway stations and a highly effective tram system. In addition to a high quality retail offer the centre was a well-known entertainment destination boasting a host of attractions including several cinemas, skating rink, dog track and theatre.

Of those attractions only the Grade II listed Broadway theatre remains and it sits adjacent to the old town hall and civic centre, opposite Laurence House (the Council's current offices) and near to the underwhelming 1970s Catford Centre which disrupts the urban grain. These three sites totaling 6.3 hectares, form the core of the redevelopment area and following the acquisition of the freehold of the shopping centre in 2011 they are largely in Council ownership.

Catford has seen a new wave of housing close to the railways in recent years, and works have started on site for Catford Green Block A on the land between the two stations. This is the final phase of the redevelopment of the former Catford Catford Greyhound Station site by Barratt London and would provide 92 residential units and two commercial/retail units (508 sqm GEA total) in a part four/ six/eight storey building.

The whole Barratt scheme, consented in 2014, comprises 13 blocks up to a maximum of eight storeys in height to deliver 635 new homes, commercial floor space and a community centre, along with associated landscaping, including naturalization of the River Ravensbourne and the pedestrianization of Adenmore Road between the stations, plus a footbridge to Doggett Road. The Catford Greyhound site is the first of a number of sites in Catford identified for regeneration to have undergone large scale development, breathing new life into the western edge of the town centre.

A renewed focus around 'Good Growth' and the proactive management of Council assets has led to a number of studies prior to the commission of a town centre masterplan, to ensure strategies are in place to support coherent plan making.

5.2 Removal of the A205 and A21 Gyratory

On 19th July, 2017 the Mayor of Lewisham made the historic decision to endorse a road move to positively transform the town centre environment associated with the junction where the A21 (Rushey Green) meets the A205 (South Circular). The Council is currently working with Transport of London (TfL) to progress a preferred option that relocates the south circular road to the south of Laurence House to align with Sangley Road, with a focus on the removal of the gyratory. Construction of the new road is scheduled to commence in 2021, with works completed by 2022, based on current programme timeframes.

The boundaries of some key regeneration sites will change as a result of the South Circular A205 road realignment to the south of the Laurence House building. See Figure 3 below.

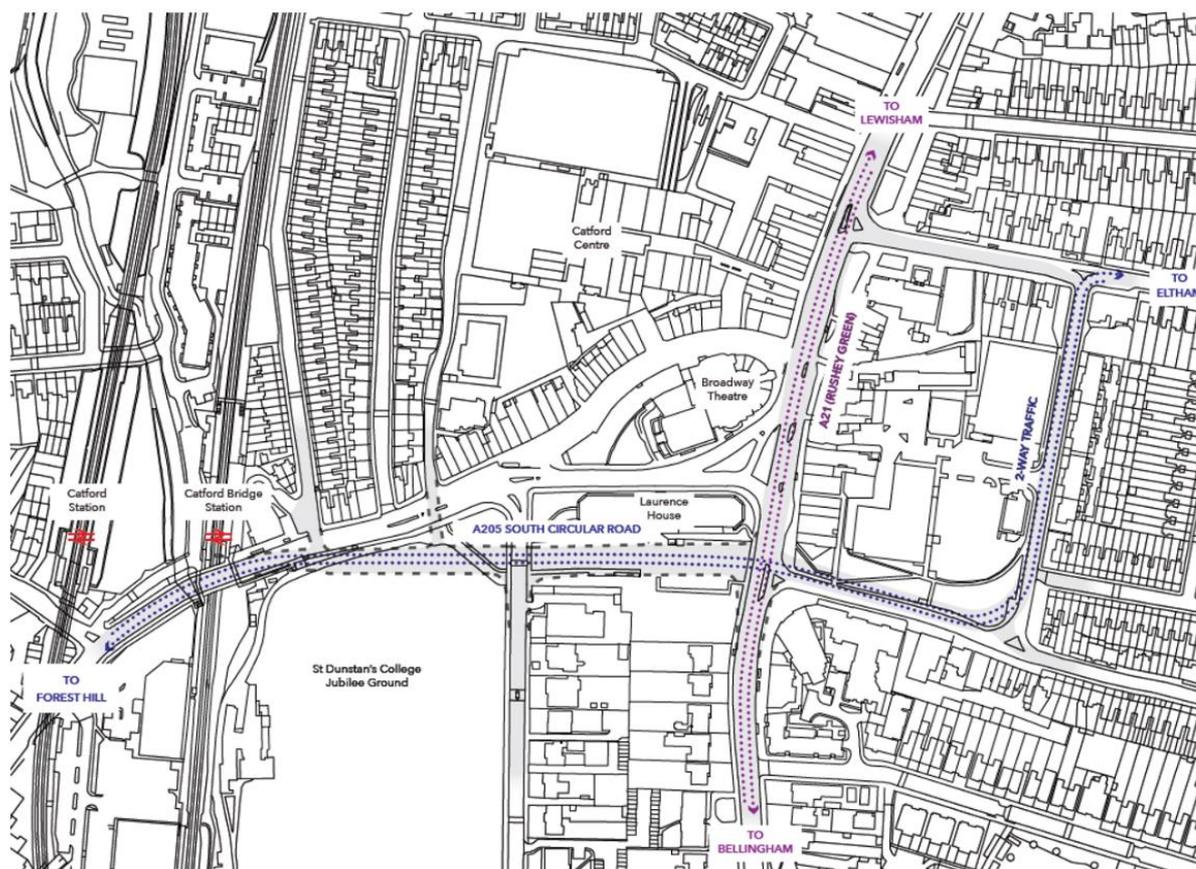


Figure 3. The proposed realignment of the A205 and the removal of the gyratory.

5.3 The Bakerloo Line Extension (BLE)

TfL is consulting on Phase 1 of the proposed Bakerloo Line Extension (BLE) to extend the Bakerloo line beyond Elephant & Castle to Lewisham, serving Old Kent Road and New Cross Gate. There is also the potential to extend the network from Lewisham to the major centre at Catford (sharing the line at Catford Bridge Station) and Lower Sydenham via Ladywell in a Phase 2 of the BLE. The BLE will support Lewisham's productivity by providing homes for people within easy reach of central London, and by better connecting the business community. For residents it will mean much improved access to the central London employment market and a wider sales market for LB Lewisham's existing businesses.

5.4 Catford Urban Integration Study

The Council commissioned an urban integration strategy seeking to improve the experience for people in the station environs and to positively integrate the A205 road with the sites around it, in order to greatly improve connections to local bus stops, to public open green spaces, to the Ravensbourne River, and to the town centre, leading to greater urban integration and enhanced place-making. The study was completed by Gensler Architects in 2017 and sets a vision for accommodating the A205 realignment and potential BLE; it sets a vision for town centre growth that is supported by significant planned improvements to the area's transport infrastructure and public realm. The strategic work undertaken on transport and public realm issues in the town centre forms a basis for further master planning to commence.

5.5 The Broadway Theatre Conservation Management Plan

The Council commissioned Purcell, in July 2017, to produce a Conservation Management Plan (CMP) for the Broadway Theatre. The Grade II listed building has been owned and managed by the Council since its construction in 1932 and currently operates as a theatre and council offices in the heart of the town centre. The CMP aims to assess the heritage significance of The Broadway Theatre and its immediate setting through the understanding of its historical development and associations. The research will highlight the present issues the structure is facing and will inform opportunities for its development through a set of conservation policies to guide the future operational strategy of the asset over the short, medium and long-term. The information in the CMP will contribute to the design of new work, plan conservation and restoration works and improved public access. It will support the council in submitting funding bids for the conservation and repair of the building and in securing external funding through partnership working with unidentified partners for future management of the building. It will specifically support the council in securing external grant from the Heritage Lottery Fund (HLF) as well as support applications for statutory Listed Building Consent.



Figure 4. The current townscape context of the Grade II listed theatre in red. (Image Credit: Purcell)

5.6 Smarter Working Programme – Better Office Space

Currently council staff work in a number of buildings across the estate: Laurence House, Town Hall Chambers, Civic Suite, Eros House, Holbeach, Kaleidoscope and Wearside. We have an ambitious strategy to develop a new Town Hall Campus over the next 5-10 years as part of the broader regeneration programme. The Town Hall Campus will provide a very different workspace, delivering a 'modern' rather than 'traditional' place of work. Alongside this long-term regeneration, the Smarter Working Programme will explore short to medium term options. This will cover consolidation of offices, co-location and will release sites for redevelopment. It will improve the use of existing space, enable new working practices and deliver cost savings. Laurence House will be redesigned and refurbished to deliver a modern, flexible workspace that encourages collaboration, agility and new ways of working, for the short to medium term. This will act as a blueprint for the design of future council offices.

6.0 PROJECT REQUIREMENTS

The Catford Town Centre Masterplan study will:

- Undertake analysis to identify and reinforce the distinct identity of Catford, in conjunction with the Council's appointed Consultation Advisors.
- Develop a place-based approach to demonstrate the nature, layout and quantum of development on identified regeneration and development sites
- Identify opportunities to positively shape the character of new interfaces and spaces associated with the planned physical infrastructure improvements
- Develop scenarios in parallel with TfL's design feasibility study of the relocation of the south circular (A205) to the South of Laurence House.
- Identify the opportunities for improved transport and access, having regard to the planned improvements associated with the A205 South Circular road and the potential BLE, along with the need to improve linkages that encourage people to make more journeys on foot, as well as by bicycle and public transport, within the wider study area and beyond. These may include:
 - Strengthening connections between the town centre and existing neighbourhoods
 - Strengthening connections between Catford and neighbouring centres
- Understand the local economy with a view to consolidating and improving employment opportunities in future development scenarios, with particular focus placed on the role of the Borough's civic function in Catford.
- Explore development opportunities and land-use synergies that would enable impactful place-making and a significantly improved retail and leisure offer
- Establish the appropriateness and sensitivities of developing "tall" buildings within the Catford study area with reference to Planning and Townscape Guidance
- Drive the aspirations for local institutional assets within the area as well as any other significant stakeholders
- Demonstrate how Catford can contribute to LB Lewisham's housing need target
- Review the currently defined town centre boundary
- Provide the foundation for sustainable initiatives and development
- Articulate the Council's vision for the future development and transformation of Catford Town Centre in the short, medium and long term when the A205 road has been completed and the BLE potentially arrives.

A high level strategy for new Council Offices and civic uses will be developed in parallel with the strategic town centre masterplan study and will:

- Strengthen the role of Catford as a major civic centre and key focus for the surrounding neighbourhoods.
- Consider and evaluate options for their location and how they will be an anchor and generate footfall
- Explore synergies with other town centre functions and land-uses that could amplify civic and community experiences and support participatory spaces.
- Address the challenges of phasing including the decant of Council staff
- Prioritise value creation and flexibility in the design strategy for buildings
- Identify opportunities to significantly improve the quality of the public realm and arrival experience to the building(s) so that key interfaces engage the public.

Findings must be presented clearly within written reports, with supporting tables, graphics, maps, and illustrations. See Section 10.2 for more detail.

7.0 PLACE-MAKING

7.1 The Lewisham Way

The vision of the Council is to together make Lewisham the best place in London to live, work and learn (Shaping our future, Lewisham's Sustainable Community Strategy 2008-2020).

People are the starting point - the human scale

"...Places like Lewisham have one critical resource – their people: their cleverness, ingenuity, aspirations, motivations, imagination and creativity."

Charles Landry, Creative Lewisham Report, 2001

In an increasingly competitive and mobile London, LB Lewisham recognises that we must go beyond improved transport connectivity to reinforce our uniqueness, attractiveness and desirability for both existing and future residents, businesses, jobs, and visitors.

Irrespective of culture, climate, governance or scale, empirical evidence from cities around the world reveals that successful places are focusing on a people-centred place-making approach as a mechanism to generate competitive advantage. Cities that consistently feature at the top of quality of life and sustainability indices all employ a 'human scale' approach in their planning, design and management of urban space.

With changes in the way people live there is another approach that adds value to the design product: User Experience design. Whilst the 'human scale' approach puts people and their needs, wants and preferences at the centre of place-making, user experience design goes further. It identifies the pains people currently face and arrives to a design proposal that focuses entirely on meeting the identified needs of the user.

7.2 The Approach

The human scale approach is used:

- to optimise quality of urban life/standard of living,
- to retain existing residents, businesses, jobs and visitors,
- to attract new residents, businesses, jobs, and visitors, and
- to underpin desirability, productivity and economic growth.

The user experience design approach is used:

- to create key features that will increase convenience,
- to enhance the perception of an activity,
- to make ordinary tasks delightful, and
- to enable innovation or social connectivity.

To make a high quality environment for Catford's residents, businesses, jobs, and visitors, we must deliver places that respond to the 'human scale'. Places should be coherent; well-proportioned and dimensioned; appropriate for walking; attractive and appealing to the human senses; and enable and encourage social interaction. More importantly, we must make places that enable new and enhanced experiences that truly transform the quality of lives so that people in Catford may live, work and learn in ways that are uniquely enriching for them.

7.3 Civic Catford

There is currently little civic ceremony conducted in and around the town hall but this could change in the future. Civic facilities such as meeting spaces should be open for use by all sections of the community, including charities, clubs and societies, and offer a focus for

citizenship ceremonies, weddings and graduations. Although there will be an increasing demand for online services the need for public-facing council services will remain, including new types of services offered by the library. Changes in working styles such as home working is likely to continue to grow and this will give rise to a need for more flexible meeting space and workspace in accessible centres. There is an opportunity for the civic life of Catford to be more visible to the community from public spaces and feel more dynamic and welcoming, with transformed services and spaces that meet public needs and drive local business. New residential developments that are carefully integrated into connected public spaces can further enrich and support civic life, by comprising diverse accommodation types to meet the demand for student residences, housing for key workers, for the elderly and a range of tenures to suit all parts of the existing and future community.

7.4 Stakeholder Engagement

Stakeholder engagement is the foundation for effective master-planning. It is imperative that the masterplan is truly rooted in the documented aspirations of the local community.

LB Lewisham launched a comprehensive engagement and place-making strategy to begin this process. Team Catford, a team of consultants specialising in engagement, place-making and urban regeneration, have been pro-active in gathering views from a wide range of stakeholders to support this work.

The key objectives of the strategy include:

- ensure community engagement is clear, concise, open and two-way.
- create realistic expectations and reduce misperceptions
- be inclusive, setting ourselves targets for engagement.
- engage the wider community in the bigger picture for Catford
- raise the profile of Catford and enhance the Council's reputation

Since the launch of the strategy in August 2016 Team Catford have received over 1500 comments from stakeholders including members, businesses, shoppers and residents. Examples can be seen here at <https://catfordtowncentre.commonplace.is> and at <https://vimeo.com/248510736>.

The data compiled from the public online engagement platform Commonplace alongside the feedback obtained at the various face-to-face public engagement events, will be provided to the appointed master-planner.

The key issues raised include:

- building height
- gentrification
- moving the A205
- traffic and congestion
- improving the retail offer

The appointed masterplanning team will be expected to integrate their work with Team Catford's engagement process to inform the development of the town centre plan.

8.0 PLANNING POLICY

8.1 Opportunity Areas and Intensification

London has limited opportunities for accommodating large scale development; These are set out in the Mayor's London Plan 2015: 38 Opportunity Areas and seven Intensification Areas. In this Opportunity Area Planning Framework (OAPF), Catford is identified as Opportunity Area 20 *Lewisham, Catford and New Cross*.

The borough has one of London's smallest economies, however, the number of active businesses has increased by 23.2% between 2003-2012. Business growth in Lewisham has been centred around micro businesses. The Council is seeking to encourage a mix of business sizes and types that reflect the diversity of the borough and its citizens in order to create a dynamic, prosperous and sustainable economy in Lewisham. We are also seeking to retain talent from Goldsmiths and Lewisham College within the borough and St Dunstan's are seeking to retain and attract faculty and student talent to their campus.

The Mayor of London's draft London Transport Strategy published in June 2017 sets out spatial policies that will reshape the transport experience in the capital in order to accommodate good growth and better connected places.

8.2 "Good Growth"

The vision of the Mayor of London's draft Transport Strategy is to facilitate good growth and central to this 25 year plan – over which London's population is expected to rise to 10.5M – is the Healthy Streets Approach to planning. It aims to prioritise human health and experience in planning the city so London's transport mix is changed, with a shift away from car dependency, to provide the greatest benefit for everyone. Its three key themes are: Healthy streets and healthy people, A good public transport experience, and New homes and jobs.

The draft Strategy states that transport has a role to play in delivering growth that satisfies the following principles:

- Good access to public transport
- High-density, mixed-use developments
- People choose to walk and cycle
- Car-free and car-lite places
- Inclusive, accessible design
- Carbon-free travel
- Efficient freight

New development should be designed so that walking and cycling are the most appealing choices for getting about locally, in Inner London locations such as Catford. Accessible 'strategic interchanges' will make it easier to switch between rail, bus, walking and cycling, thus further reducing car dependency.

8.3 LB Lewisham Core Strategy

Catford is identified within Spatial Policy 2 of the LB Lewisham Core Strategy 2011 as a Regeneration and Growth Area.

LB Lewisham Core Strategy 2011 sets out a vision for the borough up to 2026, with a Spatial Strategy that focuses growth and larger scale development in the north of the borough in the localities of Lewisham, Catford, Deptford and New Cross/New Cross Gate. Benefiting from

higher levels of public transport accessibility and land that is available and deliverable, these Regeneration and Growth Areas will accommodate substantial new jobs, homes and supporting facilities and infrastructure.

The Council, working with its partners, will secure the necessary infrastructure to support the planned levels of growth and will maximise the physical, social and environmental regeneration opportunities new development will bring for the benefit of existing and future residents, to address deprivation issues, particularly health inequalities, to improve well-being.

8.4 The New Local Plan

The new Local Plan is currently at the initial stages of development, with Regulation 18 Issues and Options consultation scheduled for winter 2018, with adoption scheduled for 2020. As such LB Lewisham will be working to understand the implications of the BLE in partnership with existing local communities, delivery partners and statutory consultees.

Lewisham's new Local Plan will build on the existing growth strategy contained within the Core Strategy 2011, which identifies a growth corridor extending from New Cross and Deptford to Catford, as well as planning for the BLE and the possibilities for growth and development in both Phase 1 and 2. It is known that the new Local Plan will be required to continue to positively deliver a greater number of homes and jobs than the current Core Strategy.

8.5 Catford Policy Profile

Catford will be a vibrant place of significant urban renewal. Figure 3 shows the extent of the town centre boundary. As a recognised civic and cultural activity centre, Catford and surrounds will actively capitalise on opportunities created by the growth of Inner London and major transport infrastructure improvements including;

- the imminent realignment of the South Circular; and
- the southern Bakerloo Line Extension Phase 2 (Lewisham via Catford to Hayes) beyond 2030.

Redevelopment will be:

- commensurate with Catford's status as a Major Town Centre
- sequenced and focused around five key development sites of Catford Shopping Centre and Milford Towers, Laurence House, Town Hall and Civic Centre, Plassy Island, Wickes and Halfords within the Town Centre and its immediate surroundings.

Current quantum:

- Catford has 242 shops and an existing retail floorspace of *58,176 m²*
- c10,000 people live within a 10 minute walk of Catford Town Centre

Growth potential:

- Accommodate up to *22,000 m²* of additional retail floorspace by 2026
- Accommodate up to *2,600 m²* net additional comparison goods floorspace
- Accommodate up to *1,100* additional new homes by 2026, and up to *2,700* by 2041 (London Plan)

- Be one of the borough’s preferred locations for new office development

Housing targets

There is a need to plan for up to 2,582 more homes in Catford between 2020 and 2041. A total of 281 units is in the current pipeline supply. Through the London-wide Strategic Housing Land Availability Assessment (SHLAA) (2017) an additional future supply of new homes has been identified with potential to develop a total of 2,301 units across the four housing/mixed use development sites in Catford Town Centre as set out below:

Catford Centre and Milford Towers Site	878
Plassy Island Site	660
Wickes and Halfords Site**	513
Laurence House Site	250

** Note: This site is located outside but near to the Catford town centre current boundary. An overall total of 2,582 units is expected to be accommodated within the town centre and its immediate surroundings.

Existing civic and cultural facilities will be rejuvenated, with improvements to the public realm and conservation of local historic assets, along with improved retail, employment, and leisure opportunities in a consolidated Town Centre.

Movement and connections between the town centre, rail stations, Ladywell Fields and surrounding residential communities will be improved. Walking and cycling ease and safety will be prioritised in a simplified and integrated local transport network. By 2041, c18,500 people could be living within a 10 minute walk



Figure 5. The Extent of Catford Town Centre in current policy

8.6 Alterations to MOL boundary through the Local Plan

The proposal for the realignment of the South Circular was approved by the council's Mayor and Cabinet on the 19th July 2017. Under the proposal, the South Circular Road (A205) at Catford will be moved to the south of Laurence House, with a part of the new route going through St Dunstan's Jubilee Sports Ground - northern edge of the ground, currently designated as Metropolitan Open Land ("MOL") in the development plan.

9.0 PREVIOUS STUDIES AND DATA

9.1 Background data

The successful consultant will be provided with a pack of information that will include:

- Base mapping in digital format
- GIS layers of relevant planning designations
- Information on significant planning applications
- LB Lewisham Employment Land Study (2015)
- Retail Capacity Study (2017) - Catford Town Centre
- Strategic Housing Land Availability Assessment (SHLAA) (2017)
- Land ownership data
- Tfl Catford Town Centre Outcome Plan (2017)
- Tfl South Circular Pre Design Feasibility Study
- A technical brief from Tfl including transport modelling

Early housing capacity work for a number of sites has also been undertaken in the last few years. This includes:

- Allies and Morrison Architects: covering Plassy Island and the core Catford town centre
- Matter Architects: focusing on Plassy Island, and in respect of the implications of various options considered by Tfl and the Council for the south circular study
- Gensler Architects: focusing on the stations and Wickes / Halfords site to introduce environmental and public realm improvements alongside residential and mixed uses

Any other relevant prior studies of the area in the Council's possession will also be made available.

10.0 STUDY METHODOLOGY

10.1 Scope

The bidders will need to identify an appropriate methodology and programme for completion of the study. In doing so prospective bidders should have regard to the guidance set out under the project stage headings below and the key milestones set out in Table 1.

In submitting their fee proposals for this study, consultants will be required to provide a detailed project timetable and work programme which sets out milestones for achievement of each study stage. It will be necessary for the consultant to make appropriate assumptions on the nature, timing and delivery of any additional viability, transport, infrastructure and planning inputs and outputs required for the successful delivery of the study. Requirements for additional resources should be identified in responses to the ITT, including the use of specialist sub-consultants.

In their proposed programme, the consultants will need to accommodate two waves of public consultation - for the stage 2/3 transition and for stage 3/4 transition - and will be expected to help the Stakeholder Engagement team to develop narratives, materials and visuals. The Stakeholder Engagement team will be managing a series of events (TBC) that will allow the community to explore themes and give qualitative feedback as the conceptual plans progress.

Stage 1 - Inception

An Inception Meeting will be held on 6th June 2018 and will be attended by the full client team from LB Lewisham and TfL to agree co-ordination, governance and integration of the various workstreams that will be required to inform the completion of the Catford Town Centre Masterplan Study, after which there will be a period for the team to mobilise and undertake a programme review, site visit and walking tour of the study area, and a meeting with the Stakeholder Engagement team. A public Masterplan Launch event is scheduled to take place on 21st June 2018 for leaders of the Council to introduce the appointed Consultant team to the public. At the conclusion of the inception stage the Consultant will be required to produce a brief Inception Report to cover their understanding of the brief and acknowledge the programmes of the wider consultant team.

Stage 2 - Baseline Studies

It is anticipated that the Consultant will in this stage undertake a full review of all relevant existing information sources, including documents and reports identified elsewhere in the Project Specification. TfL will provide updates on the south circular Design Feasibility Study. Any issues arising from this review, including gaps in evidence base, together with an appreciation of their potential implications for the completion of the Catford Town Centre Masterplan Study should be communicated to the Client as soon as practicable.

It is expected that the Baseline and Appraisal Studies will look at Catford from a number of perspectives, including:

- The history and heritage of Catford
- The local economy
- The socio-demographic and distinct cultural profile of the area
- Topography, biodiversity and landscape assets
- Baseline real estate market assessment for the 800m study area
- A thorough biodiversity assessment of the entire study area
- Transport and movement incorporating TfL's pre-feasibility design for the A205/A21
- Urban design appraisal including street network and building heights

Should the Consultant upon review of existing studies determine that certain investigations have been sufficiently covered will still be expected to draw conclusions on what they feel is important and form a comprehensive baseline to inform the design going forward.

At the conclusion of the Baseline and Appraisal Studies stage, the Consultant will be required to provide a presentation to the Client Group setting out preliminary findings, conclusions, and recommendations for the next steps of the project. A Baseline and Appraisal Study Report will be issued to conclude this stage.

Stage 3a - Developing the Vision and Masterplan

The strategic objectives for the 800m study area will be developed in advance of more detailed studies of the key regeneration sites contained in the Catford Town Centre Masterplan Study.

The strategic study may include:

- Character areas
- The local economy
- Local and strategic connections
- Land uses
- Key themes from economic and employment research, including growth sectors and spatial implications
- Key insights from baseline real estate market assessment
- Key insights from understanding the needs of the community and local businesses
- Development opportunities in the short, medium and long term

Stage 3b – Key Regeneration Sites Study

The strategy for the key regeneration sites in Catford Town Centre should begin to define the approach to mixed-use development and set out key spatial planning requirements for each site with regards to its function in the town centre.

Stage 3c – Office Accommodation and Civic Functions Study

The draft Council Offices study should be developed in parallel with the Catford Town Centre Masterplan. It should investigate the possible locations for new Council Offices and indicate a preferred option in terms of its location, volume and potential ground floor programme in terms of access and uses.

Stage 4 - Draft Catford Town Centre Master Plan Study

Stage 5 - Final Reports

10.2 Programme and timescales

The Consultants will be required to provide the following programme outputs:

- Stage 1 – Technical note to cover inception meeting and stakeholder consultation
- Stage 2 – Baseline note to cover study context, site analysis, review of previous studies and technical data.
- Stage 3a/3b/3c - Interim Masterplan and Council Offices Study Papers and PowerPoint Presentations as required
- Stage 4 –Draft Masterplan and Office Study report
- Stage 5 – Final Masterplan, Council Offices Study, and Implementation Plan report – 2 x hard copies; PDF file; plans in DXF and shape file format; 5 x CGI renderings to include preferred masterplan options and perspective views of town centre; Consultation and Exhibition Material including Display Boards and 3D Physical Models, Summary Documents and Promotional Pamphlets/Leaflets.

A summary of the key preliminary project milestones is set out below:

Milestone	Date
Stage 1 – Inception meeting and finalise brief	To commence on the 6 th June 2018
Stage 2 – Consultant to issue combined stage 2 note covering the study context, site analysis, demand and capacity analysis	Jul –Aug 2018
Stage 3 – Consultant to issue masterplan options	Sep - Oct 2018
Stage 4 – Consultant to issue Draft Report (and allow for 3 weeks for Client review)	Jan 2019
Stage 5 – Consultant to conduct a presentation to Client team and other stakeholders based on Draft Report (and allow for 2 weeks for Client review)	Feb 2019
Final Masterplan Report submission	March 2019

Table 1 Preliminary project milestones and timescales

10.3 Governance

The contract for this commission will be administered by LB Lewisham. The Councils Project Leads for the Catford Town Centre Masterplan Study will be a Senior Programme Manager and an Urban Design Programme Manager from the Capital Programme Delivery team. They will form the core Client team along with the TfL Project Lead for the south circular design feasibility study and the Council's appointed Property Advisor.

The Consultants are to engage with all relevant partners and reach agreement on key matters at the earliest opportunity (including GLA's London Plan Development Team, LBL Planning Majors / Strategic Planning Team, LBL Housing Strategy Team, TfL) during the production of the masterplan.

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