

5 CONNECTIONS: IMPROVED TRANSPORT LINKS

5.1.1 Improving connections and movement through the Aylesbury AAP area is an important element of delivering a successful regeneration scheme. This section provides details on how the AAP can help reduce the need to travel by car and encourage people to walk, cycle or use public transport. It includes options for Transport for London's (TfL's) Cross River Tram (CRT) and details of appropriate levels of car parking. Encouraging safe and attractive walking and cycling routes and accessible public transport makes an important contribution towards social equity, interaction and inclusion, helping people to access local and London-wide destinations in a range of ways and making public spaces feel safer.

5.2 PROMOTING WALKING AND CYCLING

FIGURE 9: KEY PEDESTRIAN ROUTES

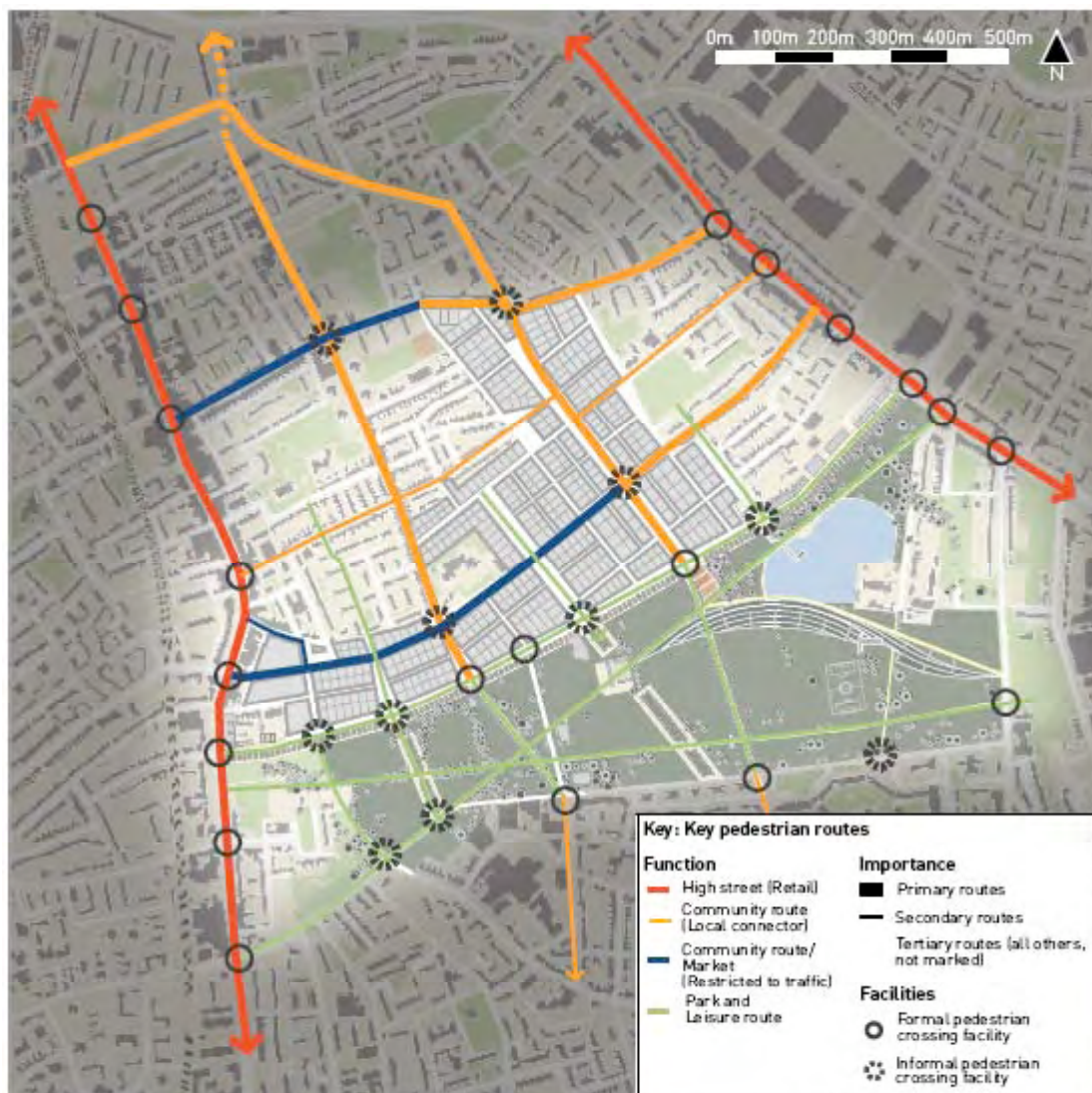
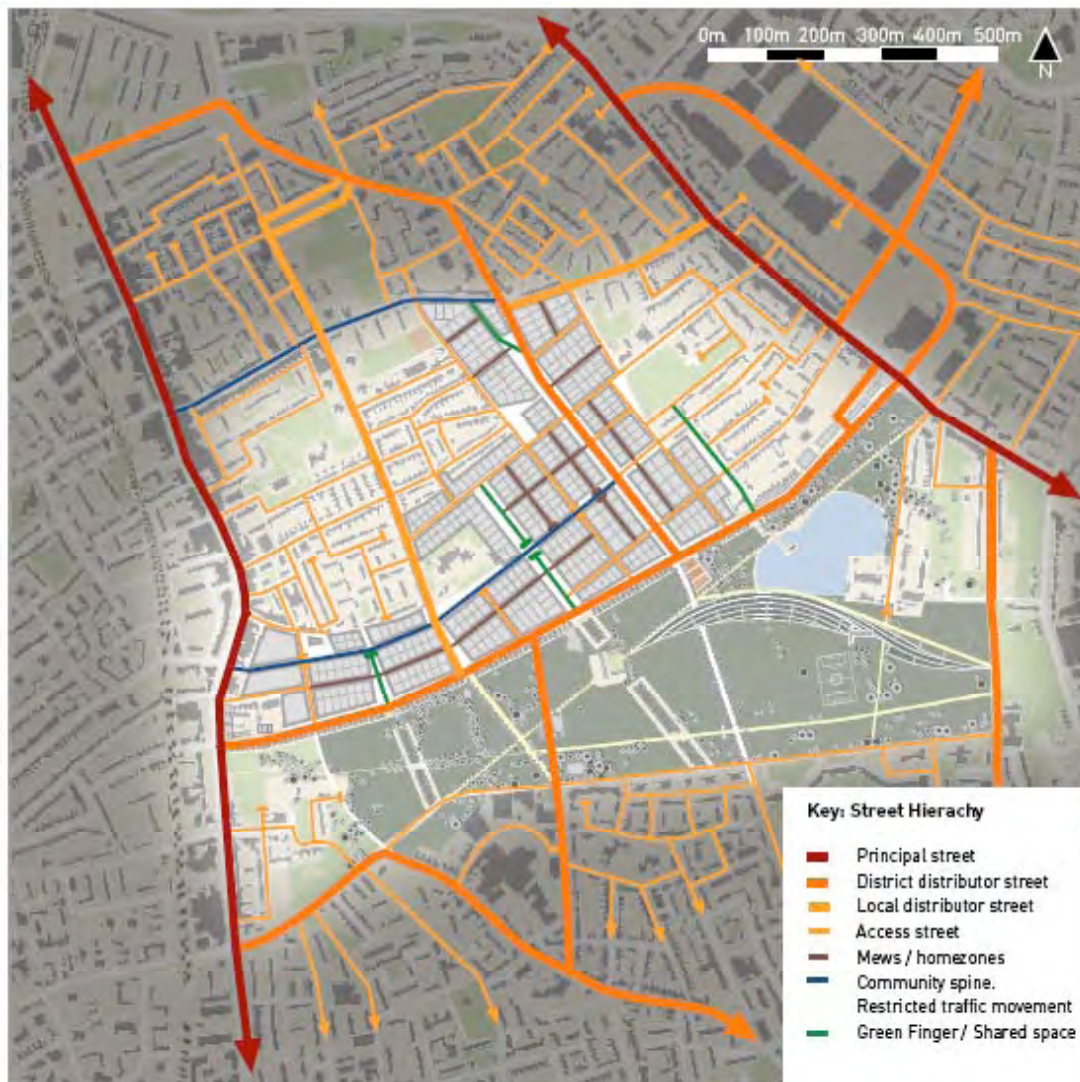


FIGURE 10: CYCLE NETWORK



FIGURE 11: STREET HIERARCHY PLAN



- 5.2.1 Our preferred approach is to create a well-connected network of high quality streets that provide a safe, accessible, comfortable and attractive environment for walking and cycling (see Figures 9 and 10). This approach follows on from Transport Option 1: Promoting Cycling/Walking.
- 5.2.2 The street network will be easy to move through and understand, and will allow for a choice of routes. A grid block pattern will be used within the masterplan area which will include a series of north-south pedestrian-only links within the green fingers linking the park directly and conveniently with the development and the community spine. The network will provide good links to the Elephant and Castle, the Walworth Road and the Old Kent Road.
- 5.2.3 This option will create streets that avoid segregation of different road users (i.e. pedestrians, cyclists and cars), but would be designed to calm traffic down and thereby provide an appropriate balance for the needs of all means of transport and make all users more aware of the presence and priority accorded to themselves and others.
- 5.2.4 The street environment will be attractive, safe and encourage both pedestrians and cyclists with buildings lining primary routes and active uses, including entrances to buildings (whether residential, commercial or employment) facing the street. The proposed mix of uses will help ensure natural surveillance throughout the day and

evening. Residential streets and mews lanes should be designed as Homes Zones (see FB15).

5.2.5 The design of the new housing blocks will provide space for new cycle storage.

FB15: Home Zones are an attempt to balance the needs of everyone who uses the street with the aim of trying to restore safety and peace to residential neighbourhoods with reduced speed limits and physical adaptations.

5.2.6 Traffic calming features and traffic management features will ensure that traffic speeds and volumes are low and through traffic will be discouraged across the AAP area.

5.2.7 This option will be supported by the preferred option on 'Designing Street as Attractive Public Spaces' presented below.

Justification

- It is widely accepted that car travel degrades the local environment, creates noise and air pollution, contributes towards climate change and uses up limited oil reserves.
- In contrast, walking and cycling has no impact on the local environment and contributes to people's health and well-being.
- Car travel requires significantly higher proportion of land per person transported when compared to public transport, walking or cycling and parked vehicles can also take up lots of land.
- This option was supported in the responses to the Issues and Options consultation.
- This option scores particularly highly against place-making objective 1: Better Homes, delivery objective 2: image and sustainable development objectives 3, 6, 7 and 16.

5.3 DESIGNING STREETS AS ATTRACTIVE PUBLIC SPACES

5.3.1 Our preferred approach is to ensure that streets are designed as public spaces using high quality materials. This option follows on from Transport Option 2 as set out in the Issues and Options Report.

5.3.2 This option views streets not just as spaces to pass through but as places to meet, to play, and to relax. In particular the Green Fingers and Home Zones provide an environment with local amenity that encourages social interaction. The design of streets will make a significant contribution to the overall character of the AAP area. This option will work alongside the preferred option on street layout.

5.3.3 Different streets within the Aylesbury AAP area have different functions and therefore need to be designed in different ways. For example Old Kent Road and Walworth Road carry a high amount of vehicular traffic while Thurlow Street will remain an important route with the tram and/or improved bus services. Other new routes through the area such as the Green Fingers will mainly be used by pedestrians and cyclists. Figure 11 shows the different levels and functions of the main routes through the Aylesbury area.

5.3.4 The identity of streets, squares and spaces is strongly influenced by what social activity and interaction takes place there. The choice of materials and furniture should, in most cases, simply provide the back drop for social activity rather than become the most prominent element. Therefore, when designing the streets, the vast majority of surfacing and street furniture, should blend into the streetscape rather than being prominent components. The placement of street furniture will be carefully considered to reduce the amount of clutter and make spaces more adaptable and easier to maintain. In very selected instances, we believe that there maybe the opportunity to create a focal point through the use of a special set-piece. This could include a specially commissioned piece of street furniture, paving or lighting as a public art element.

5.3.5 All streets should be designed using some basic principles such as using a simple and complementary palette of materials and street furniture. The street furniture includes elements such as benches, lamp posts, traffic signage, lighting, litter bins, bus shelters and cycle racks. The streets will include hard paving as well as new planting. Where possible existing trees will be retained. The requirements of vulnerable road users and mobility impaired people must to be considered in the design and layout of the streets.

Justification:

- The preferred option will create a pleasant and safe environment and support the preferred option on encouraging walking and cycling.
- The preferred option will contribute towards the achievement of place-making objectives 1, 2 and 3.
- This option is highly sustainable - it has a very positive impact over the long term when assessed against the 16 sustainable development objectives.

5.4 PUBLIC TRANSPORT

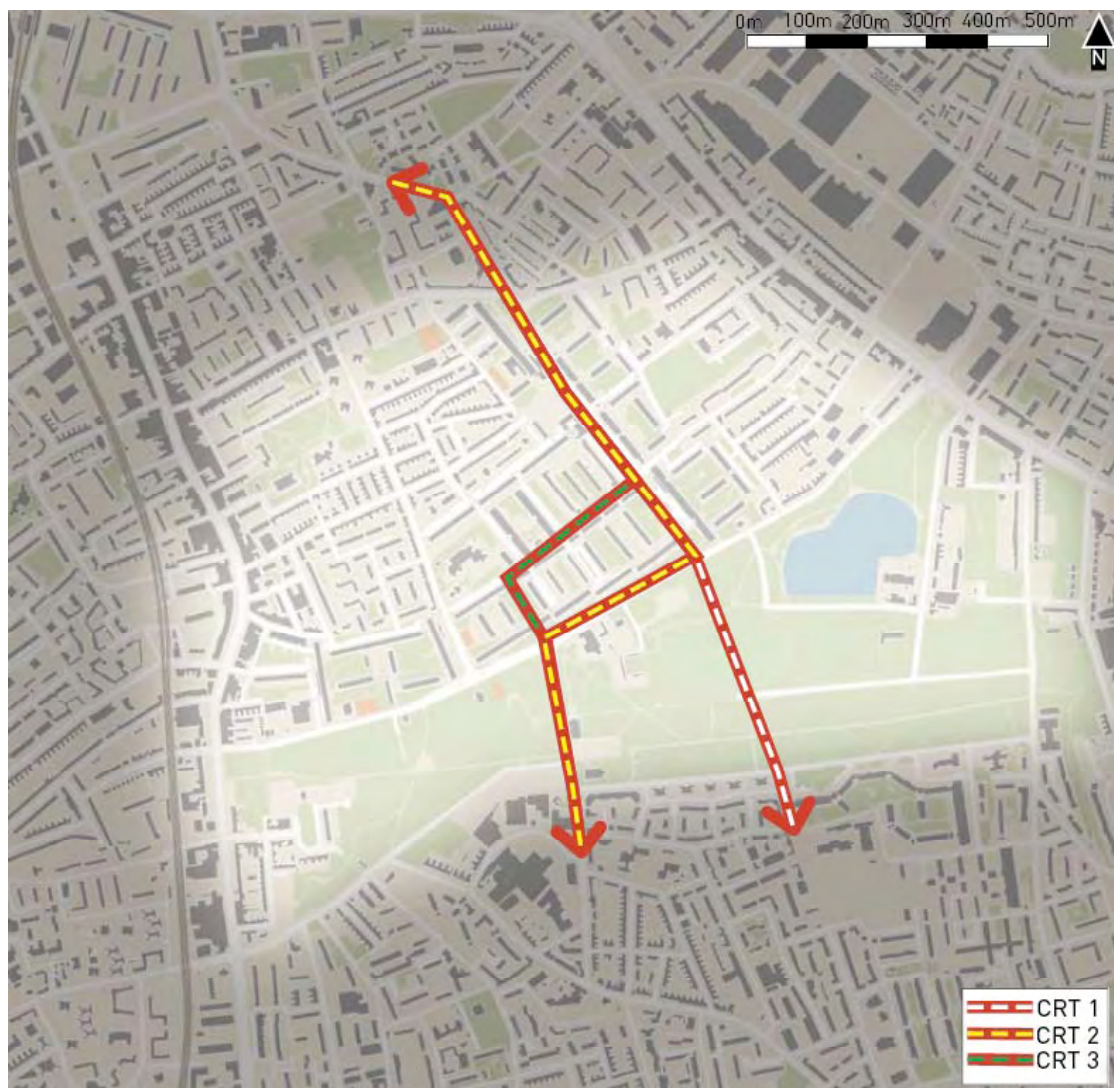
- 5.4.1 Our preferred approach is to enhance public transport connections to key attractions in the AAP area and beyond, by supporting public transport improvements, including the Cross River Tram and new bus services. This option follows on from Transport Option 3: Public Transport as set out in the Issues and Options Report.
- 5.4.2 This option links land use and transport by locating local facilities (see section 6) within short distance of public transport routes.
- 5.4.3 The proposed Cross River Tram (CRT) provides the opportunity for a step change in public transport and could follow three possible routes through the AAP area (see section 5.5).
- 5.4.4 The CRT is still a proposal, although the Mayor of London wants to see it delivered by 2016. Before it is in place, or in the case where the Mayor decides that the Tram project does not proceed, our preferred option is to provide significant improvements to bus frequency, quality and reliability as it is necessary to improve public transport accessibility in the area and achieve higher development densities (see section 3.4). As part of this option we are currently examining other possible bus routes including opportunities for additional east-west routes and increasing service frequency along Thurlow Street.

Justification

- Problems associated with traffic congestion in the area will be reduced.
- Noise and air pollution associated with private cars will be reduced.
- Encouraging local residents to use public transport rather than their own private cars will help to improve levels of general health in the AAP area.
- Improved public transport accessibility levels will enable more homes to be built in the area, therefore helping the overall deliverability of the project.
- This option will support place-making objective 3 (improve public transport links).

5.5 CROSS RIVER TRAM

FIGURE 12: TRAM ROUTE OPTIONS



5.5.1 The Cross River Tram (CRT) is a Transport for London (TfL) project. Therefore the AAP is not in a position to establish a single preferred option at this stage. TfL originally consulted only on two options (Options 1 and 2 as presented below). The Issues and Options consultation included a third option for the tram route (Option 3 below). As a result TfL are now also considering the Tram Option 3. The plan will therefore be flexible enough to enable any one of these options to be delivered. The tram routes are shown in Figure 12.

5.5.2 Since the decision on route choice is at present with TfL, we are not consulting on these options again. However, in the following there is a short summary on the advantages of the different routes and any additional information revealed through consultation or studies since the Issues and Options Report.

Tram Option 1: Thurlow Street – Chandler Way

5.5.3 This option is the most direct route for the tram straight through Burgess Park and it provides the shortest journey times from Peckham. It also has the least impact on the road network. On the other hand it could result in further fragmentation of the park if Wells Way is retained.

5.5.4 Two stops are proposed within the AAP area: one in the proximity of the junction Thurlow Street and East Street and one close to the junction with Albany Road.

Tram Option 2: Thurlow Street – Albany Road – Wells Way

- 5.5.5 This option is a less direct connection but has the advantage of following the existing highway. As a consequence, it would put greater pressure on existing road junctions than Option 1 and is likely to displace more traffic. It would have less impact on the park.
- 5.5.6 Option 2 has the advantage that due to the longer route, an additional stop could be located within the AAP area compared to Option 1 and 3: Two stops would be placed on Thurlow Street, one in proximity of East Street and one in proximity of the community spine, while the third stop could be located on Albany Road just before the tram turns into Wells Way. As such, this routing option results in better accessibility than Option 2 and 3.

Tram Option 3: Thurlow Street – Beaconsfield Road – Wells Way

- 5.5.7 Option 3 would run along the community spine and would bring the tram right to the heart of the development. Because it would run on a shared space along Beaconsfield it would have the benefit of taking up less land so that the footprint of the tram would be less significant compared to Option 1 and 2. Compared to Option 2, a third tram stop would unlikely be achievable within Option 3, but the tram route would need to be phased as part of the development.
- 5.5.8 TfL consider Option 3 a sub-option to Option 2 and the main decision at the moment is whether the tram would run via Wells Way or straight through the park.

5.6 CAR PARKING

- 5.6.1 Our preferred approach is to provide a maximum parking standard across the masterplan area of 4 spaces per 10 households. This option follows on from Car Parking Option 1: Provide for appropriate levels of car parking outlined in the Issues and Options Report.
- 5.6.2 There will, however, be variations within the area below this level depending on the public transport accessibility levels, size of homes and tenure mix. For example where homes are poorly served by public transport, the maximum level would apply. Homes close to public transport corridors might be completely car-free. Households with larger families and those with mobility impairments will be more likely to receive an allocated parking space
- 5.6.3 Most allocated parking spaces will be provided in underground or podium car parks. On ground parking spaces will be either be located on streets adopted (managed and maintained) by the Council and regulated by a Controlled Parking Zone (CPZ) or as allocated spaces on unadopted streets - as designed within Phase 1a. In addition, short term parking could be provided in the public highway along Albany Road, Thurlow Street and Portland Street. Short term parking and residential parking will be clearly designated.
- 5.6.4 Car sharing should be established within the AAP area, allowing local people to save money but have access to a car when required. This will also encourage people to carefully consider what mode of transport is most adequate on a trip-by-trip basis.

Justification:

- A high provision of parking spaces results in high car ownership levels, which tends to result in higher car usage contributing to congestion, impacting on air quality and noise pollution. This means that fewer people walk, cycle or take public transport.
- Baseline work indicates that the vast majority of the trips, to, from and within the Aylesbury AAP area are by foot or by public transport with only a limited number of trips made by car.
- Work has also indicated that there is a current over provision of parking spaces on the Aylesbury Estate and our preferred option will broadly cater for the actual existing levels of car ownership in the area.

- There is general support for this option in the response to the Issues and Options consultation.
- The plan anticipates to create a sustainable area in which the residents will be encouraged to walk, cycle and use the improved public transport provision, which will be supported by a reduced provision of parking spaces. The new development is likely to attract a certain clientele of people, who from the outset know and appreciate that there will be only a limited number of parking spaces available.
- Our preferred approach will help achieve sustainable development objective 16 in particular.

5.7 TRANSPORT IMPACT OF THE MASTERPLAN

- 5.7.1 We are currently modelling the proposals in transport terms in order to understand whether the increase in future population has implications for the street network and junctions, for instance longer queues at junctions or a transfer of vehicles from one route to another.
- 5.7.2 The modelling analysis is currently still being undertaken to test a variety of sub-options. Initial results of this analysis indicate that while the redevelopment will result in a slight increase in traffic, there are no serious congestion concerns and all junctions function well. The work has shown that some of the traffic controls on existing junctions could be optimised to improve flows, for example, along Albany Road.
- 5.7.3 The modelling shows that tram will have a greater impact because some of the traffic would divert to Old Kent Road and Camberwell Road/Walworth Road rather than travel along Thurlow Street. However the tram will bring significant benefits to the wider area and will encourage existing car users to shift to public transport. The impact of the tram on the AAP Area depends on the choice of routing and more work will need to be undertaken as part of the CRT proposals.

6 COMMUNITY: ENHANCED SOCIAL AND ECONOMIC OPPORTUNITIES

- 6.1.1 Our preferred option is to locate local facilities together so that the services required by the community, including schools, health centres, community space and shops in accessible locations in a way in which different facilities can complement and support each other.
- 6.1.2 This is based on Local Services Option 2: Centralising Local Facilities linked with a range of other options which are based on business and Employment Support Option 2: Virtual Facilities, New Employment Accommodation Option 2: Incubator Hub and Spoke, Healthcare Provision Option 1: Enhanced Provision, Health Standards Option 1: Improving Standards, Education Options 1 to 4 relating to schools, young people's services, children's services and adult education, Arts and Culture Option 2: Provide More Local Facilities, Shopping Option 1: Create Small Local Shopping Facilities in the new development and elements of Shopping Option 2: Concentrating New Retail Development in the existing centres.
- 6.1.3 The redevelopment of the Aylesbury AAP area will result in the provision of enhanced social and economic opportunities for existing and future residents. The new neighbourhood will have a better range and number of shopping, employment, learning, healthcare and community facilities located together at a number of highly accessible points throughout the Aylesbury AAP area. This comprehensive approach will ensure that the community facilities provided as part of the redevelopment are better than before and will have a more positive impact upon the lives of existing and future residents.

FB16: Local / Community Facilities

"Local or community facilities" are all the services required by a community, including schools, health centres, community space and shops.

- 6.1.4 The range, scale and size of local facilities will cater to the needs of future population of the Aylesbury area and be linked to other major new facilities nearby such as those in Elephant and Castle. The Elephant and Castle proposals include new retail uses together with additional complementary town centre uses to include cultural and entertainment uses, leisure, offices, hotels and public facilities arranged around a new High Street extension at the north end of Walworth Road.
- 6.1.5 Our preferred option is to ensure that where temporary or interim venues are required for education, health and other community facilities, these will be provided at safe locations and along safe routes to allow for easy access to them during the redevelopment of the Masterplan area.
- 6.1.6 The following sections set out the types of local facilities that will be provided in the Aylesbury AAP area followed by an identification of the hubs where most of these facilities are likely to be located.
- 6.1.7 Creating opportunities for new businesses** – The masterplan area will provide a approximately 2500 sq m of employment floorspace. This space will be flexible space, principally 'follow-on' space, which will adapt to the growing needs of small businesses. The employment space in the AAP area will act as 'spoke' facilities to the Business Incubator 'hub' (see FB17) proposed at Elephant and Castle, which will provide for a minimum of 45,000 sq m of supported office use space, including incubator units, managed workspace and accommodation for small businesses, social enterprises and the cultural industry sector. Further analysis of need and demand will need to be carried out for an accurate assessment of employment floorspace to be provided. The Elephant and Castle 'hub' will support the development of local businesses directly through outreach work and providing advice and assistance.

FB17: Business Incubator

Business incubation provides small and medium enterprises and start-ups with the ideal location to develop and grow their businesses, offering everything from virtual support, rent-a-desk through to state of the art laboratories and everything in between. They provide direct access to hands on intensive business support, access to finance and experts and to other entrepreneurs and suppliers to really make businesses and entrepreneurs to grow.

Source: UK Business Incubation

- 6.1.8 As an additional principle supporting local employment the AAP will provide support to Local Procurement of Goods and Services. **Local procurement** would require the organisation delivering the redevelopment of the Masterplan area to obtain an agreed proportion of the necessary goods and services from the local area in order to benefit local businesses and residents. We will agree the type and proportion of goods and services during negotiations with any partner, but will use existing best practice from across Southwark as a guide. We will use a range of existing business support and training programmes as set out below to ensure that local business can make the most of the opportunity.
- 6.1.9 Our approach to **local employment and training** will require developers to commit to employing a proportion of unemployed local residents in jobs related to the redevelopment of the Masterplan area. We will agree the number of local residents assisted into work and the type of work they are engaged during negotiations with partners but will use existing best practice from across Southwark as a guide. Alongside the programme of leveraging local employment, partner agencies and ourselves will use existing and complementary learning and skills training programmes such as those provided at the Aylesbury Learning Centre to ensure that residents have the appropriate skills levels to contribute appropriately to the redevelopment project.
- 6.1.10 Our preferred **Health and Social Care** option is to design in health and social care and provide new health facilities in the AAP area. This will be done in a number of ways, which are already covered in other sections of this report such as encouraging walking and cycling, using sustainable materials and by creating pleasant and safe environments for these activities. Initiatives such as recycling building materials, access to light, noise reduction, access to play areas and open space (dealt with in more detail in the section on Open Space), encouraging sports and leisure activities will all contribute to better health standards.
- 6.1.11 New health facilities will be also be re-provided in the AAP area. Further work is required to determine the amount of new health facilities needed in the AAP area taking account of likely future population and catchment areas beyond the AAP boundary. The Council as a landowner will work closely with the developer and the PCT to establish the needs of the future population and ensure that this is phased appropriately.
- 6.1.12 Significant progress is already being made in improving **Education and Learning** facilities in the AAP area through the redevelopment of Michael Faraday school and Community Learning Centre as well as the Walworth Academy, which has six forms of entry (1080 places) and will open a sixth form as soon as the new buildings are completed. Another new school is also planned on the Walworth lower school site, which will have five forms of entry (750 places) plus 150 sixth form places. The planned opening date for the new school is September 2013.
- 6.1.13 The Council will work with the developer and the local schools to build linkages between schools and other local facilities. This could include linkages between physical education curriculum and new facilities in Burgess Park or links between vocational courses and the employment space preferred option set out above. In addition to the schools the raft of education and learning facilities will provide for young people's service such as those delivered by the Aylesbury Youth Services during

demolition and redevelopment and re-provide them as part of the completed redevelopment.

- 6.1.14 Existing provision of children's services including pre-school provision such as Tykes Corner, Half Pint Club, Aylesbury Early Years Centre, Aylesbury pre-school will be maintained until new space is made available as part of the redevelopment. Further work will help us decide in more detail the amount of new space needed for children's services in the future.
- 6.1.15 As well as the multi-use education and health focused facilities, our preferred option is to provide flexible **community space** to allow for a range of uses such as meetings, parties, weddings, exhibitions, arts and cultural events, small-scale indoor recreation and sports, training, health-related activities and faith-base uses. The first provision in the west of the Masterplan Area is the Aylesbury Day Centre at Westmoreland Road to be completed by 2013. We will provide sufficient space to meet the needs of the increased population of the area.
- 6.1.16 The AAP area benefits from the proximity to a range of **arts and culture** facilities such as the South Bank. Public transport accessibility to these facilities will improve in the future as a result of development at Elephant and Castle and the Cross River Tram. In order to provide local access, a range of flexible outdoor and indoor spaces will be provided that can be used for a temporary and occasional arts and cultural activities as well as other community activities. This would include the provision of large, open and flexible rooms within community buildings that can be used for exhibitions and performances as well as large, outdoor spaces that can be used to stage events, installations and festivals. To promote arts and culture we will promote a creative approach to arts and culture to include cultural events, public art, a sculpture park, performance spaces, flexible community and multi-faith spaces.
- 6.1.17 In terms of **shopping**, the Masterplan area already has two existing high streets and the market in easy reach and will benefit from around 75,000 sq m of new retail floorspace along with a mix of other complementary town centre uses planned at Elephant and Castle. While we recognise that new retail must not impact adversely on existing retail centres, future residents will need a range of new local retail facilities such as shops, cafes and pubs, a post office and other services within easy reach. These will be located at a small number of highly accessible locations near public transport routes at ground floor across the AAP area alongside other complementary community facilities. Any new retail units would be designed for relatively small convenience traders focusing on providing residents with their daily shopping needs such as groceries, fruit and vegetables, butchers, bakers, laundrette, chemists and a post office. East Street Market will be supported through a range of measures such as providing a more attractive shopping environment through street scene works.
- 6.1.18 The following sections set out where most of the local facilities described above will be located and other complementary uses that can be sited at these locations or 'hubs' (see Figure 13):

FIGURE 13: LOCAL FACILITIES HUB PLAN



6.2 Amersham Community Hub

6.2.1 This will be located on the Amersham Hall site as high quality, flexible community space that can be used for a wide range of facilities as part of a local landmark mixed use building. This site should be brought forward very early to provide for a range of facilities throughout the redevelopment process. This is also considered to be a suitable location for health facilities.

6.3 Thurlow Street Retail Hub

6.3.1 This will be located east of the junction of Thurlow Street and the Community Spine to include flexible ground floor space mainly allocated to new local shops with some potential for small scale community uses.

6.4 East Street Employment Hub

6.4.1 This will be located east of the junction of Thurlow Street and East Street, to include most of the employment focused flexible space with some retail provision to complement existing shops on East Street.

6.5 Westmoreland Hub

6.5.1 The new neighbourhood square at the junction of Westmoreland Road and Queens Row will focus on local retail space and re-provision of the Aylesbury Day Centre which will be accessible for some community uses.

6.6 Michael Faraday Learning Hub

6.6.1 This will be located adjacent to the new school and community learning centre with some limited retail space such as a small convenience store.

6.6.2 In addition to the above locations, there will be the opportunity for more local centres at Chumleigh Gardens, King William IV pub and the Old Library Baths within Burgess Park. These include youth facilities, community spaces for noisier activities and other important elements such as cafes, conference facilities, sports and leisure facilities and park related facilities and offices.

Justification

- Our preferred option will meet the needs of the increased population to make the most of social and economic opportunities through helping to deliver better employment and business start-up rates, increasing access to sports and leisure activities, promoting a healthier lifestyle, improving learning and skills, enabling access to arts and culture, providing local shops within easy reach and linking with shopping in the wider area.
- The mix of different uses within the preferred option will help to create a successful and more sustainable neighbourhood rather than just a renewed housing area. Moreover the plan provides for choice in a range of different facilities of different types and scales to meet the needs of a diverse community.
- This option works with the preferred Street Layout Option and Local Transport Option to ensure that each of the hubs is well connected to public transport and walking and cycling routes to improve local people's accessibility to vital community services, increasing their use and effectiveness. This option also works with Building Heights Preferred Option to help mark buildings that contain community facilities.
- By clustering facilities together at key focus points rather than spreading them out we are increasing convenience and access as well as maximising their viability. For example by locating shops close to learning facilities, people can do their daily shopping before or after attending courses and workshops. This approach of clustering facilities together scores particularly highly against the sustainable development objectives in the Sustainability Appraisal.
- This option integrates well with developments that are already underway such as those at Elephant and Castle, Phase 1a in the south-west corner and the Building Schools for Future programme.
- A significant proportion of the existing employment floor space is taken up by Council Offices at 'Big' Bradenham and Chiltern. As the Council offices will be located elsewhere in the future the Aylesbury AAP will not need to re-provide all the existing employment floorspace that currently exists in the area. However there is evidence to suggest that there is un-met demand within and around the Aylesbury AAP area for small, flexible office employment accommodation to allow local people to start up small businesses.
- Our preferred option will help ensure that local businesses and residents will benefit directly from a proportion of the significant investment that will be delivered into the Aylesbury AAP area with a further positive knock-on effect such as increased levels of local wealth and spending. Local out of work residents will benefit from a range of complementary learning and skills training programmes helping them to engage work on the redevelopment and access other employment opportunities elsewhere in the longer term

- The responses from consultation in workshops and through the exhibition strongly supported this option.

Rejected Options

6.6.3 Business and Employment Support Option 1: Agency Relocation was not considered further because:

- Elephant and Castle is a better location for the provision of a permanent business and employment agency and can easily be accessed by those living in the Aylesbury AAP Area. Furthermore the amount of new business accommodation in the Masterplan Area will be limited.

6.6.4 Local Services Option 1: Dispersed Local Facilities was not taken forward because:

- Scattering facilities thinly across the whole AAP area limits their effectiveness and their chances of success. For example if a community centre is isolated away from other facilities such as shops, it will only attract those who intend to visit and benefit from general 'passing trade'.

6.6.5 Business and Employment Option 1: Central Business Incubator has not been taken forward because:

- By developing only a single central facility, parts of the AAP area would still suffer from poor access to employment premises.

6.6.6 Business and Employment Option 3: Incubator plus Grow-On Space has not been taken forward because:

- The principle aim of the new employment accommodation options is to generate new business start-ups and provide support for businesses in their very earliest stages.
- Growing businesses could realistically afford to move into other space outside of the AAP area such as new provision at Elephant and Castle.
- The provision of 'grow-on' accommodation would also reduce the space available for other important uses required such as new homes and community facilities.

6.6.7 Arts and Culture Option 1: Maximise Accessibility to Outside Opportunities has not been taken forward because:

- Linkages will be improved regardless of the redevelopment of the Aylesbury masterplan area.
- Existing and future residents should have access to arts and culture within their own neighbourhood.

6.6.8 Elements of Shopping: Option 2: Concentrating New Retail Development in the Existing Centres have not been taken forward because:

- The scale of the redevelopment of the Aylesbury area is likely to require its own local retail facilities to help create a more vibrant neighbourhood, discourage car use and provide better for local needs.

7 HOW CAN CHANGE BE DELIVERED?

7.1 DELIVERY OF THE AAP

- 7.1.1 The process required to turn the AAP into the completed project is complex and its challenges must not be underestimated. This will be one of London's largest regeneration schemes bringing substantial change to the Aylesbury AAP and the wider area. This is why we have used the production of this AAP to create a robust and clear planning basis that sets out agreed principles but allows for some flexibility of decision-making through the annual monitoring. Such flexibility will be vital for the project to adapt and adjust to changing property market, social, economic and financial conditions.
- 7.1.2 The delivery of the AAP requires significant challenges to be addressed, including; managing financial viability, the role of the council, the re-housing of a large number of local authority tenants and phased change over a 15 to 20 year delivery programme. Each of these is dealt with in turn below following a description of the context for change:

7.2 CONTEXT FOR DELIVERY

- 7.2.1 The South Central Area of London is gaining significant momentum from investment along the river that is now spreading further south into the heart of Southwark and Lambeth. This will be further enhanced by planned major projects at Canada Water, Waterloo, London Bridge, Vauxhall and the Elephant & Castle, which will create a new high quality urban centre immediately to the north of the estate, providing major new retail, leisure, employment, residential and cultural facilities. This has generated significant private sector investment in advance of the planned wholesale regeneration through significant projects such as the London Park Hotel on Newington Butts, the Volvo Garage scheme on New Kent Road and Strata building on Walworth Road.
- 7.2.2 We expect that these factors will all help to raise the levels of developer and purchaser interest over the whole area and specifically the Aylesbury AAP area over the next decade and beyond.

7.3 FINANCIAL VIABILITY

- 7.3.1 There are substantial cost burdens on the project. It needs to be able to finance the affordable homes to be built on the estate footprint, the acquisition of all the leasehold interests, the demolition of the existing Aylesbury Estate, the provision of all new services including infrastructure (water, electricity, gas, IT etc), social, community and local facilities, new roads, parking and also high quality public realm and open space. As set out in this report, this has had a direct impact on our preferred option for tenure mix.
- 7.3.2 Not unusually for a project of this size and complexity, the scheme as a whole is not financially viable at this point in time. Financial modelling is showing a potential deficit. This is largely attributable to the relatively low land values in the area as opposed to the consistently high development costs across London as a whole.
- 7.3.3 With the anticipated increase in land values associated with the changes set out above, there is a potential for this deficit to be reduced over time.
- 7.3.4 Our recent successful appointment of London and Quadrant Group, an RSL, to build and manage the first phase of development (at the site known as Phase 1a) will set high standards of design, materials and accommodation for the rest of the project. This is a very positive step in the implementation of the whole scheme and is demonstrating the potential that exists to progress the delivery of the project in phases.

7.4 OUR ROLE IN THE REDEVELOPMENT

- 7.4.1 As the planning authority, landowner and housing authority we will need to commit to a significant role in the delivery and implementation phases of the project in order to retain sufficient control in the decision-making to help ensure all the objectives of the AAP are met, including the Council's responsibilities towards its own tenants.
- 7.4.2 However, we recognise that we cannot take on this role alone and will enter into a formal agreement with parties such as the GLA, DCLG, English Partnerships and the Housing Corporation (the new Homes and Communities Agency), to optimise public-sector expertise, financial support and performance. In turn, this approach will help to optimise private sector developer confidence, which will be particularly important to secure as the early, formative phases are brought forward.
- 7.4.3 Based on our experience of Phase 1a where we have appointed a Registered Social Landlord (RSL) as development partner, we are currently looking at the possibility of bringing forward the first phase of the preferred phasing option using a similar approach.
- 7.4.4 However, this approach will place a significant responsibility on the Council and its public partners, particularly in the management of Compulsory Purchase Orders (CPOs), re-housing, developer selection and financial requirements. For that reason the council and its public partners may wish to appoint a Master Developer Partner to enable it to deliver the subsequent future phases successfully and to share risk.

7.5 RE-HOUSING OUTSIDE THE AYLESBURY AREA

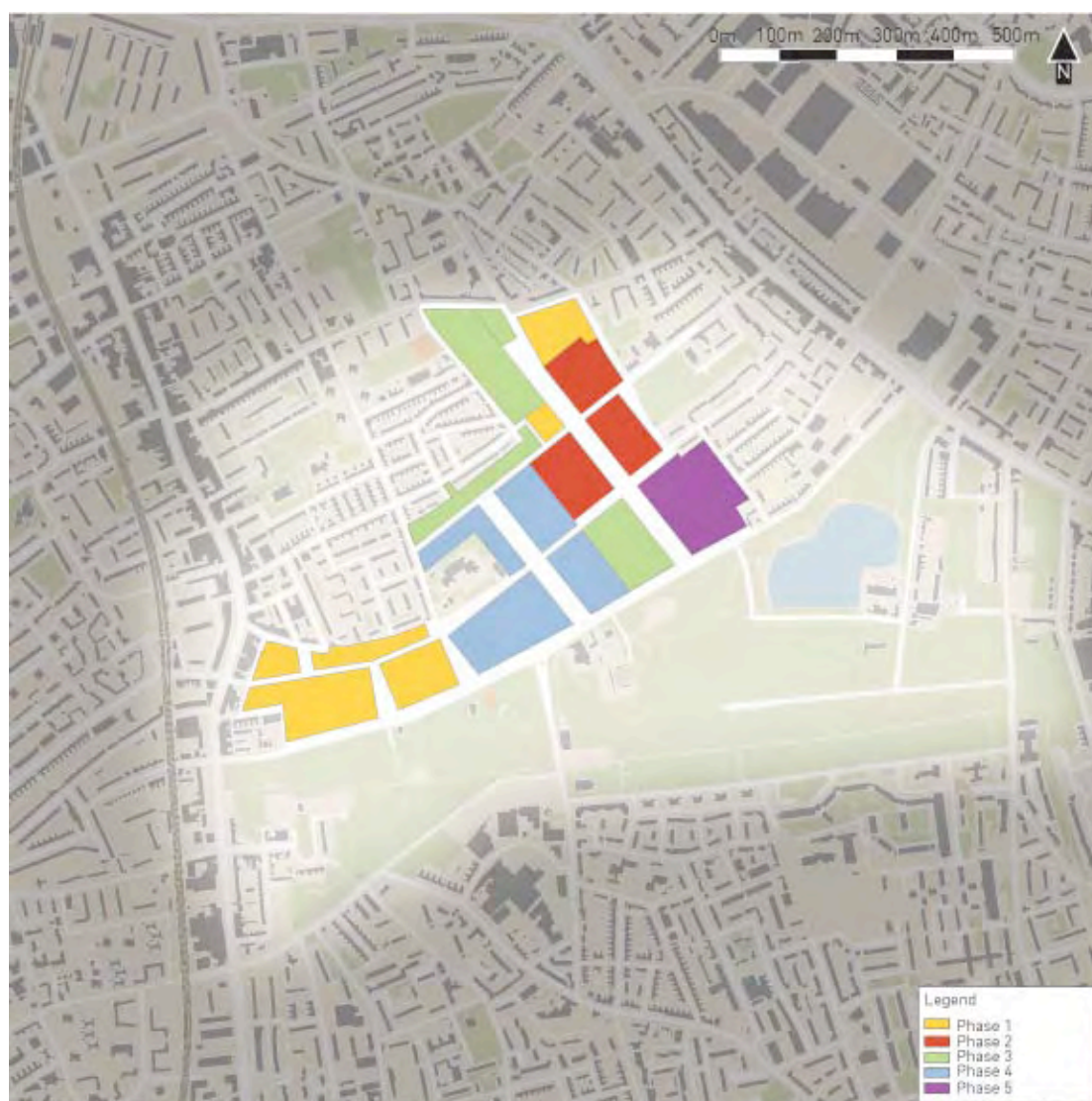
- 7.5.1 The key to the success of the project will be the relocation of some tenants outside of the existing estate. Work on this is progressing.
- 7.5.2 The relocation of most tenants within the existing Aylesbury Estate on a rolling programme will release land for redevelopment. In addition the homes of existing leaseholders will be acquired. This will be undertaken either through negotiated agreement or compulsory purchase (see FB18). This will provide the land necessary for the new neighbourhood to emerge.

FB18: Fact Box – “Compulsory Purchase”

Legal procedure undertaken by government or a local authority to require the owner of land/property to sell it when it is required for greater public benefit.

7.6 PHASING

FIGURE 14: PHASING PLAN



7.6.1 Although we recognise the need to deliver the project as quickly as possible there are many factors that need to be considered. Importantly not all are within the control of the council, for example the wider housing market. Currently it is anticipated that the project will take in the order of 15 to 20 years to complete with ongoing rehousing, clearance and rebuilding at each phase. Southwark Council has much experience of re-housing tenants and is putting this experience to use in the delivery of the re-housing strategy for this project and to protect the quality of life for those living in the area during the redevelopment. We have used the following principles in developing our preferred phasing option:

- To seek to bring forward as early as possible sites where there is potential for a large uplift in the numbers of new homes provided.
- To minimise the number of off-site moves for existing residents of the estate by successively clearing sites that are then developed to provide new homes
- To provide a range of housing types within each phase including low-rise houses and medium and high-rise flats.
- To deliver early community facilities (on the Amersham site) and then phase more facilities, shops and employment space over the course of the redevelopment.

- To parcel up sites so that new development will form complete urban blocks to create a higher quality living environment and minimise disruption associated with construction.
- To ensure that each phase includes areas of higher value (e.g. Overlooking the park) and lower value (e.g. Within the heart of the area) to manage risk throughout the timescale of redevelopment.
- To release a reasonable number and mix of new private homes onto the local housing market at any one time.
- To get started as quickly as possible with 'early win' sites which will be available for new buildings in the next 2 years including Phase 1a in the South-west corner as well as the Amersham site on Thurlow Street.
- To programme the redevelopment of sites in the north of the Action Plan Area and along Thurlow Street at around the time that the redevelopment of the Elephant and Castle is likely to be complete and in line with a firm commitment and early building work for the Cross River Transit.

7.6.2 The earlier phases are likely to be more certain, whilst the later phases are inevitably going to be more difficult to define at this stage. Indeed the actual phasing of the project will need to be capable of responding to changing market circumstances, among other factors, through the delivery phases and therefore should seek to retain appropriate flexibility even after many of the variables have been pinned down.

7.6.3 The approach to phasing recognises the need to provide off-site housing for part of the first phase. In our rehousing strategy we have committed to ensuring that only tenants living in the first phase will be rehoused outside the boundary of the existing estate and that phase 1 is likely to be the South West Corner¹. We have already identified a number of sites within the area that will house some of these residents. Sufficient further homes will need to be made available to meet the needs of all Phase 1 residents who need or want to move off the estate. In addition to the new homes, residents will have the opportunity to move into existing available council properties as part of the choice based lettings scheme.

7.6.4 We have also identified a number of sites within the estate but outside the South West Corner, that could be brought forward into phase 1 and could be worked up in advance of the AAP adoption, to the benefit of the overall programme. The policy commitment to all tenants who are rehoused into new RSL properties off the estate in phase 1 to return to the new development will be maintained.

Preferred option explained

7.6.5 Our preferred option based on the consultation responses, ongoing work and analysis is a combination taking elements of all the options presented: **Phasing Option 1: 18 Year Programme, Phasing Option 2: 15 Year Programme: Thurlow Focus and Phasing Option 3: 15 Year Programme: Burgess Park Focus.**

7.6.6 The preferred option is made up of five indicative phases (see Figure 14 and Table 1). The approximate period is intended to indicate the time between clearance of the existing buildings concerned and the subsequent rebuilding of new buildings apart from the Amersham site, which has already been cleared):

Table 1: Preferred Phasing Option

Phase	Approximate period (demolition to completion)	Description	Buildings Affected
Phase 1	2009 – 2015	This phase includes a number of development sites that we have	1-12 Red Lion Close, 1-41 Bradenham, Aylesbury Day

¹ The South-West Corner consists of Red Lion Close, Bradenham, Chartridge, Arklow House, Ellison House, Aylesbury Day Centre and Chiltern.

		identified as being deliverable under existing policies before the AAP has to be formally adopted. This phase is intended to ensure that the overall redevelopment timeline is minimised. It includes buildings in the South-West Corner, at the junction of East Street and the Amersham site. It includes the following buildings	Centre, 6-28 Westmoreland Road, 1-27 Wolverton, 28-59 Wolverton, 1-28 Arklow House, 1-68 Chartridge, 42-256 Bradenham, 69-76 Chartridge, 77-105 Chartridge, Ellison House, 106-119 Chartridge, 120-150 Chartridge, 1-172 Chiltern.
Phase 2	2012 – 2018	This phase will include the first areas that require planning consent under the remit of the AAP. This phase includes a series of sites along most of Thurlow Street.	57-76 Michael Faraday House, 77-105 Michael Faraday House, The Hourglass, Boiler House, 105-125 Wolverton, 1-14 Brockley House, 1-36 Wendover, 157-200 Wendover, 60-84 Wolverton, 73-116 Wendover, 85-104 Wolverton, 117-156 Wendover, 126-151 Wolverton, 152-175 Wolverton, 176-192 Wolverton, 201-240 Wendover, 37-72 Wendover, 1-61 Latimer.
Phase 3	2015 – 2021	This phase includes Taplow and Northchurch at the top end of Thurlow Street as well as several buildings immediately north of Chumleigh Gardens.	218 East Street, 1-12 Lees House, 1-30 Soane House, 1-8 Chadwell House, 1-8 Darvell House, 31-35 Soane House, 51-67 Inville Road, 114-141 Latimer, 1-35 Emberton, 198-202 Albany Road, 300-313 Missenden, 1-20 Northchurch, 1-215 Taplow, 184 East Street, 21-40 Northchurch, 41-56 Northchurch, 57-76 Northchurch, Aylesbury Access Centre / Tykes Corner, Aylesbury Health and Medical Centre, Day Nursery, Chaplin Centre.
Phase 4	2018 – 2026	This phase includes the remainder of areas between Thurlow Street and Portland Street.	1-33 Gayhurst, 145-162 Gayhurst, 62-79 Gayhurst, 80-119 Gayhurst, 1-43 Missenden, 44-58 Missenden, 76-165 Missenden, 1-18 Gaitskell House, 1-20 Hambledon, 120-144 Gayhurst, 1-21 Calverton, 19-31 Gaitskell House, 34-61 Gayhurst, 1-36 Michael Faraday House, 166-255 Missenden, 256-299 Missenden, 37-56 Michael Faraday House, 59-75 Missenden, 1-31 Danesfield, 22-31 Calverton, 32-42 Gaitskell House, 43-66 Gaitskell House, 62-85

			Latimer, 86-113 Latimer.
Phase 5	2024-2027	This final phase includes the buildings between Kinglake Street and Albany Road east of Thurlow Street.	1-30 Foxcote, 1-46 Winslow, 1-40 Padbury, 1-81 Ravenstone, 241-471 Wendover, 140 Albany Road.

8 NEXT STEPS

- 8.1.1 This report has set out our preferred approach to ensuring the successful transformation of the Aylesbury AAP area. There is now genuine appetite to get moving quickly with the physical transformation of the area and to do that we need to get the AAP approved and put into practice as soon as possible.
- 8.1.2 We value your views on the preferred options in this report and look forward to receiving them. They will help us to create our vision of a great new neighbourhood, so it's really important that we hear from you by 29 May 2008 at the latest.
- 8.1.3 If you'd like to meet the Regeneration team to discuss our preferred options we will be holding a number of special events and a mobile public exhibition which will be taking place across the Aylesbury AAP Area between 18 - 25 April 2008. If you need further information on this or if you have any questions, please use the contact details inside the front cover of this report.
- 8.1.4 Your views will be used in preparing the next stage – the Submission Draft Report, which you will also be able to comment on. This will be signed off by the Council in mid 2008. In the meantime we will continue working on the early phases of the programme highlighted within this report and assessing your housing needs, pushing forward on early housing sites and looking at ways of getting as much funding into the programme as possible.

9 GLOSSARY

AAP - Area Action Plan: A development plan document that provides a planning framework for an area of significant change or conservation.

Accessibility – the ability of people to move round an area and to reach places and facilities, including pensioners and disabled people, those with young children and those encumbered with luggage or shopping.

Active frontage – making frontages ‘active’ adds interest, life and vitality to the public realm. Active frontage should consist of the following:

- Frequent doors and windows, with few blank walls
- Articulated facades with bays and porches
- Lively internal uses visible from the outside, or spilling onto the street
- Activity node – concentration of activity at a particular point.

BREEAM - Building Research Establishment Assessment Method. Measures the environmental performance of commercial buildings by assessing water, waste, energy and travel usage.

Built form – see ‘form’.

Context – the setting of a site or area, including factors such as traffic, activities and land used as well as landscape and built form.

Core Strategy - A development plan document. Sets out the key elements of the planning framework for an area, comprising a spatial vision and strategic objectives, a spatial strategy, core policies and a monitoring and implementation framework with clear objectives for achieving delivery. All other development plan documents should be in conformity with core strategy.

Compulsory Purchase – Legal process undertaken by government or a local authority to require the owner of land/property to sell it when it is required for greater public benefit.

Creative and Cultural Industries - The Department for Culture Media and Sport (DCMS) classifies the following industries as part of the CCI sector, “advertising, architecture, the art and antiques market, crafts, design, designer fashion, film and video production, interactive leisure software, music, the performing arts, publishing, software and computer services, and television and radio production”.

DCLG - Department for Communities and Local Government: Created on 5 May 2006 with a powerful remit to promote community cohesion and equality, as well as responsibility for housing, urban regeneration, planning and local government.

Density – the floor space of a building or buildings or some other unit measure in relation to a given area of land. Built density can be expressed in terms of plot ratio (for commercial development); number of units or habitable rooms per hectare (for residential development); site coverage plus the number of floors or a maximum building height; or a combination of these.

Design Code – A document setting out with some precision the design and planning principles that will apply to development in a particular place. It provides a template within which to design an individual scheme or building.

Desire line - An imaginary line linking facilities or places which people would find it convenient to travel between easily.

DETR - Department for Environment, Transport and the Regions: Government department responsible, among other things, for matters of planning law and policy. Since devolved

DPD - Development Plan Document: A spatial planning document prepared by a plan-making authority and subject to independent examination.

DU/HA - Dwelling Units per Hectare: A measure of residential development.

Ecohomes - An assessment method established by BRE which measures the environmental performance of homes by assessing water, waste, energy and travel usage.

Economically inactive – People aged over 16 who are not in employment or claiming unemployment benefit e.g. housewives/husbands, full-time students, retired people.

Enclosure - The use of buildings to create a sense of defined space.

Fine grain – see 'grain'.

Floorplate – The surface area of a building.

Form – the layout (structure and grain), density, scale (height and massing), appearance (materials and details) and landscape of development.

Gateway – A structure, building or group of buildings that defines an entrance/exit to an area.

Grain – the pattern of the arrangement and size of buildings and their plots in a settlement; and the degree to which an area's pattern of street-blocks and street junctions is respectively small and frequent, or large and infrequent.

Height – the height of a building can be expressed in terms of a maximum number of floors; a maximum height of parapet or ridge; a maximum overall height; any of these maximum heights in combination with a maximum number of floors; a ratio of building height to street or space width; height relative to particular landmarks or background buildings; or strategic views.

Human scale – the use within the development of elements, which relate well in size to an individual human being and their assembly in a way, which makes people feel comfortable rather than overwhelmed.

Landmark – a building or structure that stands out from its background by virtue of height, size or some other aspect of design.

Landscape – the character and appearance of land, including its shape, form, ecology, natural features, colours and elements and the way these components combine. Landscape character can be expressed through landscape appraisal, and maps or plans.

Landscape Design – involves the collective organisation of human activities, natural processes and physical components in the process of shaping external space. It encompasses both the built environment, and is allied with urban design in sharing the purpose of creating varied, distinctive and engaging places.

Layout – the way buildings, routes and open spaces are placed in relation to each other.

LDF - Local Development Framework: A portfolio of documents that together provide a framework for delivering the spatial planning strategy for an area. The framework includes the Core Strategy, Area Action Plans and **Supplementary Planning Documents** - Collectively, these are known as Development Plan Documents.

Legibility – the degree to which a place can be easily understood and traversed.

Lifetime Homes Standards - A set of 16 design features that ensure a new house or flat will meet the needs of most people in terms of accessibility

Massing – the combined effect of the height, bulk and silhouette of a building or group of buildings.

Mixed-uses – a mix of uses within a building, on a site or within a particular area.

Movement – people and vehicles going to and passing through buildings, places and spaces.

Natural surveillance – the discouragement to wrongdoing by the presence of passers-by or the ability of people to be seen out of surrounding windows.

Neighbourhood Centre – Defined by the London Plan as centres which provide services for local communities...with a key role to play in addressing the problems of areas lacking accessible retail and other services.

Neighbourhood Team – A neighbourhood team was set up at the start of the project to help develop and champion the Aylesbury AAP. The team meets regularly and has 40 members

representing a wide range of interests, ages, cultures and includes residents, those working with the young, old and vulnerable, transport groups and other social interest groups, local businesses and traders. The neighbourhood team members work with the wider communities within the Aylesbury area to ensure that any future plans for the area understand and respond to the needs and aspirations of the local community.

Node – a place where activity and routes are concentrated often used as a synonym for junction.

ODPM - Office of the Deputy Prime Minister: Government department responsible for housing, local government, regeneration, planning and urban and regional issues. Since devolved and replaced by the DCLG.

Perimeter block – A street block each of whose frontages face public space (usually a street), creating more or less continuous building frontages along the streets (the individual buildings may be semi-detached houses, terrace houses or blocks of flats). This layout is often characteristic of relatively dense urban development. Perimeter blocks are crucial to the configuration of urban space and offer the additional advantage that any back gardens and private areas are inaccessible to public spaces, making them less vulnerable to intruders.

Permeability – the degree to which an area has a variety of pleasant, convenient and safe routes through it.

Planning Regulations - Relating to the Planning and Compulsory Purchase Act 2004, the Town and Country Planning (Local Development) (England) Regulations 2004 and the Town and Country Planning (Transitional Arrangements) Regulations 2004. Introduced the need for production of Local Development Frameworks to streamline the planning process and promote a proactive, positive approach to managing development. Also introduced requirements for greater community and stakeholder involvement in the preparation of development plan documents and the need to produce Sustainability Appraisals.

PPG / PPS - Planning Policy Guidance Note: Government guidance on general and specific aspects of planning policy that local authorities must take into account in formulating development plan policies and in making planning decisions. PPGs are being replaced by Planning Policy Statements (PPS).

Public art – permanent or temporary works of art visible to the general public, whether part of a building or freestanding; can include sculpture, lighting effects street furniture, paving railings and signs.

Public realm – the parts of a village, town or city (whether publicly or privately owned) that are available, without charge, for everyone to use or see, including streets, squares and parks.

Registered Social Landlord - social landlords that are registered with the Housing Corporation - most are housing associations, but there are also trusts, co-operatives and companies.

SA - Sustainability Appraisal: Local development plan documents need to be prepared with a view to contributing to the achievement of sustainable development. An SA is a systematic and iterative process. The purpose of the SA is to appraise the social, environmental and economic effects of the strategies and policies in a local development plan document from the outset of the preparation process.

Scale – the impression of a building when seen in relation to its surroundings, or the size of parts of a building or its details, particularly as experienced in relation to the size of a person. Sometimes it is the total dimensions which give it its sense of scale and at other times it is the size of elements and the way they are combined.

Shoulder Height – The general height of buildings in an area, above which landmark buildings stand out.

Small and Medium Enterprises (SME) – small enterprises are defined as businesses with less than 50 employees and medium enterprises are businesses with up to 250 employees.

SPD - Supplementary Planning Document: A piece of planning guidance supplementing the policies and proposals contained in development plan documents.

Structured Parking - Car parking provided within a structure such as a multi-storey or underground.

Sustainable Communities Plan - The Sustainable Communities Plan was launched in 2003 and is a key policy of the DCLG in guiding its regeneration and departmental objectives. The Government's definition of a sustainable community is:

Sustainable communities are places where people want to live and work, now and in the future. They meet the diverse needs of existing and future residents, are sensitive to their environment, and contribute to a high quality of life. They are safe and inclusive, well planned, built and run, and offer equality of opportunity and good services for all.

Sustainable Development- as defined by the Bruntland Commission (1987, and quoted in PPG1) as 'Development which meets present needs without compromising the ability of future generations to achieve their needs and aspirations.'

Urban design – the art of making places. Urban design involves the design of buildings, spaces and landscapes, in villages, towns and cities, and the establishment of frameworks and processes which facilitate successful development.'

Walkable neighbourhood/ environment - a neighbourhood that designed for ease of walking. The quality of the routes should be designed to give walking priority and discourage car use. People should be able to walk to local facilities e.g. newsagent, bus stop, health centre, primary school etc.