Open Croydon

Croydon Destination Parks Masterplanning

Norbury Park

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Client: London Borough of Croydon
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TYRÉNS FOURTH STREET experts in place shape

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\\ Introduction

Tyréns UK has been appointed to prepare masterplans for six parks in the London Borough of Croydon as part of the strategic Croydon Destination Parks Masterplanning study. These are Ashburton Park, Park Hill Recreation Ground, Lloyd Park, South Norwood Lake and Grounds, Norbury Park and Happy Valley.

1. The Context for Croydon's Parks

Croydon is a borough of great diversity and contrasts; its residents speak over 100 different languages, 45% of the population is from a black or minority ethnic background, 25% is under 20 years old, and the population over the age of 65 is growing. The London Borough of Croydon is also in the midst of an exciting transformation, with new investments in retail, housing, education and the public realm rapidly reshaping the character and spirit of the borough.

In 2017, planned and upcoming developments such as a new Westfield shopping centre, Berkeley Homes on Saffron Square and Fairfield Halls on Park Lane are attracting new residents to the borough and updating the retail, cultural and employment opportunities.

Despite a growing sense of opportunity and optimism, the London Borough of Croydon also faces social and economic inequality, with a greater concentration in deprivation levels to the north of the borough[1]. This is further reflected in the provision of parks, with over 50% of the borough's residential areas rated as deficient in all forms of open space[2].

Within this context, Croydon's parks have been set the challenge to deliver positive health, leisure and environmental outcomes for the borough's growing population. Croydon is home to 127 parks and open spaces covering 1,000 hectares, but, at the time of writing, the Council faces financial pressure and a reduction in public subsidies for parks and open spaces. This has resulted in difficulties keeping a high standard of management and maintenance across the borough's parks, as well as a desire to establish new and more sustainable delivery models for services. The borough's vision is to ensure that the quality and accessibility of these assets is maintained for future generations and that the parks continue to play crucial roles in improving the health and well-being of their users.

2. Project Purpose and Outcomes

In January 2017, Tyréns UK was commissioned by Croydon Council to undertake the Croydon Destination Parks Masterplanning project. The project was commissioned as part of the 'Ambitious for Croydon' policy programme under the sponsorship of Councillor Timothy Godfrey, managed by the Council's Active Lifestyles team. The project will complement studies already undertaken by the council aimed at securing the long-term future of Croydon's parks. The study also integrates findings from the Croydon Talks Parks public consultation carried out in 2016.

The six parks selected by the council for the project are: Ashburton Park, Park Hill Recreation Ground, Lloyd Park, South Norwood Lake, Norbury Park and Happy Valley, reflecting the different typologies of parks found throughout the borough.

The purpose of this study is to prepare a framework to guide future strategic decision-making around the planning and funding of park regeneration in Croydon. The project will deliver a baseline survey and masterplan for each of the parks, in addition to outlining ideas around new partnerships, ideas, solutions and models.

The project's objectives are to:

- Provide an exciting and attractive cultural and leisure offer
- Strengthen community involvement in the management of the parks
- Improve health and well-being outcomes
- Study and propose sustainable service delivery models
- Address environmental sustainability and biodiversity

3. Project Structure

The project has been structured as two work streams:

Work Stream 1 - Baseline Information Review and Destination Parks Masterplanning

- Stage 1 - Understanding the Sites and Context
- Stage 2 - Framing the Key Issues and Project Vision
- Stage 3 - Preparation of Parks Masterplans

Work Stream 2 - Consultation and Engagement

- Stage 1 - Structured Stakeholder and Group Interviews
- Stage 2 - Stakeholder Workshops. The parks have been divided into two clusters (North/Central, or Urban Parks, and Happy Valley)
- Stage 3 - Events and Design-Based Engagement on Masterplans

Supplementary community engagement was carried out at Ashburton Park.

4. Objectives and Role of this Report

This report is one of a sequence of six reports providing a final summary of the masterplan proposals prepared as part of the Croydon Destination Parks Masterplanning project. This report is the final masterplanning report for Norbury Park (park 5 of 6).

The report sets out a baseline context, vision and masterplan proposal for Norbury Park, along with funding and maintenance strategies to support implementation of these changes and help to sustain the park in the future. The report also compiles findings from ongoing community engagement. The current design for Norbury Park is the result of a collaborative process with Croydon Council, citizens, stakeholders and neighbours groups.

5. Project Deliverables

The following reports have been prepared as part of Croydon Destination Parks Masterplanning project documentation:

Work Stream 1

- Destination Parks Masterplanning - Baseline Summary Report
- Parks Funding Strategy Paper
- Parks Masterplanning Reports (prepared for each park)
- Croydon Destination Parks Sustainability and Wellness Framework

Work Stream 2

- Stakeholder Engagement and Consultation Programme
- Interview Stage Engagement Summary Report
- Stakeholders Workshops Consultation Summary Report (for each cluster)
- Events and Design Based Consultation Summary Report (for each park)

6. Project Programme

The early stages of the project - March to May 2017 - were dedicated to understanding the context of the parks. During this period, structured stakeholder interviews were carried out by the consultation team. From April to July 2017 two stakeholder workshops were held. The results of these workshops allowed the team to prepare a vision for each park. Once a strategic vision for each park was established, events and design-based engagement was carried out on site. The schedule for the prepration of masterplans is as follows:

- May - August 2017: Ashburton Masterplan Preparation
- July - August 2017: Park Hill Recreation Ground Masterplan Preparation
- August - September 2017: Lloyd Park Masterplan Preparation
- September - October 2017: South Norwood Lake Masterplan Preparation
- October - November 2017: Norbury Park Masterplan Preparation
- November - December 2017: Happy Valley Masterplan Preparation

7. The Tyréns Approach

Tyréns is a leading multi-disciplinary design consultancy specialising in masterplanning, transportation and project management, community regeneration, landscape architecture.

Disciplines required for the project include landscape architecture, urban design, management consultancy and community capacity building. Working with the council's team, Tyréns' approach centres around people; their needs, their habits and their visions inform the design. The goal is to encourage healthy lifestyles and enhance cultural spaces whilst protecting the local ecology and rich urban heritage.

1: *Open Spaces Needs Assessment Report,* London Borough of Croydon, 2009
2: *Outdoor Recreation Needs Report,* London Borough of Croydon, 2009

//Executive Summary

A substantial body of data has been collated, reviewed and interpreted to set the vision for the Norbury Park Masterplan.

The masterplan report is set out in the following sections and chapters:

Chapter 1 - Park Analysis
The first part of the report presents a comprehensive review of the physical, geographical, political, social and environmental context of Norbury Park and summarises the key issues and opportunities arising.

// Mapping Progression
A historical summary and mapping exercise reviews the evolution of the park. Norbury Park was once part of the fields and woods of old estates, principally Norbury Manor, and was later converted into a golf course in 1894. Before the arrival of the Croydon Tramway in 1901, the area surrounding Norbury Park was rural, but by the 1920s it had become largely built. Croydon Corporation purchased the golf club in 1935 to create a public park.

// Field Survey
The team studied the park on a physical, observational, programmatic, environmental and neighbourhood-wide basis. Key findings are:

- Norbury Park is located in a mainly residential area, but adjacent to the retail-focused streets of London Road and Norbury Avenue.
- Norbury Park is mainly used by the local community to walk their dogs, use the playground and picnic in summertime.
- Norbury Park is an open expanse of recreational grassland with very few landscape feature and limited biodiversity interest.
- The park features a limited number of facilities - multi-use games area (MUGA), sport pavilion, playground, table tennis table, public toilets - that are dispersed and in a relatively tired state.

The Opportunities and Constraints analysis of the park shows that:

- The park is supported by an active Friends Group and boxing club.
- Norbury Park suffers from run-down facilities, low ecological value, poor ground conditions, lack of clustering of key facilities and anti-social behaviour.
- There is an opportunity to open Norbury Brook culvert, improve park access, create new facilities/features and host events in the park.

// Park Management and Operations Context
This section describes the landscape and conservation designation of Norbury Park and the local strategies impacting its development. It also describes current stakeholder and community involvement in the park's operations.

Chapter 2 - Concept Masterplan
// Vision and Explanation
This section sets out the vision and design intent that could shape the sustainable and active future for the park:

- A diverse, recreation park: today Norbury Park experiences difficulties keeping a high standard of maintenance and suffers from a lack character. The masterplan strategy will aim at transforming it into an active, safe and diverse neighbourhood park with a strong identity.
- People, community and activation strategy: key facilities could be refreshed, enhanced and clustered. New activities related to culture, leisure, relaxation and nature could be provided throughout.
- History, local character and special features strategy: the masterplan looked at clustering sport activities and creating new features - brook, public garden, ecology circuit, water trough - in order to give it a stronger character and improve its legibility.
- Sustainability strategy: the opening of Norbury Brook, ecology planting along the edges of the park and creation of landforms would improve biodiversity levels in the park.

// Masterplan Concept
In this section, the masterplan concept is detailed and its key elements further explained:

- Improvement of the boxing club pavilion into a sport hub
- Relocation of the existing MUGA near the boxing club pavilion
- Creation of a cricket and football pitch
- Enhanced play area
- Creation of gentle landforms
- Enhanced water trough area
- Creation of a public garden
- Lawn equipped for events
- Creation of a barbecue and picnic area
- Ecology planting to park edges
- Creation of a ecology circuit around perimeter of the park
- Norbury Brook uncovered and realigned
- Creation of a cycling and walking route
- Improved entrances and signage
- Creation of dogs on leads area
- Provision of outdoor fitness equipment
- Creation of a new path to sports area
- Provision of lighting around the pavilion

// Access and Information Recommendations
The first part of this section details the access strategy for Norbury Park. It aims to strengthen the role of the entry point on Norbury Avenue as the main and prominent entrance. Within the park, two accessible surfaced paths could be created to allow all users to fully enjoy the park and access all its facilities. A walking and cycle route could be created and a lighting scheme implemented to improve safety levels and winter uses of the park.

The second part of this section details the information and signage strategy for Norbury Park. Materials could encompass historical, community and ecological subjects.

Chapter 3 - Funding Opportunities and Strategy
// Capital and Revenue Funding Opportunities
This section summarises the different funding models that could be applicable to Croydon's parks, covering both capital and revenue programmes.
The specific sources of funding are presented under six funding models: Council Funding, Property, Grants and Fundraising, Partnerships, Levies and taxation, Endowment.

// Capital Funding Strategy for Norbury Park
This section considers the financial implications of any masterplan concept and ideas proposed to Norbury Park. It details the capital needed, the revenue that could be generated, the operation and maintenance implications and the funding opportunities linked to those propositions.

// Income Generating Activities at Norbury Park
This section considers opportunities to generate additional net income for Norbury Park: temporary ice cream / snack van concession, licenses for commercial users of the park, third party events hire.

Chapter 4 - Equalities Impact Assessment
This section identifies potential positive and/or negative impacts of the masterplan strategy on different groups according to the following protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation.

Chapter 5 - Engagement Summary
// Proposed Engagement Strategy
The Tyréns team used three different engagement methods which included interviews, workshops and events.

// Stage 1 - Interviews
During this stage, face-to-face interviews were held with cabinet members, councillors, council officers and key stakeholders. A thorough review of the baseline engagement data was also conducted.

// Stage 2 - Stakeholders Workshop
The purpose was to bring together the project team and London-wide and local stakeholders to discuss early ideas for the parks.

// Events and design based community engagement
The purpose of this survey was to gauge likely community support for a range of proposals to improve and manage Norbury Park in the long term. Key findings are that proposals for biodiversity, the creation of a public garden, sport hub and ecology circuit were the most widely supported. Controversial items were dog control measures in the park.

CHAPTER 1 - PARK ANALYSIS


Welcome to Norbury Park

Introduction
Norbury Park

1.1

1.1 Introduction

Norbury Park covers 11.53 hectares. It is bordered by the back gardens of semi-detached houses on its northern side – Green Lane – by Norbury Manor Business and Enterprise College for Girls on its eastern side, and by back gardens and a large allotment garden alongside Norbury Avenue on its southern side. Finally, its western side is also bordered by residential plots.

Figure 1.1.1 Location of Norbury Park within Croydon

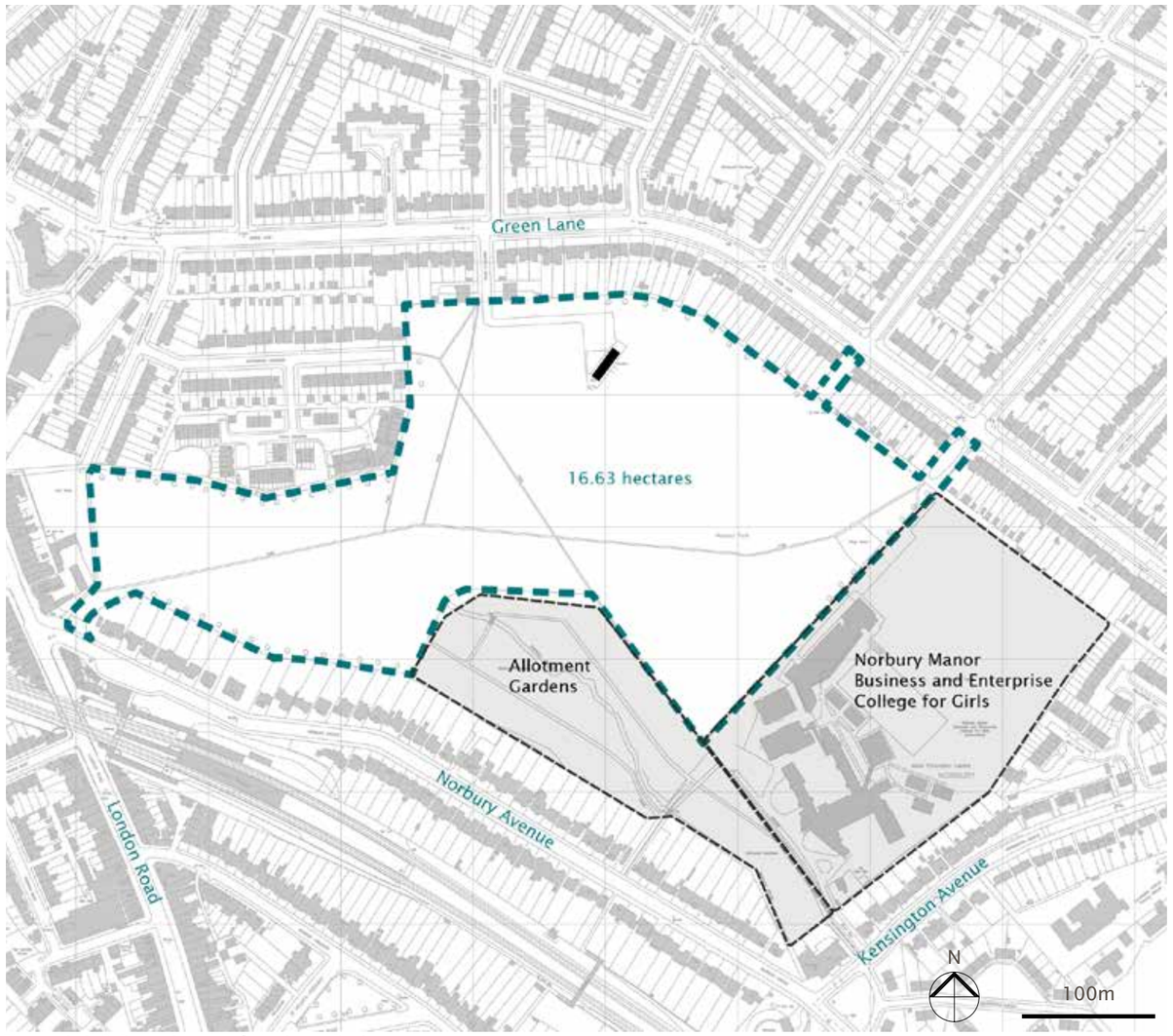


Figure 1.1.2 Boundaries of Norbury Park

Mapping Progression

1.2

1.2 Historic Summary

Norbury represents the northern fringe of the Borough of Croydon. Until the twentieth century there remained a clear distinction between the town of Croydon and the expanding London suburb of Streatham adjacent. Norbury itself was still defined by fields and woods of old estates, principally Norbury Manor, whose house stood from Elizabethan times at a place now defined by the junction of Kensington and Norbury Avenue, adjacent to Norbury Park. The old house, Norbury Manor Farm, was demolished in 1914. A newer, grander, Norbury Hall had been built in 1802 and still survives, along with a fragment of its grounds, as a residential home for the elderly, while the gardens have become another municipal park.

For much of its history the defining geographical features at Norbury were the Graveney Brook (also Norbury Brook) winding through the wide, shallow valley and the ancient course of the Croydon Road which had been laid as a Roman route to the agricultural districts of the South Downs. The intersection of road and river, first as a ford and later a bridge, remains an important landscape feature, and the Graveney Brook still defines the borough boundary here. The brook runs through Norbury Park just before reaching the bridge. Remains of the Roman road have been found at various points along the route between Streatham and Thornton Heath over the years. The brook has been bridged since at least 1493, when it was recorded in an Archbishop's Terrier, and is named Hermitage Bridge for the local hermit who resided here and maintained the road. In 1772 the bridge was rebuilt and widened. Later, a Georgian house close to the bridge was named the Hermitage, the home of several notable people including bare knuckle prize-fighter Tom King and, subsequently, music hall star Jennie Hill. Tom King's sporting connections possibly account for the fields behind the Hermitage becoming a sports ground in the 1870s. Also at this date, on the other side of the road, the Streatham Races were a flourishing attraction for Londoners. In 1894 the Hermitage Sports Ground was bought for the North Surrey Golf Club and an 18-hole course created, which defined the area subsequently to become Norbury Park. The club adopted the Hermitage as their clubhouse, but this almost immediately burnt down in 1899, and a purpose built clubhouse had to be constructed for the player's needs. Sheep brought from Scotland for sale in London were fattened by grazing the fairways of the club over the summer months, before going to market - they were penned in an area behind the police station, by the current park gates.

Before 1900, there were still only a scattering of dwellings at Norbury and photographs record a predominantly rural aspect. The Brighton Railway cut through the valley from the 1840s on its southern course from London. Norbury only acquired a railway station on this line in 1878, later than its neighbour Thornton Heath. The line was widened to four tracks and a new station built by 1902. The widened railway (permitting stopping trains) and the arrival of the Croydon Tramway (to Croydon and Purley) in 1901 were the catalysts for rapid change at Norbury. New opportunities for suburban development were exploited and the old estates broken up for housing. Large-scale shopping parades were promoted by developers along Croydon Road close to the station and tram terminus. The tram systems of London and Croydon remained separate and passengers going further than Norbury in either direction had to interchange at a point opposite the current park gates. This situation was only resolved in 1926 with the connection of the tracks. Photographs capture the flourishing shopping centre and streets in the heyday of the tramcars. A notable and well-recorded event was the flooding of the street after a deluge on Sunday 14th June 1914.

By the 1920s the area had become largely built up, with old byways like Green Lane transformed by new suburban developments. Changing times prompted the purchase of the North Surrey Golf Club by the Croydon Corporation in 1935. Intended as a public park, much of its area was converted to allotments at the outbreak of the Second World War in 1939. After the war some of these were retained while the rest laid out as a park. The south-eastern corner, formerly allotments, became the new site of the Norbury Manor Girls School in 1958. An elegant circular horse drinking trough brought from Broad Green is now one of the park's few heritage attractions, along with extensive utilitarian wartime metal fencing.

Green Lane, pre-1900

Green Lane, 1930s

Norbury Parade, 1905

Norbury Manor Farm, 1905

Norbury Road, 1920s

\\Phases

1.2

1868

1878
Norbury Station opens (rebuilt 1903) and area begins to be developed as a suburb.

1880s
Fields by station enclosed as sports ground.

1894
Land adopted as North Surrey Golf Club.

1934

1935
Area adopted as park and allotments by Croydon Corporation amongst new houses.

1955

Present

1868
Streatham Racecourse established on farmland on other side of railway line. Races include the “Norbury Plate”.

Figure 1.2.1 Timeline of Norbury Park history

Norbury Brighton Railway, 1900

Norbury Tram Terminus, Edwardian era

Norbury Estate, pre-WWI

Norbury North Surrey Golf Club Pavilion, 1905

Norbury Flood, 14 June 1914

Site & Context Analysis

1.3

1.3.1 Neighbourhood Character

Norbury Park lies within Norbury, to the north-west of Croydon. Norbury is mainly a residential area, with good transport links towards London. Commercial activity is concentrated in the district centre along London Road.

The predominant housing type in Norbury is Victorian terraced houses and cottages along the east and west side of London Road. Along Green Lane and the railway, there is mostly inter-war semi-detached houses with garages on planned estates. On the western side of the park, the old police station is currently redeveloped into flats.

Norbury is well provided with open spaces and woodland.

1.3.2 Norbury Park Uses

Norbury Park is used by the local community for recreation, physical activity, to walk their dogs, use the playground area and picnic in summertime. The newly opened BMX bike track in August 2017 has provided a new recreation facility in the park.

It is also used as a cut-through between Green Lane and Norbury Avenue and as an access point to the adjacent allotments.

Norbury Park faces anti-social behaviour such as drinking and drug use in the park.

The adjacent busy roads of Norbury Park

Street surrounding Norbury Park

Entrance to Norbury Park from Norbury Avenue

1.3

1.3.3 Access and Connectivity

Norbury Park does not have access gates and is therefore open 24 hours.

Norbury Park is easily accessible from Norbury train station, located off the high street at the main entrance of the park. Nevertheless, due to a lack of signage and legibility of the access route, the park feels hidden and behind the train station. The park is close to multiple bus stops. The park is also adjacent to Grenville Gardens public car park that is under-used due to an unsigned and indirect access.

Norbury Park has four entrances off Green Lane, Norbury Avenue, Kensington Way and Hetherset Gardens. The access from Kensington Way is down a narrow pathway that does not feel welcoming or safe. The access from Grenville Gardens goes over Norbury Brook. Despite being narrow, this access was widely used on the day of our visit. There is therefore an opportunity to improve this access to the park, notably by creating a safe crossing point on the high street.

Within the park there are two principal footpaths running in a south-east to north-west and a south-west to north-east direction. They are narrow, thus restricting use by wheeled mobility vehicles or wide buggies. Along the allotments, evidence of grass trampling acknowledges the opportunity for creating a perimeter walkway that would be used. Finally, access roads are in some areas unmade.

The pavilion benefits from a tarmacked parking area located near its entrance.

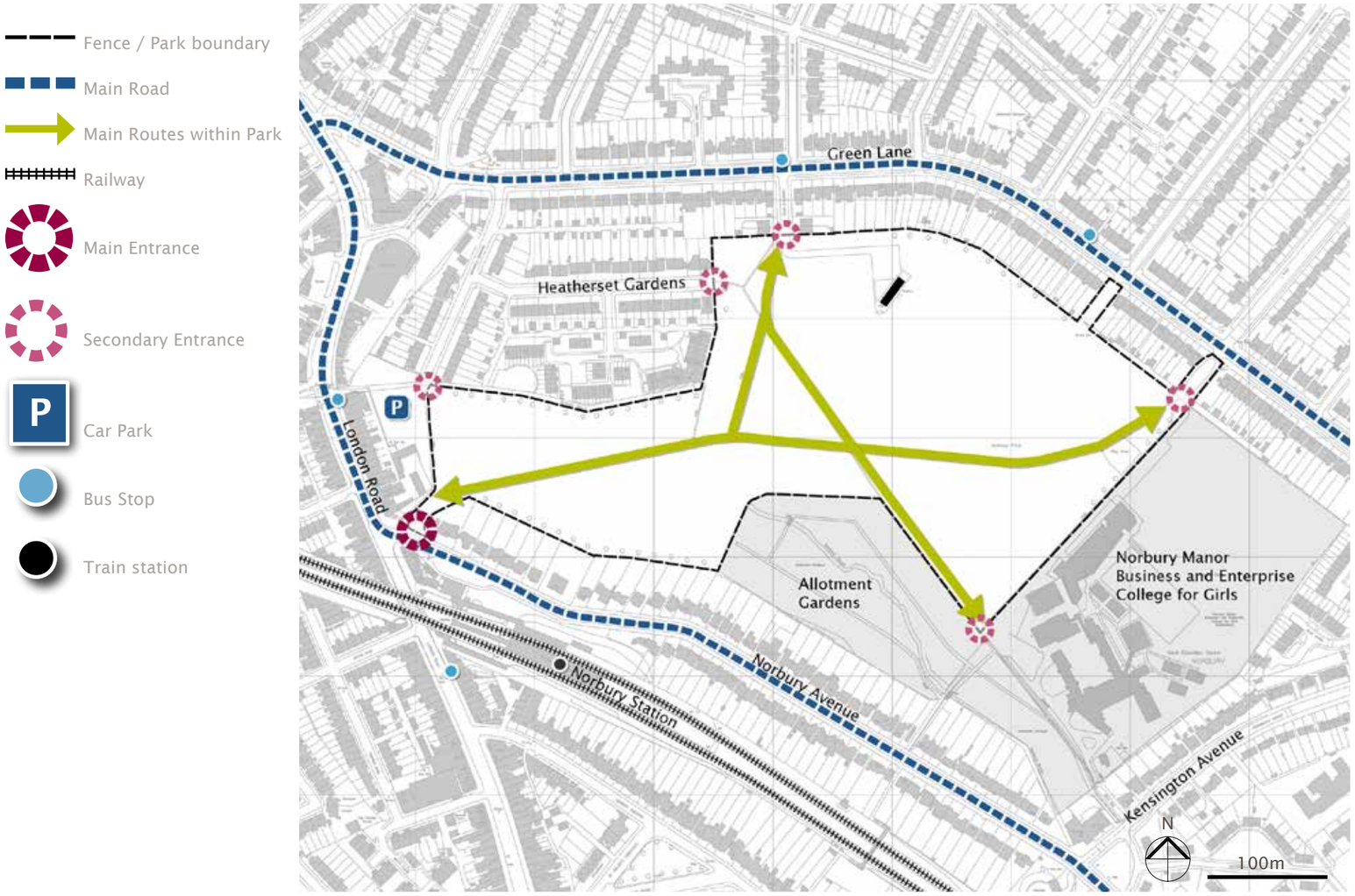


Figure 1.3.1 Existing access and connectivity situation at Norbury Park

1.3.4 Landscape and Architectural Features

Norbury Park is an open expanse of recreational grassland, although there is no organised sport due to the poor ground conditions. The park is extremely wet as it sits on clay. It is flat near the Norbury Avenue entrance and features a gently south-facing slope toward the Green Lane entrance.

An alley of trees down the centre and along the path constitutes the main feature of the park. Other trees can be found along the boundaries of the park, mainly next to the car park and the allotments. Norbury Brook runs through the park to the south-west, but is either culverted underground or hidden behind a fence.

The park does not feature any particular vista or building of special interest.

1.3.5 Ecology and Arboricultural Context

An ecological survey of Norbury Park was carried out in June 2013. The park consists of plantation mixed woodland, semi-natural broad-leaved woodland, semi-natural mixed woodland, dense scrub, amenity grassland and introduced shrub. The trees vary in species and maturity, but the park does not feature evergreens.

There are no known habitats on site which qualify as Habitats of Principal Importance for the Conservation of Biodiversity, but carrion crow can be seen throughout the year in the park.

Figure 1.3.2 Existing landscape character areas at Norbury Park

Existing Conditions Survey

1.4

1.4.1 Park Facilities

Norbury Park features the following equipment and facilities:

- Multi-games court
- Parks pavilion used by boxing and BMX club and available as a community meeting room
- Children's playground located opposite Norbury Hill entrance in Green Lane and featuring some small provision for disabled play
- Table tennis table by pavilion
- Toilets adjacent to park

Planning permission was granted in 2016 for the construction of a BMX track facility within landscape grassed mounds, close to the existing pavilion. This new equipment will provide new play areas for 8-18 years olds, which is currently limited.

Overall, the facilities are limited and dispersed, located mainly around the park boundaries and missing to create a focal point for activity. The park features no picnic or barbecue area, no social seating spaces, no dog-free area and adult gym areas.

Similarly, there isn't a kiosk or café providing an offer for snacks and refreshments in the park.

1 Playground

2 Multi Game Court

3 Table Tennis

A Pavilion

B Toilets

Signage and interpretative board

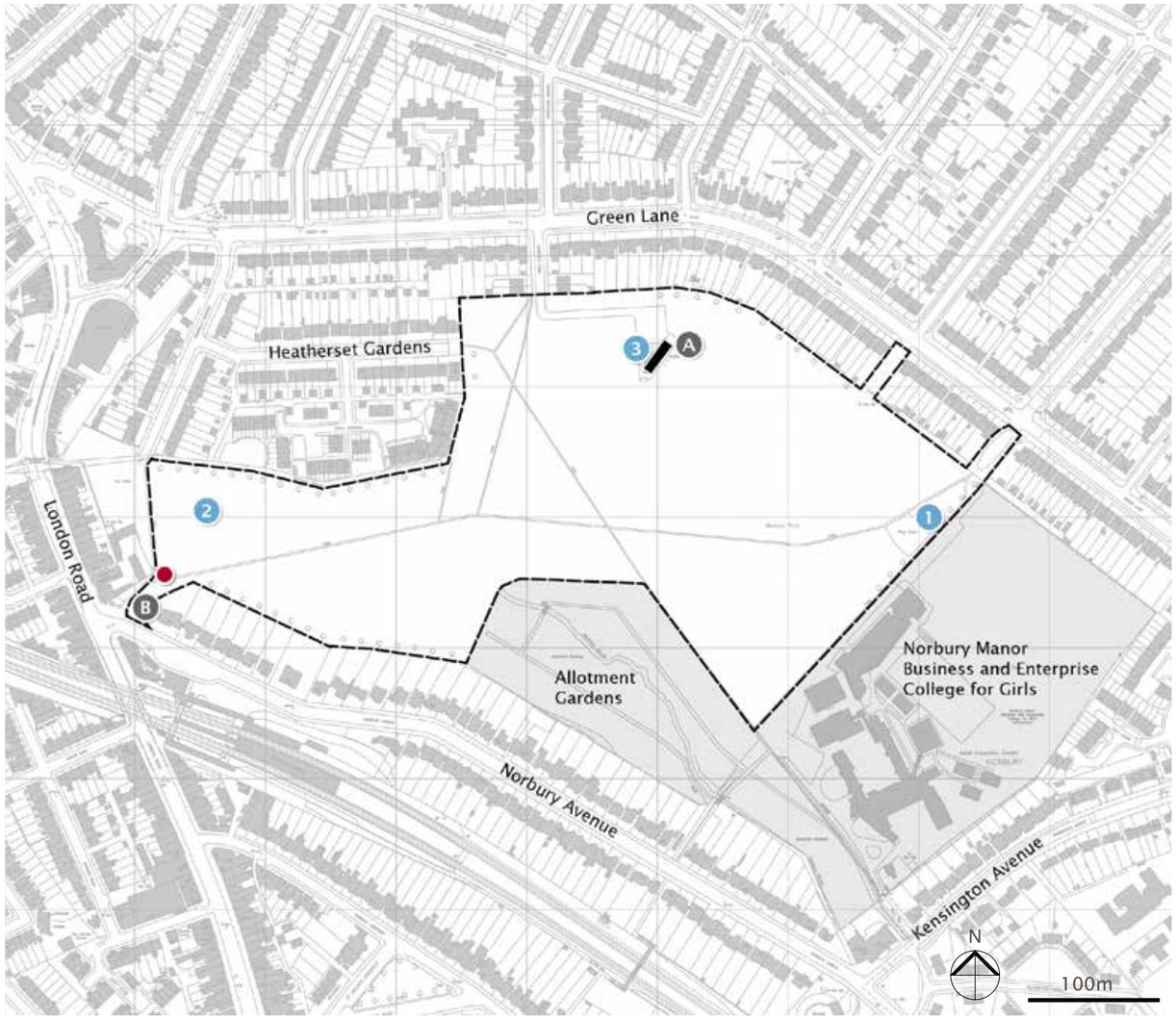


Figure 1.4.1 Existing facilities at Norbury Park

1.4.2 Way-finding and Interpretation

Norbury Park features only one interpretation and way-finding sign, located at the entrance from Norbury Avenue.

Access to the park lacks legibility, notably from Norbury train station.

1.4.3 Event Infrastructure

Norbury Park hosts some events, particularly in summertime, such as EID event.

The flat topography near Norbury Avenue and the close proximity to public transport create an opportunity for the scheduling of other events. Nevertheless, additional activity would have to deal with poor ground conditions.

1.4

1.4.4 Existing Conditions

Norbury Park's facilities include a playground area, pavilion, toilets, furniture and fences which are all in a relatively tired state or damaged.

The private road leading to the pavilion is unmade.

Moreover, the park experiences maintenance issues, in particular related to litter collection (mainly accumulated among the bushes along the sides of the park) and drainage problems, the stream regularly flooding or being boggy.

1.4.5 Photo Survey and Observations

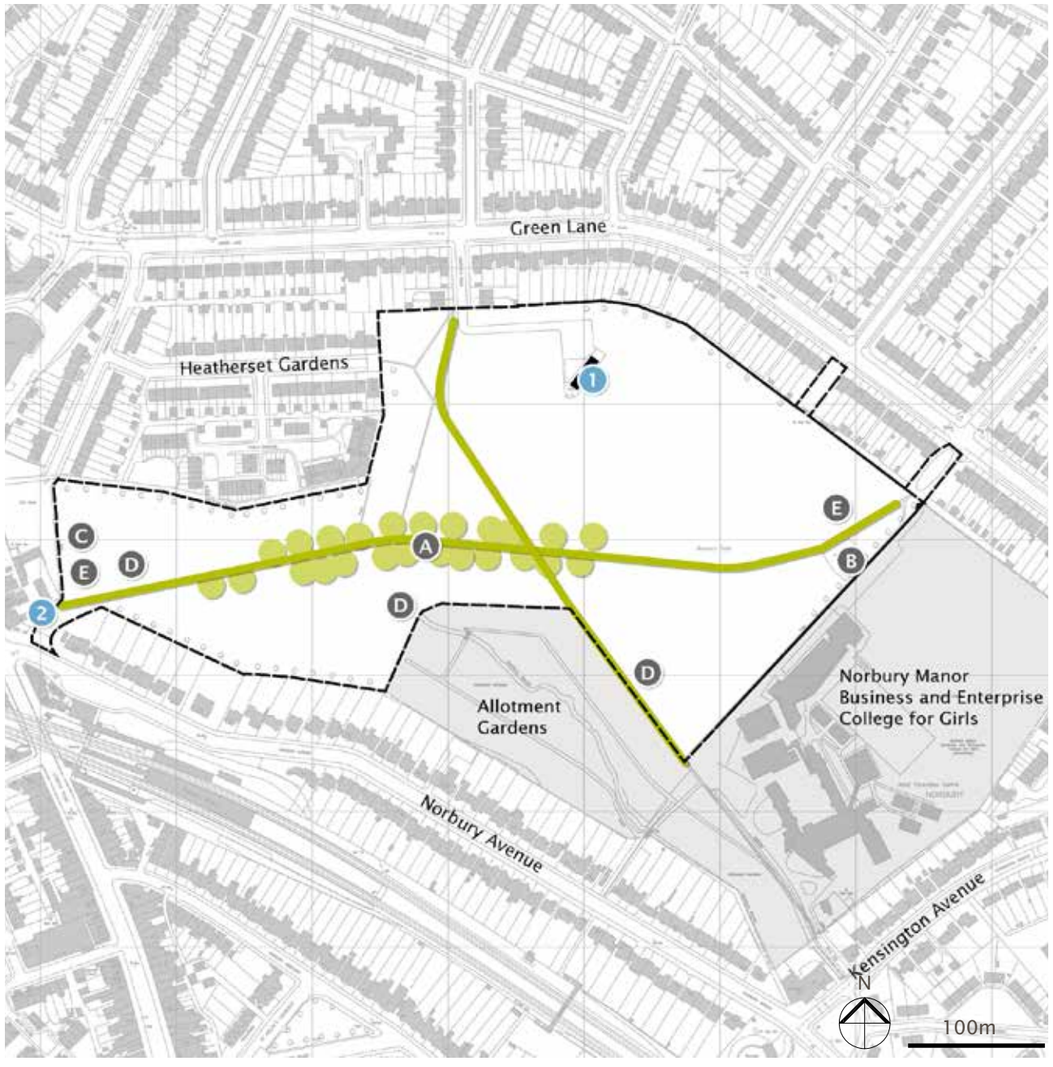


Figure 1.4.2 Existing conditions at Norbury Park

1

The Boxing Club pavilion is functional, but could be refurbished to become a more attractive asset.

2

The toilets are located away from the other facilities such as the playground and provide a minimum standard.

A

The alley of trees is the only landscape feature of Norbury Park.

1.4

B

The playground equipment are outdated and damaged in part.

C

The sports court is located on the edge of the park, away from the other facilities and presents drainage issues.

D

Ground conditions are poor, due to drainage and brook flooding issues.

E

Across the site, the furniture is run down. The park also deals with maintenance issues, such as litter collection.

Overall, the paths across the park are in good condition, but very narrow. The path to the Green Lane entrance is unsealed.

The fences bounding the park are well maintained in parts, but are in poor condition elsewhere, and overlook Norbury Brook.

Opportunities & Constraints

1.5

Strengths

- Open green space
- Proximity to the high street and train station
- Active Friends group
- Open 24 hours
- Adjacent car park
- Adjacent school
- Table tennis table
- Ball court is well used
- Some small provision for disabled play
- Used by women alone or with kids

Weakness

- Narrow paths to and within the park
- Maintenance issues: pavilion, furniture, litter, brook
- Poor state of boundaries: delineation between park and private gardens, allotment fencing
- Low ecological and arboricultural value and poor ground conditions
- Lack of clustering and of certain facilities: play, sport, sitting, etc.
- Anti-social behaviour
- No lighting

Opportunities

- Pedestrian route along the brook to town centre: creation of improved park access
- Redevelopment of the police station into flats
- The open field could host medium to large events
- Creation of new facilities
- Opening up culvert: link with Wandle Regional Park
- Linking more strongly to allotments

Threats

- Impact of the schedule of events on the surrounding houses
- Located in an area identified at risk from both fluvial and surface water flooding
- No improvements to the park and opportunity to make best use of the park and its wider contribution to the area are not utilised

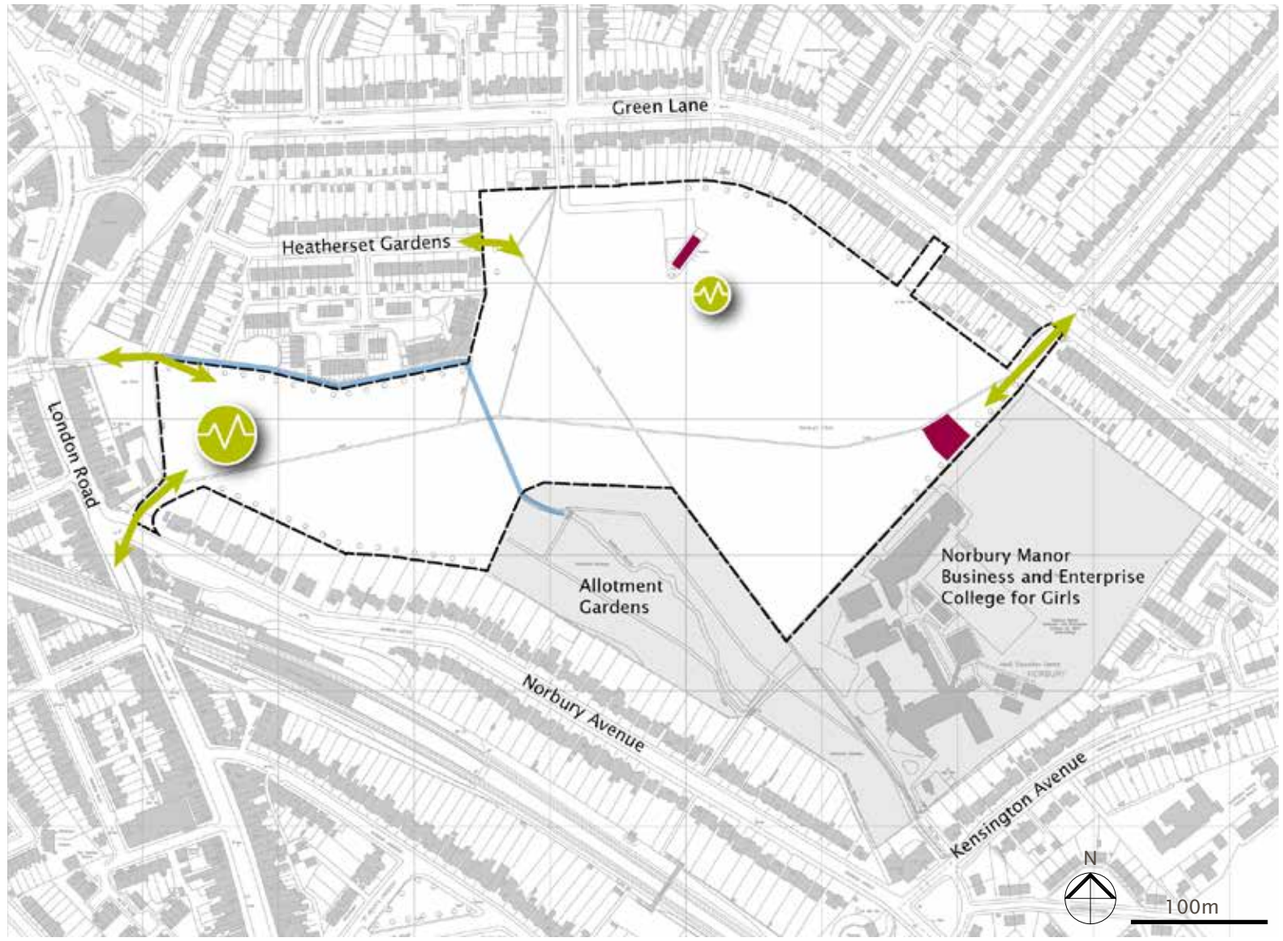


Figure 1.5.1 Opportunities and Constraints at Norbury Park

Opportunity to deculvert Norbury Brook

Need to improve the legibility and quality of the entrances to the park

Need refurbishment

Opportunity for organisation of events and clustering of activities around the planned BMX track

Parks Management & Operations Context

1.6

1.6.1 Policy and Designation

1.6.1.1 LANDSCAPE AND CONSERVATION DESIGNATION

Norbury Park benefits from the following designations:
- Site of Nature Conservation Importance
- Local Open Land

It also sits within a Flood High Risk Area and an Archaeological Priority Zone.

1.6.1.2 LOCAL STRATEGIES

Within Croydon Local Plan, Norbury Park is located near a District Centre that aims at hosting a wide variety of businesses and improving its links with the railway station. The area is expected to have a lower residential growth.

Both Croydon Local Plan and the Green Grid Framework (2011) emphasise the need to de-culvert the Norbury Brook in order to create a more natural environment, encourage biodiversity and increase access to nature. The Green Grid Framework also points out the need to create new green links toward Norbury Park and the importance of creating strategic walking and cycling routes.

Between 2010 and 2012, Norbury Park was included in the “Park to be Proud of” project, a £ 1.5 million scheme to improve 15 of Croydon’s parks and green spaces. A consultation event was organised to collect ideas on what improvements people would like to see in these parks. Following the public vote, short term improvements were made which included play area improvements, enhancing the park entrances, creation of a wildflower meadow, etc. Longer term improvements were also proposed which included a fitness activity trail for children, park boundary and a BMX trail.

1.6.2 Users Groups and Stakeholders

1.6.2.1 GROUPS

- Friends of Norbury Park
- Pollard’s Hill Residents Association
- Norbury Green Residents Association
- Norbury Village
- Scot’s Estate
- Love Norbury

1.6.2.2 USERS

- Croydon Boxing Club
- Croydon BMX Club

1.6.2.3 SCHOOLS

- Kensington Avenue Primary School
- Norbury Manor Business and Enterprise College for Girls

1.6.2.4 ORGANISATIONS

- Norbury Mosque
- St Oswald’s Church
- Sree Swaminarayan Temple
- St Bartholemew Catholic Church

1.6.3 Ongoing and Special Projects

1.6.3.1 NORBURY PARK BMX TRACK

Planning application was granted in July 2016 for the creation of a BMX track in Norbury Park. The new facility opened in summer 2017. Located near the pavilion, it consists of a 70 metre by 40 metre limestone and cement track surrounded by a 1.03m fence. It is the first specialist BMX track in the borough. The track is supported by a community club, Croydon BMX, located in the existing pavilion.

However, the project faced opposition from the local community with a 1,500 signatures petition against the project. The main concerns were:

- Anti-social behaviour
- Rise in litter
- Exclusion of some of the community
- Undue visual effect

CHAPTER 2 - CONCEPT MASTERPLAN

A Local Recreation Park 2.1

2.1.1 Vision: A Local Recreation Park

Norbury Park is perceived as neglected and unsafe. This negative reputation stems from recurrent acts of anti-social behaviour, lack of visibility in some areas of the park and to a number of run-down facilities and furniture. Moreover, the park consists of a wide area of amenity grassland that lacks character, structure and activity. As a consequence, some of the residents who live around the park choose not to visit it or prefer to avoid it at certain times of the day.

In a context where the north of the borough is lacking green spaces as well as outdoor recreational opportunities[1], the masterplanning process aims to transform the space into an active, safe and diverse neighbourhood park. To achieve this, the masterplan strategy built upon existing assets and opportunities such as the park's large open views, brook, fair size and supportive Friends Group. The recent opening of the BMX track, though controversial, has also started to reactivate the park by attracting new users.

The masterplan strategy is first to enhance the character and identity of the park. By addressing the key maintenance issues, the park's facilities would be raised to a higher standard of quality. New features and facilities could be developed in the park to create a more interesting space that offers activities for all. Finally, key facilities could be clustered to create nodes of activity.

Tyréns acknowledges and embraces the diversity of the population living around the park. The masterplan aims at reflecting it by providing activities for all - recreational, contemplative, leisure, social, etc. - while ensuring that they do not become a bother for other users or nearby residents; measures to reduce noise impact and enhance viewing will be developed. Those interventions would allow Norbury Park to become a social space for community interaction, helping the creation of a more open and a culturally richer environment to arise.

Finally, the masterplan strategy is to change the image and uses of the park in order to improve safety levels and attract new visitors. The clustering of key activities would encourage passive surveillance. Safety would also naturally occur as a result of the activation of the park: the provision of new activities such as a nature circuit, picnic tables and an urban garden at key spots in the park - the main entrance and the wooded edge - would encourage new uses of the space and deter anti-social behaviour. The introduction a Public Space Protection Order to control public drinking is also recommended.

All these strategies would allow Norbury Park to become a key recreational space in the neighbourhood, fostering interaction and diversity and encouraging people to stay outdoors for longer periods.

1*: Open Spaces Needs Assessment Report* and *Outdoor Recreation Needs Report,* London Borough of Croydon, 2009

2.1.2 Design Intent: Active, Unique and Sustainable

2.1.2.1 PEOPLE, COMMUNITY AND ACTIVATION STRATEGY

Norbury Park already features a number of facilities, but these are in a run-down condition and spread across the park. Also, the park does not provide activities suitable for the needs of all people and for all ages. The masterplan seeks to provide services, facilities and activities to a high standard of quality and to support a wide array of uses so that everyone can enjoy the park in their own way:

- Play and sport: the existing pavilion on the northern edge of the park could be refreshed to provide changing rooms and public toilets. The MUGA could be relocated close to the pavilion and newly-created BMX track to create a place of focus for sports. Also, the field adjacent to the pavilion could feature markings for football and cricket, and an outdoor fitness station could be created. Finally, the existing playground could be refurbished and enhanced with new play items for different ages.

- Leisure and relaxation: through the creation of an ecology circuit in the woods around the perimeter of the park, and improvements to the water trough area with seats and scented planting, Norbury Park would feature opportunities for a quiet and restorative enjoyment of the park. This could be supplemented by the creation of picnic/barbecue tables for group activities and by the creation of a public garden space with ornamental planting and seating by the main entrance to play, read, sit or simply spend time.

- Culture and events: the lawn on the southern edge of the park could support the schedule of a number of events, thus activating the park, attracting new visitors and generating revenue to help with its maintenance. Local initiatives could trigger the programming of the space.

- Education and learning: the woodland ecology circuit and re-opened Norbury Brook could be designed for education and feature interactive education materials. They could support educational uses by local and forest schools. Elsewhere in the park, appropriate information panels could communicate biodiversity and history.

2.1.2.2 HISTORY, LOCAL CHARACTER AND SPECIAL FEATURES STRATEGY

Today the park lacks character, structure and identity. Tyréns aim to create new features in the park, improve its legibility and enhance existing assets.
The refreshed and enhanced pavilion, surrounded by the relocated MUGA, outdoor gym, BMX track and playing pitch, would constitute a key activity cluster in the park, a place of interaction and community gathering. It is recommended that it is easily accessible by all park entrances, through an extended network of paths.

The public garden by the main entrance could be another key node of activity within the park, enhancing its aesthetics and providing a space for quiet, relaxing and social uses. It would also create a welcoming gateway to the park from Norbury Avenue and London Road and activate this end of the park.

Around those two key spaces, a series of features dedicated to biodiversity, nature and history could be developed. Norbury Brook, the ecology circuit and the improved water trough would punctuate the park to make it more legible and enjoyable.

2.1.2.3 SUSTAINABILITY STRATEGY

The ecological survey of Norbury Park carried out in June 2013 highlighted its low levels of biodiversity and habitat provision. Furthermore, as the park sits on clay, its soil is very wet and drains poorly. The sustainability strategy aims at improving levels of biodiversity throughout the park, creating new pockets of habitats and mitigating the current drainage issue. It is recommended that the sustainability strategy ties in with the Wandle Valley Regional Park Strategy and is developed together with the Environnemental Agency.

The opening of Norbury Brook, in line with the delivery of London river restoration policies, would allow the creation of new riparian and aquatic habitats, alleviate pressure on sewage systems and help reduce the flood risk. The brook would also constitute a new amenity space for education and leisure.

Trees can be found along the boundaries of the park, mainly next to the car park and allotments. Tyréns are proposing new ecology planting - native trees with an undercover of grassland and deadwood retention - along the perimeter of the park to increase biodiversity, assist with habitat creation and places for foraging and refuge. Along the newly wooded edges of the park, a wildflower meadow could be planted to diversify existing amenity grassland and provide a much needed habitat for wildlife in the city. The meadow would also reintroduce colour, flowering and scent in the planting palette of the park.

The creation of a series of landforms could support new ecological habitats through differences in soil condition.

2.1

Figure 2.1.1 Vision for Norbury Park, "A Local Recreation Park": Key Measures

Masterplan Concept

A Local Recreation Park 2.2

1 IMPROVEMENTS TO THE BOXING CLUB PAVILION INTO A SPORT HUB

The existing pavilion in Norbury Park is in poor condition and under-utilised. It could be refreshed and improved to feature changing facilities and storage for all the sport clubs - boxing club, BMX club - as well as public toilets for the users of the park. Once refreshed, the sport hub would become a focus for activity, interaction and passive surveillance in the park. In the future, the building could also accommodate a café or refreshment kiosk.

Existing boxing club building at Norbury Park

2 RELOCATION OF THE EXISTING MUGA NEAR THE BOXING CLUB

The existing MUGA (multi-use games area) could be relocated near the boxing club and the new BMX track to create a sport activity zone. Sound-reduction fencing and the creation of gentle landforms could be introduced around the MUGA to reduce noise levels and enhance viewing for nearby residents.

MUGA at Newham Sixht College, London

3 CREATION OF A CRICKET AND FOOTBALL PITCH

The grass area could be improved with markings for sports such as football and cricket. When not in use by players, the lawn would continue to act as a space for leisure, play and informal recreation.

Football pitch at Regent's Park, London

4 ENHANCED PLAY AREA

The children's playground could be refreshed and improved, with new items for different ages and children with disabilities. The integration of natural, embedded and adventure play elements would create a diversity of playing types that will form a rich and dynamic space offering children of all age endless possibilities for play, in contrast with the standard and run-down equipment existing today. Items suitable for children with disabilities should be introduced. Sociable seating for families could also be provided inside the fenced play area.

A low height rotating disc supporting play for all children

5 GENTLE LANDFORMS

The pavilion, BMX track and relocated MUGA are situated close to the residential properties on Green Lane and Heartherset Gardens. The creation of gentle landforms around the sport activity zone could help to reduce visual and noise impacts. The landforms would also create ecological opportunities through new topography and soils. Each earth mound could be created with a different soil condition to support specific wildflowers and grasses and thus create distinct habitats. Fitted with wood stairs and slides, the landforms would also constitute playful elements, adding a unique attraction to Norbury Park.

Landforms at Parc des Coudrays, Saint-Quentin-en-Yvelines, France

6 ENHANCED WATER TROUGH AREA

The water trough area could be improved with new seats and the planting of sensory and native species to attract wildlife and enhance the aesthetics of the place. New history materials could be added for education. The area would become a quiet space to sit and for contemplative enjoyment of the park. An existing community project for the creation of a flower garden and seating area around the trough has gained a grant from the £40,000 Ambitious for Parks fund.

Existing trough at Norbury Park

2.2

Figure 2.2.1 Norbury Park Masterplan

2.2

7 PUBLIC GARDEN SPACE

A public garden space could be created by the main entrance of the park. It would feature low maintenance ornamental planting such as lavender, astilbe or achillea, social seating spaces and tables for games such as chess or blackboard. More formal than the rest of the park, this area would constitute an attractive focal point, a threshold between the city and the park enticing people walking on Norbury Avenue to visit the park. This shaded and resting garden would also activate this edge of the park, thus helping to deter anti-social behaviour and allowing for the quiet enjoyment of the park.

Lavender area at Spa Fields Park, London

8 OPEN SPACE / LAWN DEDICATED TO EVENTS

The lawn by the main entrance of the park could be equipped to host small events such as craft or farmers market, outdoor cinema, concerts, fairs, open-air theatre, performances, sport classes, etc. These events could be linked with surrounding cultural organisations or nearby schools. When not occupied by an event, the lawn would provide a space for play, leisure and recreation.

Yoga class at Hyde Park, London

9 BARBECUE AND PICNIC AREA

Picnic tables and barbecue stands could placed at different spots throughout the park for people to sit as a group and spend a longer time in the park: by the public garden, along the southern woodland edge of the park and next to the play area. They would encourage sociable uses of the space and allow for passive surveillance of the edges of the park. Each spot would be sited to ensure visual connectivity with the rest of the park, but spread enough from one another to ensure intimacy. The barbecue stands could feature built in bins to safely dispose of hot coals.

Barbecue stands and picnic tables

10 ECOLOGY PLANTING TO PARK EDGES

The provision of new trees and the creation of a perennial wildflower meadow around the perimeter of the park would improve biodiversity levels, create new habitats, places for foraging or refuge and add flowering to the park. Key measures could include:

- Creation of a mosaic of habitat type
- Diversified tree planting
- Diversified grassland beneath trees with woodland type planting - under-storey and ground cover
- Bat and bird boxes added to trees, creation of insect hotels and beetle loggeries
- Dead wood retention

This zone could also play a pedagogical and educational role.

Wildflower meadow at Burgess Park, London

11 NATURE AND ECOLOGY CIRCUIT AROUND PARK

Creation of an ecology circuit designed for biodiversity and education around the park with added trees and plant species. It recommended that the route is surfaced with mulch and feature:

- Sensory planting along the path to attract wildlife and create an enjoyable experience
- Signage on biodiversity, wildlife and history
- Activity spots next to points of interest with imaginative and interactive materials for children and adults
- Markings of distance to allow for walking exercise
- Seating spaces with back. These would supplement the current limited provision of furniture throughout the park, in particular for older people.
- Tree logs along the path that would function as benches, habitat for wildlife as well as incidental climbing and balancing play opportunities for children. Logs could be sculptured during community events.

The circuit would increase environmental knowledge and awareness. It could also support increased links with local schools and groups for outdoor / forest classes. To prevent anti-social behaviour in and around the circuit, clear sightlines should be preserved through the planting towards the open spaces of the park. In the future, if suggested and needed by the community, individual pieces of gym equipment could be added around the path to create a trim trail circuit.

Woodland trail at Monkton Reserve, UK

Interactive signage and educational materials

2.2

12 NORBURY BROOK UNCOVERED

Norbury Brook currently flows through a culvert and concrete channel. The Environment Agency is studying options to reinstate the brook as an open stream and to realign it with its natural meandering across the lawn. The choice of the preferred route will be subject to further studies.
The renaturation of the brook would have a number of ecological benefits:

- Opening the stream would contribute to the creation of a semi-natural watercourse and improve the environment for aquatic species.
- The surrounding riparian habitat would provide a natural habitat for native flora and fauna to flourish.
- Reed planting could be introduced on the banks of the brook to help clean the water.
- The banks and adjacent banks of the stream could be formed to allow water storage for flood management. This would help prevent flooding in streets nearby and alleviate pressure on sewage systems.

Exposing the river to view would also be an opportunity to create an attractive amenity feature and community resource in the park. The stream would be designed for education and could feature a series of plinths and boulders to invite users to engage with the river's edge. There is also an opportunity to allow paddling on the stream. Finally, a footbridge should be created to cross over the brook.

Wandle River at Wandle Park, Croydon

Paddling on the canal, London

13 CYCLING AND WALKING ROUTE

A shared walking and cycle route could be introduced through the park, taking cyclists away from traffic. The existing path would be widened and feature permeable resin bound surfacing. To ensure the safety of all park users, this path should feature clear markings in accordance with the provision of the DfT TSRGD 2016. This new cycle route would connect to the existing cycle routes on Norbury Avenue.

Shared cycle routes, Kensington Garden, London

14 IMPROVED ENTRANCES AND SIGNAGE

Entrances on Green Lane, Kensington Avenue and London Road could be refreshed as required with improved signage including a map of the park, information about the activities available, wildlife and biodiversity, heritage and history, a map of connections to long distance paths and transport. In particular, the pedestrian path from London Road to the western edge of the park could be improved for visibility and safety.

Signage at Victoria Park, London

15 DOGS ON LEADS AREAS

Creation of dog on leads areas at key spots throughout the park: within the picnic area, on the cycle path for safety. The playground, MUGA and BMX track would remain dog-free and current dog control bylaws would continue to apply.

16 OUTDOOR FITNESS EQUIPMENT

Provision of free-to-use, low maintenance and all-weather equipment to exercise. Users can use their bodyweight on several sets of bars installed at different heights to perform various exercises. The equipments could also be used as a parkour feature for teenagers.

Outdoor fitness equipment at Well Street Common Park, London

17 CREATION OF A NEW PATH TO SPORTS AREA

A permeable resin-bound surfaced path could be created towards the sports club pavilion, providing all-year round and accessible access to the sport facilities.

18 PROVISION OF LIGHTING AROUND THE PAVILION

The park has no gates and is therefore open at all times. To improve safety levels at night and to ensure successful use of sport facilities in winter, a lighting scheme could be introduced around the pavilion. In order to soften the impact of a lit building on the natural habitat and nearby residences, low-level solar solutions, such as bollards or surface-mounted studs, could be used.

19 ENHANCED KEY VIEW AT THE MAIN ENTRANCE OF THE PARK

The alley of trees on the southern edge of the park by the main entrance represents a valuable view. It could be enhanced as part of the creation of a public garden by an appropriate thinning out of part of the adjacent vegetation. This would also allow to improve visibility into park from London Road and therefore reduce fear of crime.

Existing view in Norbury Park

Access and Information

Recommendations 2.3

2.3.1 Access Recommendations

The access strategy for Norbury Park seeks to make the park to become more visible and attractive from the surrounding streets, to ease movement and to improve safety.

The entrance on Norbury Avenue is the main access point to the park. It helps create a welcoming sense of arrival into the park, framing views and enticing visitors to walk in. To further strengthen its role, signage could be improved. The creation of a public garden by the main entrance would also give a stronger sense of arrival to the park and deter anti-social behaviour.

Secondary entrances play a functional role by providing pedestrian access to the park:

- Entrances on Kensington Avenue and Green Lane could be refreshed as required with improved signage and provide access to the sport hub and playground area.
- The pedestrian path from London Road could be improved for visibility and safety. A safe crossing point on London Road could be provided.

Within the park, existing paths link the different spaces. The creation of a new surfaced path around the perimeter of the park to form an ecology circuit would allow all users to discover new areas of the park. A new path could also be created towards the boxing club pavilion and sports area. The pavilion could be lit to ensure successful uses of the sport facilities in winter.

A walking and cycle route could be implemented, traversing the park and promoting sustainable travel modes. The path supporting this new cycle route should be widened and well signed to accommodate for safe uses of the park by all users.

All improvements to the access arrangements to the park and signage provision should be inclusive to all users. The detailed masterplan design should comply with relevant standards and legislation.

Figure 2.3.1 Access Recommendations for Norbury Park

2.3

2.3.2 Information and Signage Recommendations

The objective of the information and signage strategy is to both strengthen the identity and uniqueness of the park and to raise awareness among the community of its key features. The use of appropriate information panels and materials would support its revitalisation and foster community interest.

Information materials about the history of the park should be created at each entrance of the park and around the water trough.

Information materials could also be created regarding the ecological features of the park, in particular along the ecology circuit, around Norbury Brook and at all the entrances. Along the ecology circuit, materials could include interactive elements. Information materials should be tailored to be inclusive to all users, for example with the inclusion of braille lettering or sound for visually impaired people.

Finally, tailored education, training or cultural activities could be developed in partnership with voluntary sectors and educational groups, such as Groundwork London, TCV, forest schools and others.

Figure 2.3.2 Information and Signage Recommendations for Norbury Park

Existing information panel

Proposed historic information panel

Proposed ecology information panel

CHAPTER 3 - FUNDING OPPORTUNITIES AND STRATEGY

Capital and Revenue Funding Opportunities 3.1

Set out below are the most likely and relevant capital and revenue funding opportunities for Croydon's parks. In the subsequent sections, detailed consideration is paid to specific capital funding sources for the range of masterplan proposals for Norbury Park as well as the activities which are considered to represent the greatest income potential in the short- to medium-term.

3.1.1 Council Funding

3.1.1.1 LOCAL AUTHORITY SUBSIDY

Over a period of four years, between 2013/14 and 2017/18, the Croydon parks maintenance budget (contracted to ID Verde) has reduced by 32% or £650k. Looking ahead, there is no indication that this reduction will reverse. Indeed, the general consensus remains fairly bleak, with speculation of further cuts being inevitable, despite the possibility of reduced austerity at a national level. Relying largely on local authority subsidy cannot guarantee a sustainable future for the short- to medium-term for Croydon's parks and open spaces. It is also worth noting that despite there being no statutory duty of care for parks, it is generally accepted that changing this will not solve the issue of funding and in fact, could establish greater obstacles, making it harder to achieve a sustainable outcome. No doubt, in the short- to medium-term, local authority subsidy for parks and open spaces will, and should (despite continuing cuts), remain a significant and critical element of the funding mix. In the longer-term however, if the political will at a national level doesn't change (i.e. a shift towards accepting that parks and open spaces are a 'public good') ways to reduce the reliance on public sector subsidy should be explored, but this will require a significant shift in how the parks and open spaces are perceived, governed and managed.

3.1.1.2 GROWTH ZONE FUNDING

All six of the parks being masterplanned fall outside of Croydon's Growth Zone. Despite this, Park Hill is understood to have a strong potential to secure investment under Social Infrastructure, within this programme. Overall, some £300m is being invested in the Growth Zone with the large majority being allocated to infrastructure. Investment decisions will be predicated on individual business cases (the demonstration of leveraging in additional grants will be looked on favourably) with a report covering themes and project proposals being presented to the cabinet in December 2017. The indication is that those projects supported by a robust business case could be initiated from 2018 onwards.

3.1.1.3 PRUDENTIAL BORROWING

Local authorities are increasingly using their prudential borrowing powers to fund a broader range of projects (e.g. Brighton's i360 visitor attraction). For most local authorities, the amount of debt and other liabilities incurred are no longer capped, however the borrowing inevitably requires a robust business case to service the debt as well as the council's guarantee. As such, prudential borrowing will not be appropriate for the majority of park-related improvements and investments.

3.1.2 Property

3.1.2.1 LEASES AND CONCESSIONS

Across Croydon's parks, a range of leases and concessions already exist. For buildings, these typically relate to the cafés, sports facilities and larger buildings such as the former convent in Ashburton Park or Waterside Centre in South Norwood Lake and Grounds – where ideally, leases place the full repairing and insuring obligations on the leaseholder, thus alleviating the council of the associated risk and liability. In some cases, the financial stress these obligations place on leaseholders (which are often small, community or charitable organisations) cannot be supported by their businesses and such obligations are waved with the eventual cost of repairs falling back to the council. That said, there are cases where communities run successful businesses out of such facilities, but the limited length of tenure offered often prohibits the long-term planning and care of the assets.

Across London and the UK more generally, there has been a significant growth in range of 'commercial leisure activities' being installed in parks, responding to a combination of financial pressures, innovation in the leisure sector and market demand. Examples include: climbing, high rope experiences, zip wires, Segway and cycle hire, mini golf and many more.

In addition to the leasing of buildings and land, temporary concessions covering catering (e.g. mobile coffee and ice-cream vans), retail, leisure and parking are also common and can generate significant revenue streams (often as much as equivalent built, permanent facilities).

3.1.2.2 SECTION 106 / CIL (COMMUNITY INFRASTRUCTURE LEVY) CONTRIBUTIONS

There is an indication that CIL could allow for the generation of revenue, in the form of commuted sums, in recognition of increased wear and tear on public parks, including play equipment, arising from increased populations. This funding source, outside council tax revenue streams, should be explored, as the presence of 'nearby parks' allows some property developments to provide no facilities on their sites for residents directly. This is especially true for 5-12 and 12-18-year olds who, without playspace in nearby parks, are required to have provision made on site under the London Plan. Having a clear masterplan for each park and list of prioritised projects will assist in attracting and allocating such contributions.

3.1.2.3 EVENT HIRES

Historically, there has been limited drive and coordination in Croydon for the hire of parks for third-party events. This is set to change however, with greater emphasis now being placed on culture across the borough and a radical overhaul of the event application and promotion processes being planned.

In the main, the events that are staged (across the six masterplan parks) tend to serve local communities and rarely draw from outside of the borough e.g. local festivals and celebrations, funfairs. The revenue generated from these can vary considerably and often, long-standing regular events (such as funfairs) have not been subjected to recent market testing and are being undervalued. Lloyd Park has been the exception, with larger-scale events such as the Croydon Mela and Cancer Research's Race for Life 10k – although in recent years, the number of such events has reportedly dropped.

Looking ahead, there are certainly opportunities to generate significantly greater levels of income from events hire across the six parks, but with this comes inevitable trade-offs e.g. restricted access, noise, congestion, maintenance cost, etc. The promotion of events hire and programming of events therefore needs to be dealt with carefully, ensuring that events are appropriate for the proposed park (in terms of scale and nature) and that the positive social, environmental and economic impacts are measured and communicated to help mitigate the trade-offs (i.e. the importance of monitoring and assessing the full range of impacts generated by events is vital). Returns from the masterplan surveys show that residents are willing to accept trade-offs of this kind, so long as income streams generated are then identifiably directed to the benefit of the park(s). Looking at and demonstrating how revenue generated within parks is accounted for and used to offset maintenance costs will be important to gain the communities acceptance of new revenue-generating activities in parks.

Generally speaking, where larger event opportunities exist across other London boroughs, they are favoring a policy that focuses on hosting a smaller number of larger events rather than, a larger number of smaller events – meaning that any negative impacts for local communities are concentrated over a shorter timeframe. Looking more specifically at the parks and event opportunities, Park Hill – given its town centre proximity – is considered to have potential if access arrangements can be resolved (e.g. outdoor cinema – Luna Cinema's 2017 programme appears to have a geographical void across Croydon); and Lloyd Park remains attractive for larger scale, one-off events.

3.1.2.4 SPONSORSHIP AND ADVERTISING

In some circumstances, there may be opportunities to raise sponsorship – either cash or in-kind contributions – for individual assets, programmes or activities. Across the parks there are also a variety of advertising opportunities that could generate positive financial contributions such as billboards, poster-boards, electronic sign-boards, communication literature (print and electronic), uniforms, vehicles, etc.

Clearly, for both sponsorship and advertising opportunities, one needs to carefully balance the range of trade-offs and potentially negative impacts that could arise e.g. associations and PR, alignment with council policies, visual impact, and so on.

3.1.3 Grants and Fundraising

3.1.3.1 HERITAGE LOTTERY FUND (HLF)

The HLF currently has 17 discrete grant programmes many of which could be applicable to parks and open spaces across Croydon. The recent success experienced with Wandle Park is evidence of the value of pursuing HLF grant.

HLF can provide up to 90% of the project cost depending on the programme (i.e. only 10% matching required). However, in some cases competition for grants means that higher gearing is encouraged. The HLF, as are other grant giving bodies, are particularly encouraged by successful serial applicants, where a long-term plan has been mapped out and together they can work in partnership. However, with HLF investment, comes with a requirement to commit to maintenance. The issue of how individual parks might generate increased revenue directly as a result of this type of capital investment, and how this information is measured, then off-set against increased maintenance costs in the same location is likely to be important for its longer-term renewal strategy.

3.1.3.2 SPORT ENGLAND

Sport England have a number of grant programmes (covering both capital and revenue), which could be relevant to a variety of projects and programmes across Croydon's parks (programmes include: Small Grants, Community Asset Fund, Active Ageing, Families Fund etc.).

By way of example, the Community Asset Fund, which receives applications up to £150k (previously 'Inspired Facilities' programme) is aimed at improving community sporting assets, but is reported to be heavily oversubscribed for the current year (by 375%), having received £57m worth of applications since its launch in January 2017.

As a borough, Croydon is considered to be lagging behind others in the volume of applications and awards made. Over the last three years the borough appears to have only received a handful of Sport England grant awards, all to non-council organisations e.g. small grant awarded for "Recycle Teenagers", by dance-based organisation Advice Support Knowledge Information (2017); small grant award to Woodcote Wolverine Basketball Club (2015); award of £131k for "Get Active Wandle" by the Wandle Valley Regional Trust, cover multiple-boroughs; and, an award of £240k for "Game Changer" which targeted 16-25yr olds by the Croydon Voluntary Action (2014/15).

The lack of applications made by Croydon, coupled with its demography, indicates a strong prospect of succeeding with future grant applications (subject to business cases and meeting the programme priorities). Furthermore, having recently developed a Playing Pitch Strategy and Indoor Strategy, the borough is now eligible to bid for Sport England's Strategic Facilities fund, which typically relates to larger leisure centre / facilities refurbishments and developments, for up to £2m. While this probably has little relevance to the majority of parks, it will be important to ensure going forward that there is a co-ordinated approach to the future indoor leisure provision across the borough and their nearby parks and open spaces.

3.1.3.3 ARTS COUNCIL ENGLAND

Although unlikely to be a high priority across the parks, Arts Council England awards funding for the arts, museums and libraries with a mission of "Great art and culture for everyone". The new National Portfolio for 2018-22 has recently been announced and their future capital grant programme is currently under review. At this stage, the strongest potential for arts-related funding across all of the parks is thought to be Park Hill with its links to Fairfield Hall and the related cultural regeneration programme.

3.1.3.4 THE BIG LOTTERY

The Big Lottery has a number of programmes covering both capital and revenue, ranging from £300 to over £500k, designed to support community and voluntary groups and charities. Current relevant programmes include Awards for All England (£300 to £10k) and Community Assets (10k to £1m).

3.1.3.5 LANDFILL COMMUNITIES FUND

ENTRUST is the regulator of the Landfill Communities Fund (LCF), a tax credit scheme which enables Landfill Operators to contribute money to enrolled environmental bodies to carry out projects that meet environmental objects contained in The Landfill Tax Regulations 1996.

Viridor and Biffa operate landfill sites near Croydon, but the precise eligibility to apply for funding for the six parks needs to be clarified.

Based on initial research, it is thought that all six of the parks are within 15 miles of a Biffa landfill site so could all apply for 'building biodiversity'. Norbury Park, Park Hill, Lloyd Park and Happy Valley, which are within 10 miles of a Biffa site, could also access awards for 'Community Buildings, Recreation and Cultural Facilities' through the Main Grants scheme, which ranges from £10k to £75k.

3.1.3.6 LANDSCAPE MANAGEMENT SCHEMES

There are a number of schemes, sponsored by government departments and/or agencies which promote the environmental beneficial forms of landscape management and conservation. The Environmental Stewardship Scheme has been one scheme, running from 2005, by the Department for Environment, Food and Rural Affairs aiming to:

- Improve water quality and reduce soil erosion by encouraging management which can help to meet these aims
- Improve conditions for farmland wildlife including birds, mammals, butterflies and bees
- Maintain and enhance landscape character by helping to maintain important features such as traditional field boundaries
- Protect the historic environment including archaeological features and artefacts

3.1.3.7 OTHER TRUSTS AND FOUNDATIONS

There are a plethora of trusts and foundations for whom particular projects and programmes developed in and around the six parks may be of interest and could meet their funding criteria. By way of example, the London Marathon Trust – which is closely aligned to Sport England's 'Community Asset Fund' – invites capital grant applications of up to £150k to support improvement to sports facilities with an emphasis on engaging with 'inactive' and 'under-active' people. Applicants to this fund often apply to Sport England as well and the two are understood to be able to leverage one another.

3.1.3.8 PRIVATE DONATIONS

There is the potential, through a well-structured and co-ordinated approach, to fundraise through private donations such as specific appeals, philanthropic donations and legacies. Worth noting is that some of the parks came into being because of the legacies made by their owners e.g. Lloyd Park (and with these, come a number of restrictive covenants).

3.1.3.9 CROWD FUNDING

Crowd funding is becoming more widespread with the traditional model of raising finance through a small number of larger investments switching to a large number of individuals who contribute small amounts.

Models for crowdfunding range from donations and reward crowdfunding (where people invest because they believe in the cause) to debt (peer to peer) and equity crowdfunding. The ability to crowdfund successfully depends on many factors – first and foremost, what is being financed – but also, who is making the request e.g. council versus an individual, private business, trust or community group).

3.1.3.10 OTHER AGENCIES

As noted above, this list of funding opportunities is not exhaustive. Other potential avenues to explore should include (and could assist in leveraging other grant applications):

- GLA scheme for tree planting to improve air quality
- TfL investments in transport schemes include cycling 'quietways'
- Greener City Fund
- Environment Agency or council's own investment in 'soft' engineering measures to assist flood risk alleviation including deculverting, flood water storage and Sustainable Urban Drainage schemes

3.1.4 Partnerships

3.1.4.1 NATURAL CAPITAL

The Natural Capital afforded by parks and open spaces and their links to other sectors (namely health, education, energy, flood control) has gained increasing focus and attention in the pursuit of finding new funding models for parks. However, while many partnership ideas covering such agendas can be identified, the promise of more significant, larger scale partnerships being achieved remains relatively speculative.

3.1.4.2 VOLUNTEERS

The six parks already benefit considerably from volunteering, derived from a variety of sources including: Resident Groups, Parks' Friends groups, Croydon Voluntary Action etc. However, it is important to recognise (as many recent research studies have) the limits of volunteering and the significant resource required to mobilise and manage their efforts, in a coordinated and productive fashion.

While volunteers will no doubt play a vital and valuable role in the future of public parks and open spaces, they should not and cannot be relied upon to off-set the decline in local authority funding.

The National Trust provides one of the best examples for mobilising their volunteers, which amounts to millions of pounds worth of manpower contributed each year to the cause of the organisation, assisting in conservation projects, landscape management, tour guiding, staffing shops and visitor centres, and a vast array of other operational duties.

For Croydon's parks, the contribution of volunteers has a number of benefits including (but not limited to) the productive effort that volunteers deliver, the local pride and ownership of place that is engendered, the skills and training attained, and the leverage that can be offered through the in-kind volunteer contributions in the form of 'matched funding' for grant applications.

There is scope for Friends Groups to set up formal park charities or trusts as fund raising vehicles for parks, in a similar way to that done by museums. This would not require Croydon Council giving over all aspects of the park to them, but can act to secure and top-up funds. Friends Groups could set up membership, charge for or manage parking, hold or manage events happening in the park and retain any profits, crowd funding, etc. Such involvement of the Friends Groups could represent a way to 'ring fence' funds without establishing a full trust or entirely giving up council control.

3.1.5 Levies and Taxes

Levies and taxation were identified within Nesta's Rethinking Parks[1] research as one possible means of raising revenue to support parks and open spaces. The reality is somewhat challenging however, and there are few UK examples where this is working successfully in practice (whereas such approaches are more common in the US).

Liverpool has recently considered, as part of its city-wide green spaces strategy[2], a number of levy options including a parks' levy to be added to Council Tax (but requiring approval through a local referendum), car park levy, student levy and tourism levy – none of which have yet to be taken forward.

While none of the parks are within Croydon's Business Improvement District, it would be worth exploring, particularly for those parks closest (namely, Park Hill), possible projects or programmes that may provide mutual benefit to both the BID membership and the parks. Worth noting in this regard is the importance of the network of green links, which connect up the parks and green spaces throughout Croydon (and the BID area). So, while the Croydon BID might not relate directly to the six parks, there may be opportunities to forge partnerships with other green infrastructure across the BID's defined area.

3.1.6 Endowment

Endowments can be the most effective and reliable forms of revenue funding typically being formed of either a commercial property portfolio or a capital fund. However, they can also be the most challenging to establish.

The Parks Trust, which was established to look after the 4,500 acres of parks and open spaces following the development of Milton Keynes, was endowed with a £20m commercial property portfolio. This endowment has been increased as further land has been added to the trust's portfolio. Similarly, many of the National Trust's parks and gardens have also benefited from endowments in the form of property portfolios (typically relating to the estates) or investment funds.

The formation of the Newcastle Parks Trust, which is set to take over the management of Newcastle's 33 parks and open spaces, has, with the aid of the National Trust, been looking into the potential for establishing an endowment linked to partners who have an interest in the Natural Capital and outcomes that can be afforded e.g. health providers, utility companies.

1: Rethinking Parks (2013) & Learning to Rethink Parks (2016), Nesta, Heritage Lottery Fund, Big Lottery Fund

2: Strategig Green and Open Spaces Review (2016), Liverpool City Council

Capital Funding Strategy for Norbury Park

3.2

The following sources of capital funding and associated priority are considered to represent the greatest opportunity for Norbury Park in the short- to medium-term.

- Local authority / High Priority – local authority capital contributions used to seed and leverage additional funding from other sources
- Leases and concessions / Medium Priority – where new leases could attract third party investment into refurbishing or delivering new assets
- Section 106 / CIL contributions / High Priority
- Heritage Lottery Fund / Medium Priority – with a focus on the Parks for People and Heritage Grants programmes
- Sport England / High Priority – focusing on the upgrade of sports facilities
- Arts Council England / Low Priority – focusing on the provision of 'legacy' resulting from arts and cultural programmes hosted and staged in and around Norbury Park
- Big Lottery / High Priority – with a focus on the Reaching Communities England, Parks for People, Awards for All programmes
- Landfill Communities Fund / High Priority – being within 15 miles of a Biffa landfill site Norbury Park could apply under the 'building biodiversity' programme and being within 10 miles could also access awards for 'Community Buildings, Recreation and Cultural Facilities' through the Main Grants scheme, which ranges from £10k to £75k
- General fundraising / High Priority - targeting Trust and Foundations, Private donations and Crowd Funding and other grant opportunities notably, the Greater London Authority, Transport for London and the Environment Agency
- Natural capital / Low Priority – by utilising the broader impact of parks to forge partnerships with health, education and environmental partners to leverage additional funding or in-kind support or divert existing resources
- Volunteers / Medium Priority – mobilizing volunteers to offset capital costs in the renewal, refurbishment and delivery of capital projects

The detailed tables that follow list each proposed masterplan intervention for Norbury Park and consider the most likely sources of capital and revenue funding to deliver and maintain them directly. A wide range of possible improvements and interventions for Norbury Park were generated through the extensive field work, sites and market analysis and community engagement undertaken as part of the masterplan work. During this process, these were refined to the prioritised set of projects, which form the basis of the masterplan proposals. Any further prioritisation will need to consider a combination of factors including: income generation, funding opportunities, social impact (e.g. health, wellbeing, education, skills etc.), environmental benefits etc.

3.2

MASTERPLAN CONCEPT & IDEAS		CAPITAL COSTS						REVENUE COST					
		Capital Cost	*Quantity*	*£ Rate*	*£ Fixed Sum*	Notes	Implementation timescale (excl permissions)	Direct Cost	*Quantity or % Rate*	*£ Rate*	Notes	Responsibility	Regularity of formal inspections
1	Improve signage and entrance on Green Lane	£ 25,000			£ 25,000	Lump sum assumed to cover improvements, signage and access	0 - 6 months	£ 1,250	5%		Cost assumed within general maintenance cost of park	Via parks maintenance contract	quarterly
2	Improve signage and entrance on the eastern side of the park, off Kensington Avenue	£ 20,000			£ 20,000	Lump sum assumed to cover improvements, signage and access	0 - 6 months	£ 1,000	5%		Cost assumed within general maintenance cost of park	Via parks maintenance contract	quarterly
3	Improvements to pedestrian link to London Road, park access and signage	£ 30,000			£ 30,000	Lump sum assumed to cover improvements, signage and access	0 - 6 months	£ 1,500	5%		Cost assumed within general maintenance cost of park	Via parks maintenance contract	quarterly
4	Updated signage on main entrance off London Road	£ 5,000			£ 5,000	Lump sum assumed to cover signage	0 - 6 months	£ 250	5%		Cost assumed within general maintenance cost of park	Via parks maintenance contract	quarterly
5	Relocation of the existing MUGA near the boxing club	£ 175,000			£ 175,000	Rate for excavation, drainage, lighting, fencing etc. Need to provide power for lighting. And making good existing location	0 - 6 months	£ 5,250	3%		Revenue cost covered by income generated by users	Via leisure contract	weekly
6	Creation of a ecology circuit around the park	£ 150,000	1,200m	£ 125/m		Assumes 1.5m wide (not fully accessible) and interpretation components and sensory planting	0 - 6 months	£ 3,750	2.5%		Assumed to be relatively low annual maintenance requirement	Via parks maintenance contract or designated voluntary organisation	monthly
7	Ecology planting to increase biodiversity to park edges: meadow and woodland	£ 50,000			£ 50,000	Rate assumed to include limited clearing, preparation and seeding/planting. Work needs to be undertaken at appropriate time of year	0 - 6 months			£ 5.00	Rate assuming watering in dry season, regular maintenance and necessary replanting	Via parks maintenance contract or designated voluntary organisation	monthly
8	Creation of a cricket pitch	£ 40,000			£ 40,000	Lump sum assumes county standard cricket wicket	0 - 6 months	£ 2,000	5%		Annual maintenance requirement	Via parks maintenance contract or designated voluntary organisation	monthly
9	Refreshed play space with new items for different ages	£ 150,000	400m2	£ 375/m2		Assumes full refurbishment of play area covering full kids age spectrum	0 - 6 months	£ 7,500	5%		Rate assumes general maintenance to area and equipment (not replacement or depreciation)	Via parks maintenance contract	weekly

MASTERPLAN CONCEPT & IDEAS		CAPITAL COSTS						REVENUE COST					
		Capital Cost	*Quantity*	*£ Rate*	*£ Fixed Sum*	Notes	Implementation timescale (excl permissions)	Direct Cost	*Quantity or % Rate*	*£ Rate*	Notes	Responsibility	Regularity of formal inspections
10	Creation of barbecue stands and picnic table	£ 20,400	12	£ 1,700		Rate assumes combination of picnic tables and BBQ stands	0 - 6 months	£ 1,020	5%		Rate assumes general maintenance to area and equipment (not replacement or depreciation)	Via parks maintenance contract	weekly
11	Creation of gentle landforms to reduce noise impacts and enhance viewing	£ 25,000			£ 25,000	Lump sum to form land and seed	6 - 12 months	£ 125	0.5%		Basic annual maintenance requirement	Via parks maintenance contract or designated voluntary organisation	monthly
12	Creation of a cycle route on widened shared path	£ 77,000	550m	£ 140/m2		Assumes 3m wide accessible path	0 - 6 months	£ 1,540	2%		Assumed to be relatively low annual maintenance requirement	Via parks maintenance contract or designated voluntary organisation	monthly
13	River deculverted with land formed to allow water storage	£ 500,000			£ 500,000		1 - 2 years	£ 12,500	2.5%		Annual maintenance requirement	Via parks maintenance contract or designated voluntary organisation	monthly
14	Creation of a public garden space with ornamental planting, hard square and social seating	£ 50,000	500m2	£ 50/m2	£ 25,000	Rate assumes mix of planted beds and hard standing surfaces and fixed sum for furniture	0 - 6 months	£ 1,250	2.5%		Rate assuming watering in dry season, regular maintenance and necessary replanting	Via parks maintenance contract or designated voluntary organisation	monthly
15	Improved changing facilities and new public toilets in the existing boxing club building	£ 127,500	150m2	£ 850/m2		Rate for internal re-furbishment	0 - 6 months	£ 3,825	3%		Revenue cost covered by lease or occupier / user income	Either via lease or buildings maintenance contract	annually
16	Lawn by the main entrance equipped for events	£ 150,000			£ 150,000	Notional cost for improved access arrangements, levelling and necessary services	0 - 6 months	£ 4,500	3%		Rate assumes general maintenance to area and equipment (not replacement or depreciation)	Via parks maintenance contract	annually
17	Creation of focal planting and seats around existing trough	£ 20,000	200m2	£ 50/m2	£ 10,000	Rate assumes mix of planted beds and hard standing surfaces and fixed sum for furniture	0 - 6 months	£ 500	2.5%		Rate assuming watering in dry season, regular maintenance and necessary replanting	Via parks maintenance contract or designated voluntary organisation	monthly
18	Outdoor fitness equipment	£ 50,000			£ 50,000	Lump sum assumed for fitness equipment and improvements to surrounding setting/landscape	0 - 6 months	£ 1,500	£ 1,500		Assumed to be relatively low annual maintenance requirement - with opportunityto offset through variety of in-kind constributions	Via parks maintenance contract or designated voluntary organisation	quaterly
19	Creation of a new surfaced path to the boxing club pavilion/sport area	£ 25,000	125m	£ 200/m2		Assumes 1.8m wide accessible path	0 - 6 months	£ 500	2%		Assumed to be relatively low annual maintenance requirement	Via parks maintenance contract or designated voluntary organisation	monthly
20	Provision of lighting around the bowing club pavilion	£ 25,000			£ 25,000	Lump sum assumed for basic flood lighting	0 - 6 months	£ 1,500	£ 1,500		Assumed to be relatively low annual maintenance requirement	Via parks maintenance contract or designated voluntary organisation	quarterly

TOTAL CAPITAL COST: £ 1,464,900

3.2

	MASTERPLAN CONCEPT & IDEAS	CAPITAL AND REVENUE FUNDING OPPORTUNITIES																										
		Council			Property			Grants & Fundraising									Partners				Levies / Taxes				Endowment		
		Core Funding	Prudential Borrowing	Grant leverage	Section 106/CIL	Concessions / lease of park land and/or buildings	Events staged in parks	Heritage Lottery Fund	Big Lottery	Sport England	Arts Council	Landfill Communities Fund (Biffa)	Environmental stewardship scheme (Natural England)	Trusts and foundations	Other (private donors, crowd funding, etc.)	Sponsorship and advertising revenue	Health service / providers	Utility / environmental companies	Education	Voluntary Organisations	Council Tax - Parks Levy (via local referendum)	Car park levy	Student levy	Business Improvement District activities	Commercial real estate	Capital Fund	Natural Capital Account (partners)
1	Improve signage and entrance on Green Lane	x		x	x				x			x		x	x	x				x								
2	Improve signage and entrance on the eastern side of the park, off Kensington Avenue	x		x	x				x			x		x	x	x				x								
3	Improvements to pedestrian link to London Road, park access and signage	x		x	x				x			x		x	x	x				x								
4	Updated signage on main entrance off London Road	x		x	x				x			x		x	x	x				x								
5	Relocation of the existing MUGA near the boxing club	x		x	x	x			x	x				x	x	x	x											
6	Creation of a ecology circuit around the park	x		x	x				x			x		x	x	x	x			x								
7	Ecology planting to increase biodiversity to park edges: meadow and woodland	x		x	x				x			x		x	x	x	x		x	x								
8	Creation of a cricket pitch	x		x	x	x			x	x				x	x	x	x			x								
9	Refreshed play space with new items for different ages	x		x	x				x			x		x	x	x	x											
10	Creation of barbecue stands and picnic tables	x		x	x				x			x		x	x	x												
11	Creation of gentle landforms to reduce noise impacts and enhance viewing	x		x	x							x			x					x								
12	Creation of a cycle route on widened shared path	x		x	x				x			x		x	x	x	x			x								
13	River deculverted with land formed to allow water storage	x		x	x							x		x	x			x		x								
14	Creation of a public garden space with ornamental planting, hard square and social seating	x		x	x				x			x		x	x	x	x		x	x								
15	Improved changing facilities and new public toilets in the existing boxing club building	x		x	x	x			x	x		x		x	x	x	x			x								
16	Lawn by the main entrance equipped for events	x		x	x	x	x		x			x		x	x	x	x											
17	Creation of focal planting and seats around existing trough	x		x	x				x			x		x	x	x	x		x	x								
18	Outdoor fitness equipment	x		x	x				x			x		x	x	x	x			x								
19	Creation of a new surfaced path to the sport area	x		x	x				x			x		x	x	x	x			x								
20	Provision of lighting around the bowing club pavilion	x		x	x				x			x		x	x	x				x								

Income Generating Activities at Norbury Park 3.3

Each of the proposed capital interventions will have an ongoing revenue costs to cover its maintenance and operation. In some cases, these costs could be lower than the equivalent revenue cost of maintaining the status cost, as a result of long-term neglect (i.e. a reduction in or transfer of existing budget). Where revenue costs are 'additional' to the existing operational budget, then an increase in funding will need to be sourced. This funding will be derived from a combination of sources including direct income generated through new and enhanced commercial activities associated with the park, together a cocktail of funds secured from other sources listed above e.g. grants, partnerships, volunteers, levies, endowment etc.

Before committing to any capital expenditure, a business case should be prepared, which will confirm how the assets and services will be maintained and sustained in the short, medium and longer term

Increasingly, guardians for our public open spaces are embracing a range of alternative operational funding models to address the ongoing maintenance of public parks and open spaces. This includes:

- Mobilising volunteers
- Revenue grants from lottery sources, public agencies, trusts and foundations
- In-kind contributions from targeted social programmes e.g. back-to-work, skills development, training, education, health etc.
- Corporate Social Responsibility from businesses that either have a thematic or geographic connection
- Natural Capital accounting to forge partnerships with health, education and environmental partners

In terms of generating additional net income from Norbury Park itself, there are a small number of opportunities listed below where the local authority (or its partners) are encouraged to prioritise their efforts in the short-term. The estimated annual income is assumed to represent a net contribution (after direct costs) and for a stablised year in operation (i.e. once a normalised state of operation has been achieved which is typically between 3yrs and 5yrs from its development or launch). Note, income associated with sports facilities are excluded since these are assumed to covered under the new Leisure contract from April 2018.

ACTIVITY	ESTIMATED NET ANNUAL INCOME
PROPERTY LEASES, CONCESSIONS AND LICENSING	
Temporary ice cream / snack van concession	£ 10k - £ 15k
Licenses for commercial users of the park	£ 5k - £10k
TEMPORARY HIRES	
Third party events hire	£ 25k - £ 50k

CHAPTER 4 - EQUALITIES IMPACT ASSESSMENT

Equalities Impact Assessment

4.1

4.1.1 Purpose of the Equalities Impact Assessment

The Equality Act 2010 establishes a number of groups with protected characteristics. The act requires that when a new policy or strategy is proposed, the potential impacts on these groups are considered and that the outcomes of this assessment inform the policy or strategy. In accordance with the Equality Act (2010), the Equality Impact Assessment identifies potential impacts on different groups according to the following protected characteristics:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race
- Religion or belief
- Sex
- Sexual orientation

4.1.2 Scope

This equalities assessment pertains only to Norbury Park, as included in the Brief for the Croydon Destination Parks, to the processes of developing new masterplans including documents supplied and engagement activities planned / undertaken, and to the outcomes of the design process. It does not include wider equalities assessment of parks within Croydon, nor of the processes of park management, maintenance, or staffing (beyond those evident within the parks or recommended as a result of the masterplanning process), all of which can have impact in the equitable delivery of the parks service.

4.1.3 Assessment: Overall Aims

ITEM	COMMENTARY	DELIVERED WITHIN NORBURY PARK MASTERPLAN PROCESS
What are the main **aims** of the Croydon Destination Parks Masterplan?	To provide potential models of park development to Croydon Council: · To support healthy, cohesive communities in the context of significant population growth · To provide sustainable funding models in the context of diminishing public funding	The team has set out, using information from background materials provided, drawn from professional expertise, and from new information generated through a range of engagement strategies: · Opportunities for widening the benefits of the six parks to support healthy cohesive communities, and identified any issues for participation associated with protected characteristics · Recommendations for funding options, while identifying any equalities issues arising
What are the intended **outcomes** of the Masterplan?	· Six masterplans to inform future delivery of attractive, safe and financially sustainable, inclusive public park spaces that promote health and well-being for Croydon's diverse community · Proposals that support Croydon's perception as a great place to live and work within London as a whole · Models for park design and management that may have wider application within the borough	Masterplan for Norbury Park, providing options for renewal and change that can inform a future strategy for the park, for park funding and design more widely, support positive local perceptions of place, widen participation and promote health and well-being. Consideration of differing needs of populations with protected characteristics has informed all parts of the masterplan development.

4.1.4 Potential Impacts of the Project Overall

ITEM	COMMENTARY	DELIVERED WITHIN NORBURY PARK MASTERPLAN PROCESS
Will the project impact upon the whole population of Croydon or particular groups within the population?	The strategy has the potential to positively impact the whole population of Croydon in relation to access, health, leisure, sport, well-being, community cohesion and civic pride, but the impact is likely to be greatest in areas immediately surrounding the parks affected. The project will inform the development of policy and future actions relating to open space borough wide.	The strategy for Norbury Park has the long-term potential to positively impact the whole population of Croydon through policy development including in relation to access, health, leisure, sport, well-being, community cohesion and civic pride, however the impacts from participation in this stage of the project's development are likely to be greatest in areas geographically surrounding the park itself, and for those who have directly participated, who may now feel supported in sharing their aspirations for the park. There is a risk of issues if there are no actions arising, or a lack of subsequent communication regarding the likely project outcomes, and some groups may feel uncertainty for the future, causing distress. Through the engagement process, many local residents were aware of funding issues for parks long term, and expressed fear how market forces might adversely impact their access to the park in the future. On-going communication can mitigate some issues. Significant and long-term benefits will only follow through the development of policy, and through the development of the masterplan to delivery.

4.1.5 Potential positive and / or negative impacts, and issues with regard to Protected Characteristics

PROTECTED CHARACTERISTIC	POSITIVE AND / OR NEGATIVE IMPACTS	DELIVERED WITHIN NORBURY PARK MASTERPLAN PROCESS
Race Issues relating to people of any racial group, ethnic or national origin, including gypsy travelers and migrant workers.	Research indicates that everyone values access to quality parks and green spaces, but that black and minority ethnic (BME) populations tend to be under-represented as park users in the UK, and that ethnicity is a stronger influence on frequency of park use than income alone. Ensuring that voices from all ethnicities are heard in the development of park masterplans will be crucial to maximising the chances of equitable outcomes. People of BME are disproportionately of low income in the UK. Ensuring that any income generating proposals do not exclude low income people from use of the park and facilities could be an equalities issue.	Equalities assessment identified that existing data held by the council for park use showed under-representation of the views of ethnic groups that have large populations within Croydon. Specific face-to-face targeted survey work was carried out, and the levels of representation of different ethnic groups compared with levels in the surrounding resident population, both to mitigate against under-representation, and through analysis of results, to address information gaps. At Norbury Park, there was some under-representation along lines of ethnicity overall, though all groups with large populations locally had a reasonable level of representation, however there was significant under-representation by ethnicity in some age groups. There was a far higher representation of non-white ethnicities under 45 and all the over 65s participating claimed white ethnic identity. Variations have been demonstrated in priorities for the parks along lines of ethnicity, and these have influenced the development of the masterplan. Further targeted engagement may be required, but the need will be assessed after further online survey results have been reviewed. The findings to date are set out in detail in Chapter 5.
Sex Issues specific to women or men.	Research shows that women are more fearful in park space than men, and ensuring spaces are designed to promote confidence and safety will be important. Some groups of women may find it difficult to engage in sport where genders are mixed. Spaces that might be booked for women-only sessions may be appropriate in some public parks, as well as provision of separate changing facilities. Men's access to park space can be limited where the primary function is perceived to be a space for children.	There was an under-representation of women compared with men in our face-to-face engagement in Norbury Park which is reflected in our survey, and especially of young women under 18. This may be because of evident and anecdotal issues of anti-social behaviour in the park, and the presence of areas with poor forward visibility at access points. It may also reflect gender balance within the sports or other facilities currently offered (Boxing, BMX). The masterplan will make recommendations that seek to address these issues to help ensure representative gender balance/ equity of provision.
Disability Issues relating to disabled people.	The council's own research has indicated Croydon's park spaces are not currently perceived as very accessible to people with disabilities. As well as providing many physical health benefits, research has found open green space has significant benefits for those individuals with mental health issues. Social prescribing for health in parks and open spaces can be supported by providing opportunities to participate in gardening or physical exercise. The project aims to make open space available to all and reduce accessibility barriers.	Survey work to date has had low representation of people with disabilities, and this is true with regard to Norbury Park. Several recommendations were put forward by those with disabilities, those caring for them, and by other participants in the survey. At Norbury, which has recently been activated by a new BMX facility, there were a number of people who indicated a quieter contemplative area would be welcomed for support with their mental well-being. Our recommended action is that we will seek to engage with gatekeeper organisations to obtain wider participation from people with disabilities.
Age Issues relating to a particular age group e.g. older people or children and young people.	Older people tend to make less use of park spaces with age, and higher numbers have been found to fear for personal safety in park space. At the other end of the age spectrum, Croydon has a growing young population, and the borough has identified specific health issues relating to young people, which may be attributable to a lack of perceived social cohesion or a lack of positive activity for this group. Young people have also been found to be fearful in some park spaces. Ensuring designs build confidence for use for all groups, and provide age appropriate activity across the spectrum of ages is of great importance in ensuring well-being for all.	Our survey at Norbury Park had a good representation from all age groups at levels close to what might be expected from the surrounding catchment population, however, as noted previosuly, this was not the case across all ethnicities. There are significant concerns with anti-social behaviour, poor visibility at the entrances and persistent issues with littering. All ages indicated they were inhibited to some extent in their use of the park by these issues. These concerns will be addressed in the masterplan. Younger people tended to be more positive towards greater sport or activity in the park, and older people tended to show more concern for retaining a quiet atmosphere.

4.1

PROTECTED CHARACTERISTIC	POSITIVE AND / OR NEGATIVE IMPACTS	DELIVERED WITHIN NORBURY PARK MASTERPLAN PROCESS
Religion or Belief Issues relating to a person's religion or belief (including non-belief).	Many Muslim's can be reluctant to share park space with dogs off the lead. There is a religious restriction on contact with dogs, and unleashed dogs are often not controlled well by their owners. If there is no dog-controlled space in a park, it can deter access to park space for this group. Jewish people can also be fearful of dogs for religious reasons, and can therefore benefit from inclusion of dog control areas. For religious reasons, some groups of women may find it difficult to engage in sport where genders are mixed or to 'uncover' in spaces that can be viewed. Spaces that might be booked for women-only sessions may increase access in some public parks, as well as provision of separate changing facilities.	Faith groups across Croydon, and within the six park catchments, were contacted directly, however no participation was requested beyond promoting engagement dates. At Norbury, which has a larger Muslim population than other wards in the borough, the local Islamic centre was contacted, as well as other local faith groups. Ethnic characteristics, but not religion, were noted in face-to-face engagement. In accordance with Croydon's equalities guidance, the need to gather equalities data had to be balanced with the amount of time people would have available to participate in a survey, so information on some protected characteristics was not gathered. Some ethnicities are allied with particular faith groups, and any specific issues for the six parks will be identified for further investigation as they arise. A question relating to maintaining existing dog control, and to increased dog control, has been included in every survey. At Norbury Park, increased dog control was supported by a majority of respondents of all ethnicities.
Sexual Orientation Issues relating to a person's sexual orientation i.e. lesbian, gay, bi-sexual, heterosexual.	Research shows that LGBT community are more fearful in park space than other groups, and ensuring spaces are designed to promote confidence and safety will be important for this group.	This characteristic was not specifically recorded as, in accordance with Croydon's equalities guidance, the need to gather equalities data had to be balanced with the amount of time people would have available to participate in a brief survey, and also where young people were to be included, some questions such as those around sexual orientation may be felt to be intrusive. Consideration of independent research findings is included in park masterplanning.
Marriage and Civil Partnership Issues relating to people who are married or are in a civil partnership.	There are no specific impacts known with regard to this characteristic.	This characteristic was not recorded as set out above. Consideration of independent research findings is included in park masterplanning.
Gender Reassignment Issues relating to people who have proposed, started or completed a process to change his or her sex.	Impacts relating to community safety as detailed above.	This characteristic was not recorded as set out above. Consideration of independent research findings is included in park masterplanning.
Pregnancy and Maternity Issues relating to the condition of being pregnant or expecting a baby and the period after the birth.	Park toilets and baby change facilities, consideration of women-only or quieter seating to allow breastfeeding and accessible paths for baby buggies support access for this group.	Accessible toilets with baby change facilities are not currently available at Norbury Park, but a proposal for toilets within a new sports hub building are proposed and were supported in the face-to-face engagement. This characteristic was not recorded in surveys. Consideration of independent research findings is included in park masterplanning.
Multiple / Cross Cutting Equality Issues Issues relating to multiple protected characteristics.	There are potential positive cross cutting impacts relating to age, disability, religion and belief and race equality. Potential negative impacts and issues raised above for any individual characteristic can be compounded for multiple characteristics, however it is important to note that all of the research above relates to impacts that are statistically observable within populations, and impacts will be individually variable, not universal.	Consideration of variation in views held in accordance with demographic characteristics has been part of the park masterplanning process. In order to ensure as diverse a sample as possible, face-to-face techniques have been used, however the resulting relatively small sample sizes mean cross-tabulation to investigate compound effects is not viable.

4.1.6 Assessment: Processes of Masterplan Development to date

4.1.6.1 ENGAGEMENT PROCESSES: INTERVIEWS AND STAKEHOLDERS WORKSHOPS

Participation in the early stages of engagement was invited from a range of organisations representing people with protected characteristics, however there was very little take up from agencies at this stage.

No formal equalities data was gathered at either the interviews or at stakeholder workshops. From assessment of visual characteristics, and from conversations held, there is good representation of men and women, and of people age 40+ within stakeholder groups.

There were however fewer BME people than in the wider Croydon population, and no people under 18. People with disabilities are also likely to have been under-represented compared with the population as a whole.

4.1.6.2 ENGAGEMENT PROCESSES: RESIDENT ENGAGEMENT

Resident engagement included equalities data collection in accordance with Croydon's equalities policy. As young people were to be part of the process, and guidance recommends questions around gender identification and sexuality can be sensitive and therefore may not be appropriate for young people, only self identified data was collected with regard to gender, and no data was collected with regard to sexuality.

A face-to-face engagement process was proposed to allow directed sampling, and to ensure that some people who were not actively engaged with parks would also be heard from. The engagement process will be completed toward the end of the study period. To date, face-to-face and personal interaction techniques have resulted in good sampling across a range of characteristics, however there is still under-representation of some groups with protected characteristics who have proved harder to reach. At Norbury Park, this is true for people with disabilities, and for older people of people of black, mixed and Asian ethnicities.

4.1.6.3 PARTICIPATION IN GROUPS AND CLUBS

Data has been collected to establish levels of participation in volunteering activities and in a variety of activities/sports within the six masterplan parks. This data will be summarised towards the end of the study across all six parks.

Our survey at Norbury Park was under-represented by some groups, especially older people of non-white ethnicities, however within this sample, those who said they were involved with Friends groups at Norbury and other parks, or Neighbourhood Associations, were older white participants. No black or mixed ethnicity participants claimed membership to this type of group, though several were actively involved in sports groups using the park. Few white people claimed membership of any sports groups in this park survey, although this has been the case at other parks.

4.1.7 Assessment: Material Characteristics Individual Parks - Existing and Proposed

PROTECTED CHARACTERISTIC	POSITIVE AND / OR NEGATIVE IMPACTS	
Race Issues relating to people of any racial group, ethnic or national origin, including gypsy travelers and migrant workers.	**Negative** Very limited programme of activities/facilities within the park. No sociable seating, no facilities for large groups and limited provision for eating outside (broken picnic table in play area). Dog controls are not enforced in play area (evidence of dog damage), with dogs off leash in all areas. Anecdotal incidence of racism in allotment allocation.	The introduction of BMX has provided a new focus for activity at the park. The proposed masterplan suggests further activities, and introduction of accessible routes more sociable seating, and increased dog control, all proposals supported through engagement.
Sex Issues specific to women or men.	**Positive** Plenty of space not solely dedicated to children.	The face-to-face engagement indicated there may be issues with gender balance more widely at Norbury Park. Fear of crime is a real concern at this park, raised by many during engagement. Actions proposed include the introduction of drinking orders, and action to ensure clear sightlines into and through the park, as well as clustering of activities to increase passive surveillance. Inclusion of a wider range of facilities not solely dedicated to children, for example public gardens, brook, picnic facilities, outdoor gym, and in addition, a wider age range for children's play facilities within the park, can support good gender balance.
Disability Issues relating to disabled people.	**Positive** Opportunity to participate in gardening (for those with allotments), disabled parking possible near park. **Negative** No toilets, paths narrow, very limited opportunity for disabled play.	Increased disabled play will be part of proposals for expansion and renewal of the current play area. Improvements to existing paths and the introduction of new features and an accessible nature circuit will open up options for greater participation in a wider range of activities, and for greater access to nature for people with mobility impairments.
Age Issues relating to a particular age group e.g. older people or children and young people.	**Positive** Physical activity (gardening) suited to older people provided. **Negative** Few seats on paths, broken seats. Play provision for ages 10-18 restricted to sport, very limited provision for older children in play space distant from other facilities, offering little to support families with children of different ages.	Proposals support the increased distribution of furniture including seating and improvements to paths supporting the needs of older people. Expansion of play provision will include a wider age range.
Religion or Belief Issues relating to a person's religion or belief (including non-belief).	**Negative** Dog controls not enforced in play area (evidence of dog damage), with dogs off leash in all areas.	Proposals to increase the number of areas with dog control, and increased activity to support greater passive surveillance.

4.1

PROTECTED CHARACTERISTIC	POSITIVE AND / OR NEGATIVE IMPACTS	
Sexual Orientation Issues relating to a person's sexual orientation i.e. lesbian, gay, bi-sexual, heterosexual.	None recorded.	Fear of crime raised and anti-social behaviour observed during engagement. Actions proposed include the introduction of drinking orders and action to ensure clear sightlines into and through the park, as well as the clustering of activities to increase passive surveillance.
Gender Reassignment Issues relating to people who have proposed, started or completed a process to change his or her sex.	None recorded.	Fear of crime raised and anti-social behaviour observed during engagement. Actions proposed include the introduction of drinking orders and action to ensure clear sightlines into and through the park, as well as the clustering of activities to increase passive surveillance.
Pregnancy and Maternity Issues relating to the condition of being pregnant or expecting a baby and the period after the birth.	**Negative** No toilets and few seats.	Proposals support the increased distribution of furniture and improvements to paths. A proposal for toilets within a new sport hub building was supported in the face-to-face engagement.

CHAPTER 5 - ENGAGEMENT SUMMARY

Introduction: Proposed Engagement Strategy

5.1

Tyréns initially proposed three different engagement methods at different work stages - interviews, workshops and events - to tease out key issues, bring parties together creatively, and help identify where opportunities might reside and what constraints and risks may apply.

The strategy for engagement was based on the foundation of existing resident participation through the borough-wide Croydon Talks Parks project (reviewed at Project Stage 1), and our team's skills and experience in delivering representative stakeholder engagement for our clients. It was conceptualised as moving from the borough-wide scale of the earlier work, to an area-wide scale, and ultimately to a local scale alongside the sequential development of the masterplanning process.

The proposed workstages are described as follows:

- **Stage 1** - Stakeholder Interviews: borough, area, and local stakeholders
- **Stage 2** - Creative workshops for partnership building: area and local stakeholders and invited participants
- **Stage 3** - Events with the wider community: Local events to hear directly from residents both in and beyond the parks to access users and potential users

Methods originally proposed at Stage 3 included traditional 'show-and-tell' with drawings and survey materials in the parks themselves, supplemented by flexible, and targeted mobile consultation (e.g. at transport hubs or retail areas), supplemented by educational events and digital engagement, using social media or similar platforms.

Stage 1 Engagement
Interviews

5.2

5.2.1 Interviews

Face-to-face Interviews were held with the lead cabinet member for the project, Councillor Godfrey, councillors for the six parks, council officers involved in strategy and forward planning, as well as officers engaged in operations for the parks and properties within them. These were held at the council offices in Croydon. There were also a series of telephone interviews to supplement these.

Norbury Park in particular was represented in face-to-face interviews by Councillor Margaret Mansell. Councillor Sherwan Chowdhury, and Councillor Shafi Khan took part in the face-to-face engagement event in Norbury Park.

Emails were sent to publicly available contacts for the park, to the allotments society, Norbury Manor Business & Enterprise College, the secondary school next door to the park, and to the boxing club to let them know about the project, to ask about levels of participation, and to invite comments, feedback and participation in the project going forward. In addition, because of the presence of Norbury Brook, a tributary of the Wandle, contact was made with the Wandle Regional Park, Wandle Trust, and the Environment Agency. Barbara Cawley of the Friends of Norbury Park was contacted, and a face-to-face meeting was held in central Croydon.

A full review of the baseline engagement data from the borough-wide Croydon Talks Parks project was included in the Stage 1 report. As the Croydon Talks Parks survey had been self selecting, the sample was not entirely representative of Croydon's population, and the team proposed to undertake some targeted survey work to ascertain if the sample composition had in any way skewed the findings.

The early survey findings are discussed in full in the report for Ashburton Park, however key findings have significance for all the parks in the study, and so are briefly summarised in section 5.2.2.

5.2.2 Supplementing Baseline Data Key Findings: Equalities Issues

There are characteristic patterns of park use/preference found in the early engagement survey associated with demographic characteristics that are likely to be found in the wider population.

Overall, the most important reason given by participants in our April survey for visiting parks was for children's play or for exercise. The activity finding differs from the Croydon Talks Parks survey, where the most important activity was walking. Our analysis has identified that the likely variation between the two surveys is a reflection of the demography of the sample. The April survey found that gender, age and ethnicity all influence the typical activity in parks.

Young people, men, and people claiming black ethnicities were more likely to go to parks for exercise than for any other reason.

The sample of people claiming Asian ethnicities was quite small (29 returns of various Asian ethnicities), however typically this group visited the park for children's play.

Older people, white people and women tended to prioritise walking in parks. Walking dogs is an activity most typical of older white women.

Demography is also related to dislikes, though the primary dislike for all groups is dog fouling. Anti-social behaviour, litter, the park being 'run down' and poor play provision were all also major dislikes. Significantly more people of BME dislike dog fouling than people of white ethnicities.

Almost half of all people sampled indicated they would be put off from visiting parks because of the thing they disliked. However, people of BME are more likely to be put off from visiting parks by their dislike. When dislikes generally were examined against other equalities criteria, the condition of toilets was found to be significantly more concerning for people with disabilities.

Stage 2 Engagement

Stakeholders Workshop 5.3

5.4.1 Proposed Strategy

The workshops were intended to bring together Tyréns and London-wide stakeholders, like the GLA or the London Wildlife Trust, with local stakeholders such as Friends groups, third sector organisations with various agendas from inclusion, to vocational training, to health, to food production, with ward councilors and representatives of specific constituencies: faith, age ethnicity or disability etc. The idea was to get people who might be partners, collaborators and supporters all together around some early ideas for the parks in their area, looking at exemplar projects in Croydon and beyond, hearing where funding (if any) is available, where there might be opportunities, what policy initiatives might be on the horizon to tap into for support and/or funds. We viewed the workshops as an opportunity to generate interest and support for connections to the wider funding and policy context, and for the areas residents/voluntary sector and our team to look at the bigger picture, as well as think about individual spaces and their specific opportunities. Three workshops were initially planned, one for the north area (Norbury South, Norwood Lake & Grounds), one for the central (Ashburton, Park Hill & Lloyd Park) and one for the south (Happy Valley).

5.4.2 Amendments to Programme

Due to the calling of a general election, the planned programme of workshops had to be amended. As several invitees had already committed to the dates in question it was decided to enlarge the central area workshop to include the northern parks. Many of the issues faced and stakeholders involved were similar. The south area workshop date remained unchanged. There were ultimately two workshops – one for north and central parks on June 13, one for Happy Valley on June 20.

5.3.3 Stakeholder Invitees and Responses

The invited stakeholders included representative of groups, agencies and organisations with an interest in parks or in a particular sector of the community who may not yet be very active in parks in Croydon, but who could become engaged in order to benefit the group represented.

The Greater London Authority, London Wildlife Trust and Groundwork London all agreed to attend and to present regarding green infrastructure and Natural Capital benefits of parks, managing parks for nature and volunteering, and developing greenskills employment programmes in parks and open spaces respectively.

A range of Croydon-wide and local stakeholders were invited to participate. There was space for a total of 50 people for the five central parks, including Tyréns' team. With restricted numbers able to attend, it was decided not to invite all ward councillors, but to focus on community based stakeholders, and to invite the cabinet lead and deputy member for Culture, Leisure and Sport.

Norbury Park stakeholders contacted at Stage 1 all indicated they would like to attend the event, with the exception of Norbury College. Almost all managed to attend on the day. In addition, community organisations including a local residents group, had been made aware of the stakeholder event through local networks, and representatives requested an opportunity to attend.

Norbury Park was well represented at the event, partly due to a parallel project for the park looking at Norbury Brook, under the leadership of the Environment Agency, and partly because of the recent engagements with local people regarding the planned BMX track, which had recently been given planning permission.

A full list of invitees, and attendees is included in the appendices to the report.

5.3.4 Design of Workshops

The approach proposed was firstly to engage stakeholders in a workshop around key themes, to encourage them to think widely about what parks offered and what opportunities for funding might be available, then in a second exercise to encourage them to annotate schematic plans/diagrams of the park they were most interested in.

5.3.4.1 WORKSHOP ONE: THEMES, CASE STUDIES AND PERCEPTION OF CROYDON PARKS

This workshop operated like the game 'Top Trumps'. Each value in the game was represented by a theme. There were cards prepared for use on the table tops that set out the teams' priorities under each theme. A full set of the cards included in the workshop is set out in the appendices. These thematic cards were each linked to a brief presentation by team members or by invited speakers.

The themes were:

- People in Parks – with sub-themes on Inclusion/Equalities, Well-being & Community Building
- Activity in Parks – with sub-themes on play, sport and health
- Climate & Biodiversity – with sub-themes on green connections, air & water quality, sustainable drainage, wildlife and habitats
- Food Education & Training
- Culture & Heritage – with sub-themes on history & heritage, arts programmes, and cultural events
- Funding, with sub-themes on capital costs, volunteering, and revenue funding

Two themes would be introduced by speakers, then seated at tables allocated by Tyréns to ensure a mix of expertise and representatives of a mixture of the parks, the stakeholders were asked to discuss the Croydon Destination Parks in turn, and allocate scores against the themes. A series of case study cards were provided at all tables as examples of the very best in London and further afield in at least one aspect of the different themes.

The score cards were collected and the scores across the various tables collected. The average scores for Norbury Park across all the tables is represented in figure 5.3.1.

5.3.4.2 WORKSHOP TWO

The stakeholders gathered around a table for each park and annotated two diagrams, one with strategic proposals, one which was simply an OS base of the park with trees plotted. The results of this exercise are represented in figure 5.3.2.

5.3

Comments collected on the strategic plan during the stakeholder workshop


Stakeholder workshop

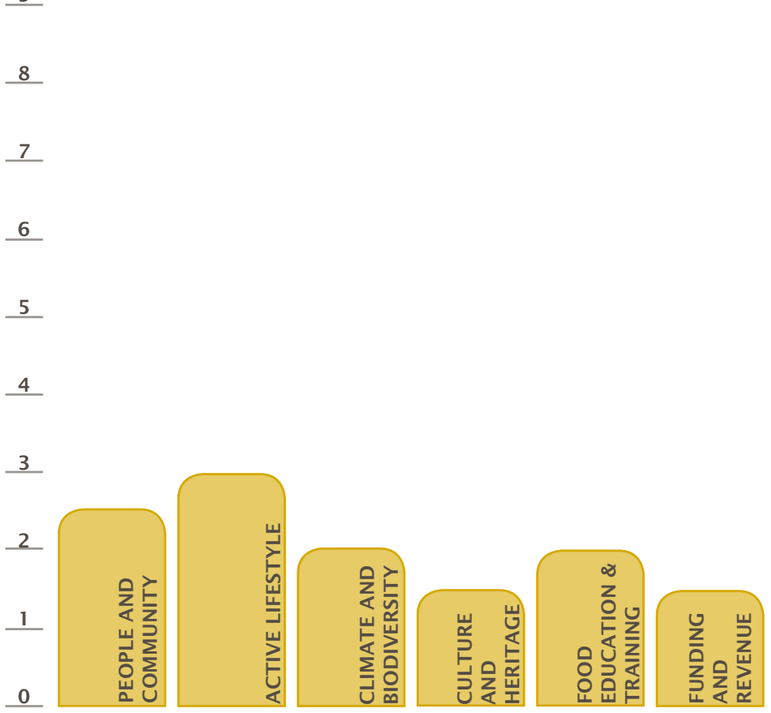


Figure 5.3.1 - Workshop One average scores

Figure 5.3.2 Feedback collected during Workshop Two

Stage 3 Engagement
Events and Design Based 5.4

5.4.1 Objectives and Method

The purpose of the survey was to gauge likely community support for a range of proposals to improve and manage Norbury Park in the long term. The main survey took place between 12 noon and 4 pm on Saturday 19th August, in Norbury Park. The survey team comprised six people with spatial design expertise. The weather was dry and mainly sunny, though not especially warm. Ther BMX track had opened in the morning, and was in use throughout the engagement period, the Friends of Norbury Park set up a table next to our gazebo, and generally the park area and the gazebo were reasonably busy. After two hours, one of the team went out into the surrounding area to gather views and spoke with some local business operators and customers. Five of the survey team remained in the park throughout, three at the main tent, and two circulating around the park to engage with users who did not approach the tent in the first instance. In all, 135 participants responses were collected.

Analysis was carried out using Microsoft Excel. Proposals that were supported were awarded a score of 1. If participants expressed no preference, or did not answer a particular question, a score of 0 was allocated, and if proposals were opposed, the score of -1 was awarded. Relative popularity of proposals overall and by demographic characteristic was then reviewed. Where questions allowed qualitative responses, these were recorded. An analysis of results was made, and reported to the design team to assist in development of masterplan proposals.

5.4.2 Survey Returns

135 participants returns were included in the analysis, with their views recorded on 121 survey sheets (some sheets represented multiple views).

84% of participants lived within 15 minutes walk of the park, and 63% of the 126 participants who answered the question visited Norbury Park at least once a week. 14% of participants who answered were rare visitors the remaining 23% visited between fortnightly and quarterly. Of the 42 participants who answered the question about group membership, 24 people were members of residents associations or Love Norbury, 17 were members of a Friends Group for a park, 13 of these were Friends of Norbury Park (though a few were new members joining at the Friends table set up next to our gazebo in the park on the day). 10 were members of sports groups using the park - either BMX or football, 5 were allotment holders and 4 belonged to other groups locally.

Group membership in our sample was distributed unevenly across ages and ethnicities. Younger people and those claiming non-white ethnicities who answered the question mainly belonged to sports groups, older people and those from white ethnicities almost all belonged to Friends, residents groups or the allotments. There are issues with our sample, notably the lack of older non-white participants, especially those claiming black ethnicities, which make it difficult to robustly generalise from these associations, however indications from this small sample are that those groups most likely to liaise with the council about the park - Friends, residents associations, and the allotments groups - may not be fully representative of the wider area demography on lines of ethnicity or age.

The demographic characteristics of all the participants, where provided, are tabulated and represented graphically in Figure 5.4.1.

The 2011 census identifies Norbury ward as 51% female and 49% male. The gender claimed by participants in our survey shows an under-representation of women compared to men within our sample, which has been reflected on in the equalities impact assessment. Male to female in our survey is 55%:45% compared with 49%:51% in the ward. The gender imbalance for under 18s is the source of the overall imbalance with only two female participants within this age group, compared with 18 male. All other age groups in the sample display a fairly even split of men to women.

There is some representation of the main ethnic groups living locally, and the best representation of younger participants of all the face-to-face engagement days within the six parks, however in combination in particular, age profile and ethnicity within the sample are not wholly representative. At the time of the census, 38% of ward residents claimed white ethnicities, with 24% of the ward population claiming white British ethnicity, c. 7% claimed mixed ethnicities, 28% claimed Asian/ British Asian ethnicities, 25% claimed black ethnicities split around 15%:10% between those claiming a black Caribbean and black African ethnicity.

Of our survey, 50% of returns were from people claiming white ethnicities (35% of total white British), 11% claimed mixed ethnicities, only 14% claimed black ethnicities split almost equally between those who claimed a black British identity, and those claiming black Caribbean, and 15% claimed Asian ethnicities. The survey sample is therefore not fully representative along lines of claimed ethnicity. Around 24% of residents in the 2011 census were under 18, 9% approximately between 19 and 25, c. 30%. aged 26-45, 24% aged 46-64 and the remaining 13% aged over 65.

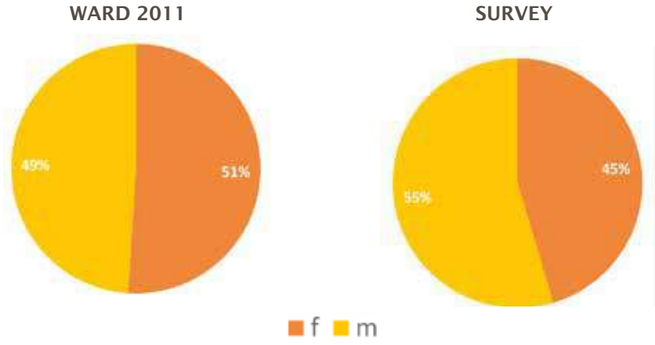


Figure 5.4.1 - Differences in demographics between ONS census and survey returns

5.4

Under 18s are under-represented at around 2/3 of ward levels, however we spoke to many parents of younger children who to some extent will represent the needs of the younger ages that are included in ward statistics. We believe therefore that we are able to claim a good representation of views across the different ages living locally. As discussed above however, when we consider intersectionality between age, gender and ethnicity, we have a less clear picture of the needs of older people of non-white ethnicities, and younger females. Overall, issues of under- or over-representation will be reflected on in the analysis of results.

7% of ward residents claimed an illness or disability that had a serious limiting effect on daily life, and a further 8% claimed a disability or long-term health issue that had a minor limiting effect on daily life (source ukcensusdata.com). There were only 6 participants, c. 5%, who claimed any long-term health issue or disability that impacted their daily life in our survey, compared with an expected level of 15% . In developing designs further, action is recommended to ensure the needs of disabled people and their carers are considered, and work with gatekeeper organisations is recommended.

5.4.3 Key Findings

5.4.3.1 ITEMS THAT WERE WIDELY SUPPORTED

In general there was a greater level of support for all proposals identified in the plan than any opposition to them, and most proposals were very well supported. If all participants had supported a proposal, it would have an overall 'score' of 135. Lower figures do not show high levels of disapproval per se, as if no preference was expressed, the score of 0 was awarded. If all participants had disapproved, the score would be -135, and no proposals put forward at Norbury Park had an overall negative score.

The most popular proposals overall were to create a nature trail around the park (score 119), and to reinstate the brook in the park, for nature and education (118, 119). There is however a great deal of concern about drunks hiding in any planting, and requests to maintain visibility through planted areas. Other proposals with very high approval rates were creating public gardens by the Norbury station entry (101), making a sports hub with toilets (102), and a complete footpath circuit around the park (104).

There was a good level of representation by playground users, with 19 respondents claiming to use the playground often, and 46 respondents claiming to use it sometimes. Generally the current play area was seen as being in a poor condition with non-functioning items, worn paving and drainage issues being mentioned most frequently. A few people felt it was in the wrong place, and some remarked on anti-social behaviour and its use by adults as off-putting. Many of those who did not make use of the play area did not answer any questions about it, and with this in mind, there were relatively high scores indicating support for the expansion of the play offer to a wider age range (58), for inclusion of natural play features (64) and more sociable seating (64). Of those who provided an indication of age range preferences, 31 supported under 5s play, 49 age 5-10s, and 35 ages 10-14 (some indicated a preference for more than one age group).

Several people, including those who did not answer questions about play, were prompted by the question on seating to ask for better seating provision throughout the park.

The creation of an active area for sports clustered around a sports hub building was well supported. The hub proposal was the most popular proposal with under 18s. Moving the MUGA was supported (74); a number of people felt the present location was poor, with limited visibility and low light levels due to tree cover, and its proximity to the rear of the shops resulting in the space being used for drug dealing. There was concern expressed however about the proposed location, particularly by older respondents, over noise for homes nearby. When asked about other facilities, the most popular request was for an outdoor gym and exercise bars, and for creating a running/walking trail around the perimeter circuit path perhaps including distance markings. Several people asked for tennis courts, for football goals, and cricket nets. One or two asked for a skate half pipe. One of the few younger female respondents said they would like to see less male-dominated facilities, and thought that tennis and netball would help to provide more for her and her friends.

Picnic facilities were a little more popular than picnic and barbecue, but these were supported by many, scoring 83. The creation of an events area was the most popular proposal with 19-25s and supported overall across the age groups (85).

While the majority felt there should be a limit on the number of events (39), for reasons of noise, litter, and/or parking congestion, a few people said that the type of event was the main issue, and that something like a farmers market at the town end of the park would be welcome on a regular basis, if part of the area were more hard surfaced.

5.4.3.2 COMMENTS RECEIVED

Space was provided for comments. Most related to concerns over anti-social behaviour, drinking and littering in the park, and requested action by police or council to address this, with for example drinking bans. Some suggested better lighting, including solar lighting for longer winter use, but others had concerns that use at night if encouraged would necessarily be anti-social, and increased activity would mean nuisance and noise.

In response to the suggestion of the active zone, allied with concern over noise for neighbours, was a request for a quiet area for contemplative enjoyment. This was particularly requested by one participant with disabilities, who finds noise upsetting. The visual impact of the BMX track was remarked on, and it was felt by some that the park was becoming all active, dominated by uses for children and young people.

5.4.3.3 CONTROVERSIAL ITEMS

Introducing dog controls was the least supported proposal, however still supported by a majority, with an overall positive score of 34. The low score partly reflects the large number of participants who did not express any preference. There were higher levels of support among BME participants than among white participants, however, even for white participants there were more than two supporting for every one disagreeing.

There was some consensus on location. Suggestions were no dogs on the sports areas, especially BMX, a dog-free area near the play area and a dog-free picnic area. Some suggested the events area to be dog free.

5.4.3.4 EQUALITIES ISSUES AT NORBURY PARK

The survey had a relatively small sample size overall, and there has been discussion over an intersectionality / under-representation which makes generalisability of the less clear cut findings harder to claim robustly as likely to be generalisable within the surrounding area. However there were notable differences in responses to the suggestion of increased dog control that indicate there may be an equalities issue here in terms of access to park space. This would support findings from other research literature, and also the indications from our early survey at Ashburton Park. In our sample at Norbury, the suggestion that a new dog-free area should be created in addition to the dog-free space of the playground was supported by 11 participants who claimed Asian ethnicity, and opposed by only 2, and by 10 participants who claimed a black ethnicity compared with opposition from 3; around 4 people supporting for every one against, however for participants claiming a white ethnicity the numbers supporting the proposal were 26 compared with 14 against, just under 2 to 1.

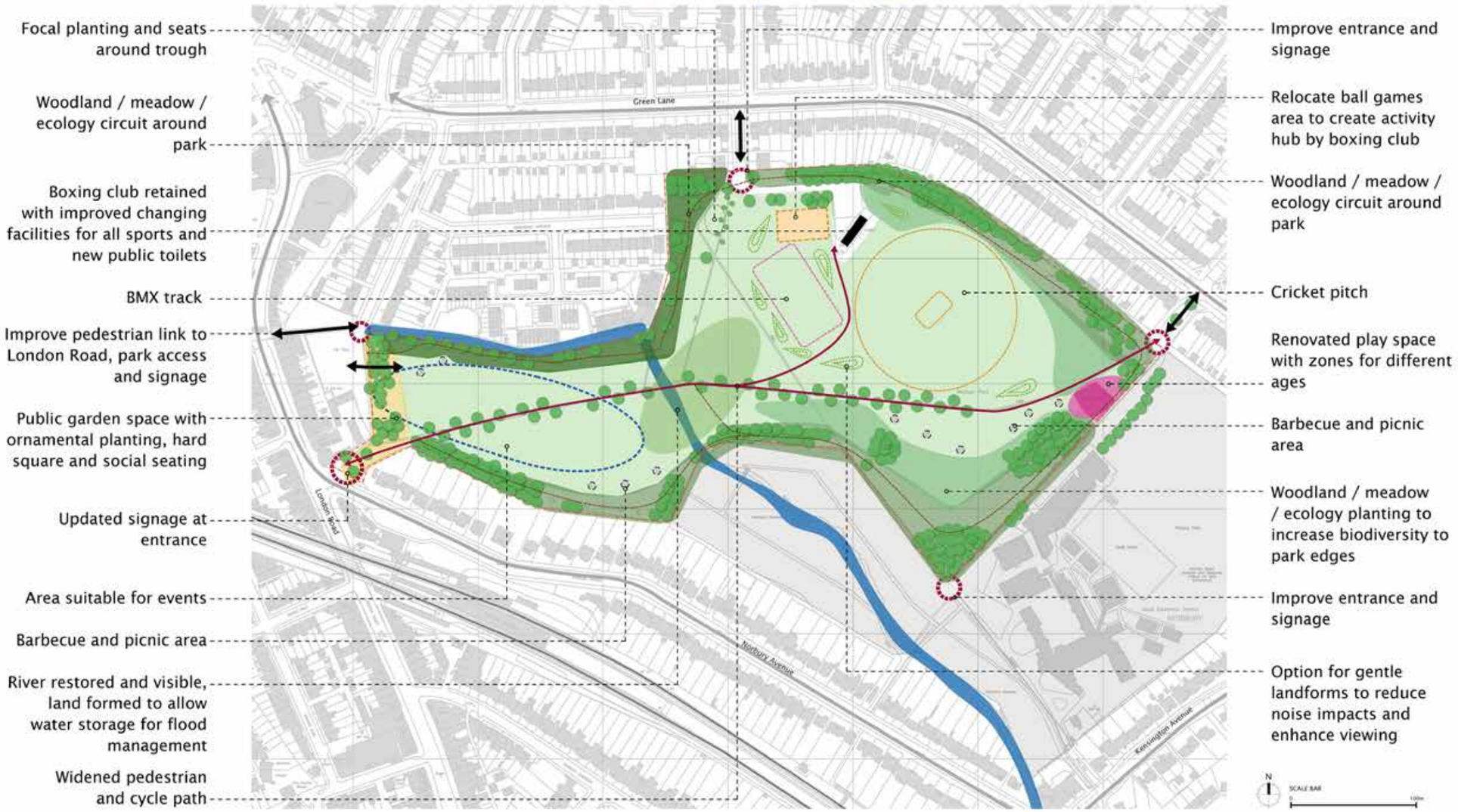
The equalities impact assessment has also identified two further issues that may be impacting on equitable access to open space at Norbury: concerns for safety due to prolonged incidence of anti-social behaviour, which research shows has greatest impact on use of space by those who feel most vulnerable - women, younger women, and older people of non-white ethnicities were under-represented in our sample and are identified in other studies as being among those most impacted by fear of crime.

In addition, there was a request for a quiet area for contemplative enjoyment from a person with disabilities who finds noise upsetting.

The team has reflected on these issues in development of the design of the masterplan for Norbury Park.

Norbury Park

Parks Vision, Design Strategy, 2017



Key plan used during the event and design based consultation

5.4

Norbury Park
Parks Vision, Design Survey, 2017

Norbury Park is one of 6 parks in Croydon included in a pilot project, exploring ways the council can sustain and fund all its parks into the future, as great places for everyone. Can you please look at the plans, and fill in this survey about our preliminary ideas? There is space for your thoughts at the end.

PLANTING

Do you agree that we should create a nature path with more trees and meadow flowers around the park? Agree ☐ No preference ☐ Disagree ☐

Do you agree there should be an area like a public gardens with more decorative planting, and perhaps tables with chess or other games in them, in the park near to Norbury Station? Agree ☐ No preference ☐ Disagree ☐

PLAY

How often do you use the play area now? Often ☐ Sometimes ☐ Never ☐

Do you have any feedback on the play area as it is now?.....

.....

Should we include a wider range of play for under 5, 5-10, and 10+? Agree ☐ No preference ☐ Disagree ☐

If you agree, please say which..**(you can select more than one)** Under 5 ☐ 5-10 ☐ 10+ ☐

Would you like to see more imaginative and natural play features added? Agree ☐ No preference ☐ Disagree ☐

Do you agree it would be good to provide more sociable seating for families inside the fenced play area? Agree ☐ No preference ☐ Disagree ☐

DOGS

Should the play area remain fenced & dog free? Agree ☐ No preference ☐ Disagree ☐

Would you like a dog free area in Norbury Park that is not a part of the play area? Agree ☐ No preference ☐ Disagree ☐

If you agree, where might you like a dog free area? .....

.....

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Norbury Park: Parks Vision, Design Survey, 2017

WATER

Reinstating Norbury Brook as an open stream across the park can help prevent flooding in streets nearby and could create an attractive feature in the park. Do you agree with this idea? Agree ☐ No preference ☐ Disagree ☐

Reed planting can clean the water. Should the stream banks be designed mostly for nature and education? Agree ☐ No preference ☐ Disagree ☐

Should the water feature also be designed to allow paddling? This is popular in some other London parks, like Lewisham. Agree ☐ No preference ☐ Disagree ☐

SPORTS & ACTIVITIES

Do you agree the council should invest /seek grants to improve the boxing club into a 'sports hub' building to provide a high standard of changing facilities to serve all the sports clubs and public toilets for the park? Agree ☐ No preference ☐ Disagree ☐

Do you agree that the ball games court should be relocated near to the boxing club & BMX to make kind of sports activity zone? Agree ☐ No preference ☐ Disagree ☐

If you disagree, tell us where the ball games court should go, and your reason .....

.....

Should we try to improve the grass surface for other sports, like cricket and football? Agree ☐ No preference ☐ Disagree ☐

Are there any other sports facilities or equipment you would like to see provided in the park

.....

Do you like the idea of barbecue stands & picnic tables in some areas? Agree ☐ No preference ☐ Disagree ☐

Would you be happy to see a space equipped for events to help raise revenue? Agree ☐ No preference ☐ Disagree ☐

Should the number of events be restricted ? Agree ☐ No preference ☐ Disagree ☐

If you agree, what is the reason .....

Gentle landforms can provide visual screening, and reduce noise impacts. Would you like us to consider some landform changes to reduce visibility of the sports zone, or noise from an events area for nearby residents? Agree ☐ No preference ☐ Disagree ☐

STRUCTURES & CIRCULATION

Would you like to see better entrance markers, better wayfinding & information signage at the entrances? Agree ☐ No preference ☐ Disagree ☐

Do you agree with the idea of a footpath making a circuit around the park? Agree ☐ No preference ☐ Disagree ☐

Should cycling be allowed on specially widened pedestrian and cycle paths ? Agree ☐ No preference ☐ Disagree ☐

ABOUT YOU
EQUALITIES MONITORING

Croydon council want to ensure our services are accessible to and useful to people from all sections of society in Croydon, and will take steps to address gaps and barriers once we know about them. Answering these few questions will help us to do this.

Your Age **Your Gender**

Are your day to day activities limited because of a health problem or disabilty which has lasted or is expected to last at least 12 months? **Yes ☐ / No ☐ / Prefer not to say ☐**

Your Ethnic Group (See list of groups below) **Prefer not to say ☐**

Asian ethnic groups: British Bangladeshi / Indian / Pakistani/ Chinese , or any other Asian background
Black ethnic groups: Black African / Caribbean / Black British or any other Black background
Mixed/ Multiple ethnic groups : White and Asian , White and Black African, White and Black Caribbean, or any other Mixed/Multiple Ethnic back-ground
Other Ethnic Group: Arab, or Any other ethnic background
White ethnic groups: White English/ Welsh/ Scottish/ Northern Irish/ British, Irish , or any other White background

Are you a member of any user group or club based in Norbury Park? Yes/ No

If yes, which .....

Are you in a residents group locally? Yes/ No

if yes, which .....

Do you live in 15 minutes walk of Norbury Park? Yes/ No

How often do you use Norbury Park?.....

Please use the space below and over for your own thoughts or ideas

Questionnaire used during the event and design based consultation

Online Engagement Analysis

5.5

5.5.1 Online Sample Analysis for patterns of park use, locality and user or other group membership

Two separate batches of online surveys were collated, and provided for analysis. In total 116 people participated in the Norbury Park survey online. The first batch represented responses from 38 participants, but unfortunately, no data was provided from this set regarding group membership, or proximity of residence to the park.

The second set of returns represented views of 78 respondents. 59 answered questions regarding their proximity to the park and 86% of these returns were from people living within 15 minutes' walk of Norbury Park. Of 58 people who provided information on their visit frequency, 23 reported using the park at least weekly, 11 were less frequent but still regular users, visiting between fortnightly and quarterly each year. The most frequent response - 24 respondents - to this question was from those who used the park infrequently, or didn't use it. This is unique among all of the online surveys. Many of these indicated strong interest in seeing the park improved, in terms of its offer, and regarding dealing with perceived anti-social behaviour.

3 respondents identified themselves as members of the Friends of Norbury Park, one participant claimed membership of a football group making use of the park for an informal children's football club. 26 of 60 participants who responded to the question claimed membership of residents groups locally.

5.5.2 Online Sample Analysis against ward demographic characteristics

The returns from the online survey as presented to the team cannot be interrogated to assess links to any demographic characteristic, for example we cannot isolate responses for women for example, we can only know how many respondents claimed these characteristics within the total. This prevents use of this data for identifying any shared issues or preferences for different groups with protected characteristics. However, the two batches have different demographies, and there is some opportunity by looking at each batch separately, to reflect on any similarity with patterns that may have been indicated in the face to face survey, between the weighting of responses and demographic characteristics.

Both online samples are significantly overrepresented in comparison to ward demography by people claiming white ethnicities, who form the majority of respondents in both groups, where white ethnicities were claimed by under 40% in the census, and by older people. In this online survey only one respondent, less than 1% of all returns, claimed to be under 25, when the census found one third of those living in the ward were under 25. The second online sample is over represented by women by 2 to 1. While neither sample therefore can be said to be representative of the ward's demography, the first sample is more gender balanced, has a slightly younger profile, and is more ethnically diverse. For this reason, the two samples have not been amalgamated in the analysis. Unfortunately, the online questionnaire for Norbury did not collect data regarding people's long term health or disability in the same way as other surveys, and though a question regarding disability (q40) is found on the results spreadsheet where a series of questions regarding demography appear to have been repeated there do not seem to be any recorded responses.

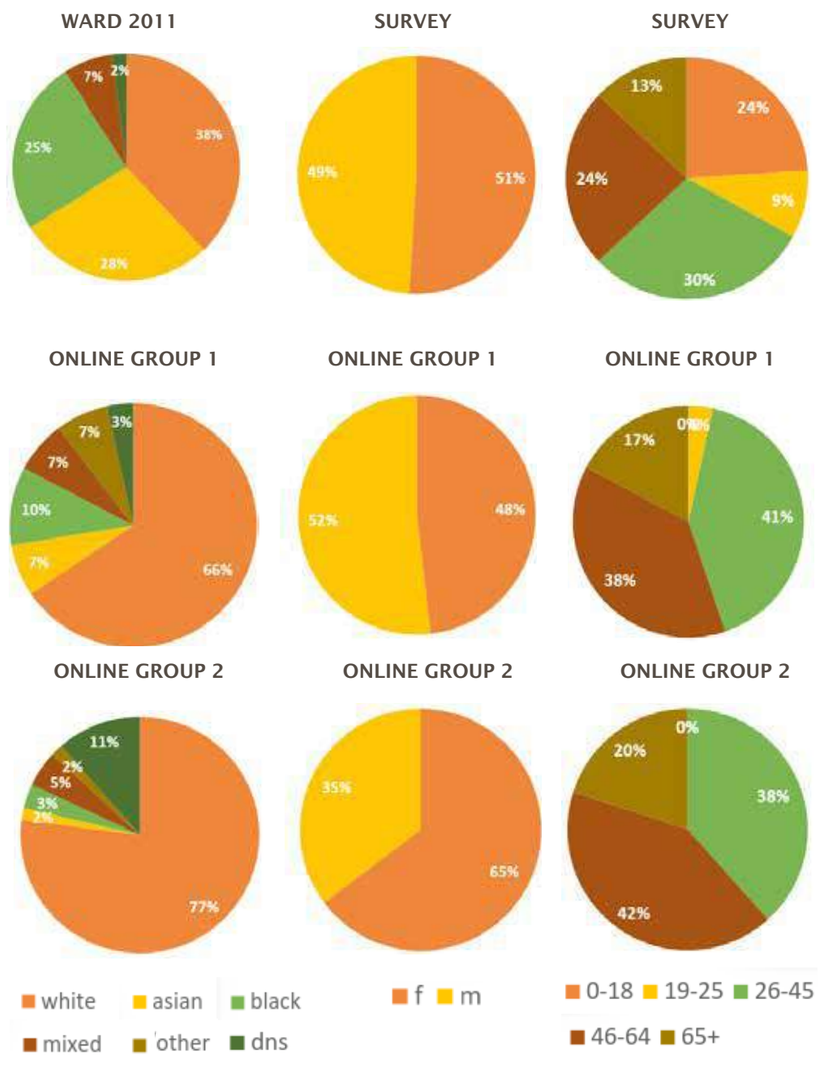


Figure 5.5.1 Differences in demographics between ONS census and survey returns

5.5.3 Comparison between online and face to face survey findings

5.5

The samples are skewed which raises some concerns from an equalities perspective regarding any significant reliance on the survey methodology or findings. There are some differences on what was asked between online and face to face surveys. At the same time there is good representation recorded in one of the online data sets from current park users and members of local residents' groups, who are likely to be concerned by any proposals, and from people who use the park infrequently, and might be persuaded to make more use of it – a target group from the client perspective. The other online group has better gender balance, and is slightly more ethnically diverse, and it was considered possible that this might add value by providing cross comparison across the online groups, even if the data set was incomplete. While keeping in mind the limitations outlined above, analysis is provided below of the online data provided.

5.5.3.1 DIFFERENCES BETWEEN THE QUESTIONS ONLINE AND FACE TO FACE

The online survey for Norbury Park does not ask, nor provide a response to the question "Would you like a dog free area in Norbury Park that is not a part of the play area?" Participants were asked about dog controls only in connection with existing controls at the children's play area. There was also no space provided for free comments for respondents in Group 1. Other differences have been discussed above – online survey group 1 were not asked for details of their proximity to the park nor group membership, and neither group were asked regarding long term health conditions or disabilities within the primary set of questions regarding respondents' characteristics, meaning there is no information regarding the number of people with disabilities or long term health conditions within this sample.

5.5.3.2 GENERAL FINDINGS

The face to face sample had a good representation by age group, and reasonable representation by ethnicity, although there was underrepresentation in that data set of younger women and older people of non white groups when compared with census demography for the ward. The online data set is from a less representative sample, but the findings are generally consistent with the pattern of overall support found face to face.

All proposals were supported online. The most popular proposals overall in the online survey were to retain dog proof fencing on the play area (more strongly supported than in the face to face survey), to create a nature trail around the park, and to reinstate the brook in the park. There was more support for prioritising nature and education at the brook, but allowing paddling was supported by approximately 5 participants for every opposer.

There was some representation among respondents of playground users, but not a large number. 9 respondents across both online groups claimed to use the playground often, and 39 respondents claimed to use it sometimes. Many respondents considered the current play area is in a poor condition, and offers poor/ limited facilities. Some respondents online also felt the play area was in the wrong place. A few remarked on its use by adults as a gym, which they felt inappropriate, and occasionally intimidating. There was support from those who answered these questions for the expansion of the play offer to a wider age range, for inclusion of natural play features and more sociable seating. There was some more support in both online groups for expanding the play offer for 5-10 years, compared with other groups, but improving facilities under 5s and over 10 was also well supported.

The creation of an active area for sports clustered around a sports hub building was well supported equally by both online groups. Moving the MUGA was more controversial for the more gender balanced group 1, but still supported by 3 supporters for every one opposer. Group 2 had five supporting for every one opposing, but more people in group 2 did not have any preference.

When asked about other facilities, the most popular request was for an outdoor gym area and for creating a running/ walking trail around the perimeter circuit path. There were requests for exercise/ climbing bars suited to parkour as well as gym use, and for volleyball and netball, with more than one respondent remarking on the need to provide more for girls and women in the space .

The creation of an events area was supported over all, as was limiting the number of events for similar reasons to those given in the face to face survey, however there was a lot more support for a limit on the number of events in online Group 2, less support and more disagreement with this proposal in the smaller online Group 1. This difference may reflect the slightly younger more diverse demography in Group 1, or may be down to chance.

5.5.3.3 COMMENTS RECEIVED

Only Online group 2 had an opportunity for free comment. There were comments given in other spaces throughout the survey that were more general, and these have also been included here.

- Requests for quieter areas as well as active zones
- Suggestion to reinforce/ establish links to other green spaces, and reinforcing of biodiverse green corridors
- Request for more facilities - functioning toilets, a café, water fountains
- Equality of provision: more gender equity in sports facilities, something for older park users, and consideration for people with disabilities
- Concerns over perceived lack of maintenance of the existing facility -eg existing play equipment broken for long periods of time, littering and fly tipping seen as persistent,
- High level of concern over anti-social behaviour, particularly public drunkenness, and concern over people 'lurking' in vegetation on the parks perimeter.
- A connection between a perceived lack of staffing and anti-social behaviour, linked to requests for staff presence to supervise facilities

5.5.3.4 CONTROVERSIAL ITEMS

The online survey missed the question about creating dog free area outside the play space, which had been supported, but was the most controversial item in the face to face engagement, and identified as a potential equalities issue. Several respondents participating online did ask for dog free areas, and generally for greater dog control in the park, and there was a higher level of support for retaining dog controls in the play area than had been seen in the face to face survey. It may be that this reflects the higher participation in the online survey by those who use the park infrequently, however it is not possible to establish any connection firmly, as results cannot be disaggregated.

5.5.3.5 EQUALITIES ISSUES

The samples are skewed which raises some concerns from an equalities perspective regarding any sole reliance on the online survey methodology in further community engagements, and the inability to further interrogate results limits the value of findings from an equalities perspective. The results do indicate there are perceived issues from an equalities perspective for women. There were a number of responses indicating that park space is in use by activities perceived as male dominated, and that there is insufficient consideration of women's sports. There are also indications that some male behaviours are impacting on women and on other groups. Several participants cited concerns with misuse of the play area as a gym, and expressed fear of presence of groups of males who are deemed unsafe – either drinking, dealing drugs or loitering in quieter/ less visible areas. Research shows this sort of issue has greatest impact on use of space by those who feel most vulnerable, and may therefore limit some groups access to park space for health and wellbeing.

5.5.4 Conclusion

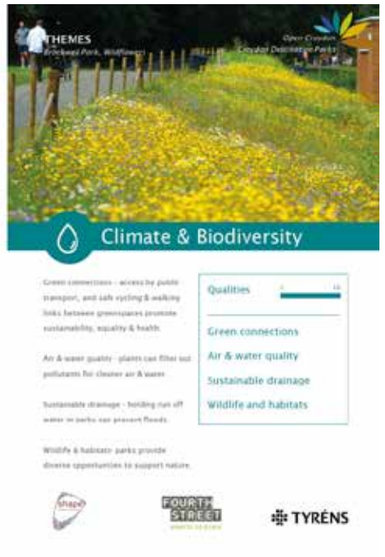
All the proposals for Norbury Park were supported across all means of engagement, face to face and online. The online sample represented views of people who were very frequent park users and a similar number who were rare or former users. Online sampling was not demographically representative, and unfortunately, at Norbury, online results were not able to provide any greater depth or insight than the face to face survey, in part due to some omissions in the online questionnaire.

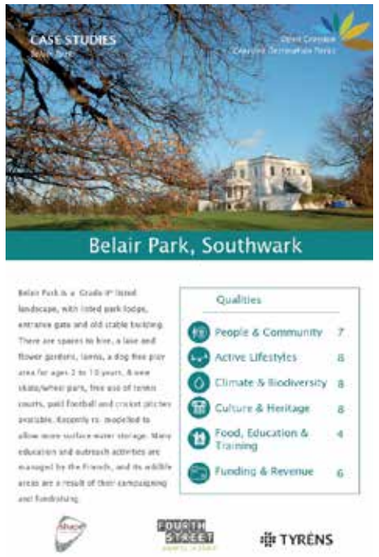
There are reported issues of anti-social behaviour at Norbury Park that many local people would like to see addressed, which has not been as widely reported at the other parks included in this study, and generally there is an appetite to see a more diverse and attractive offer for all at Norbury Park across all the engagement undertaken.

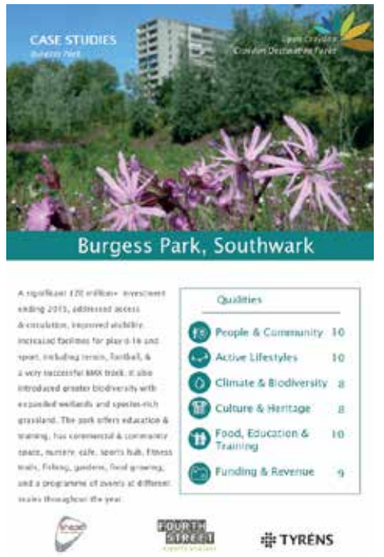
APPENDICES

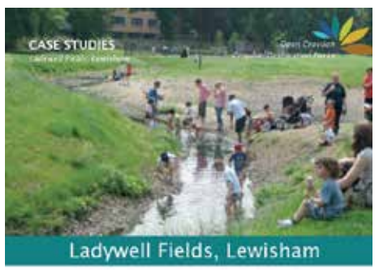
Stakeholders' Workshop

Below are the cards prepared for the stakeholders' workshop. The stakeholders were asked to discuss the Croydon Destination Parks in turn, and allocate scores against six themes: People in Parks; Activity in Parks; Climate and Biodiversity; Funding and revenue; Culture and Heritage; Food, Education and Training. A series of case study cards were provided at all tables as examples of the very best in London and further afield in at least one aspect of the different themes.









Parks Trust, Milton Keynes

The Level, Brighton

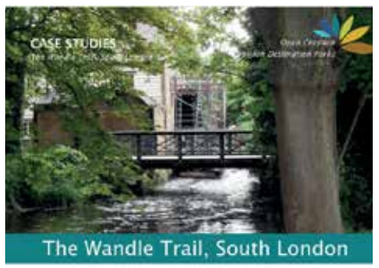
Victoria Park, Tower Hamlets

Ashburton Park, Croydon

Park Hill Park, Croydon

South Norwood Lake, Croydon

Queen Elizabeth Park, Newham



The Wandle Trail, South London

Wandle Park, Croydon

Lloyd Park, Croydon

Norbury Park, Croydon

Standard Letters of Contact

Stakeholders

Below is a standard letter of contact informing stakeholders of the masterplanning process and inviting them to share their views on the future of the park during the engagement and participation process.

Dear Stakeholder,

I am working for a team of consultants, Tyréns, looking at six parks in Croydon, three in the Central Area (Ashburton, Park Hill , and Lloyd), two in north Croydon (Norbury & South Norwood Lake), and one, a country park in the south of the Borough in the Downs (Happy Valley). We wanted to invite you to participate in the project, and to let you know about some stakeholder workshops planned very soon.

Our project's aims, briefly put, are to investigate measures to help all Croydon's residents access all the potential health & wellbeing benefits (including social, environmental and biodiversity benefits) offered by parks, and at the same time, to explore how new revenue streams and voluntary sector activity can support sustainable park maintenance in the context of significant population growth, and diminishing public sector resources in the Borough.

My role is to lead on engagement and participation.

There are several ways to get involved, which I will set out here.

Firstly you can get in touch, via email or by phone, and tell us your views. We are interested to hear how well you feel any of the parks named is currently providing for your organisation, what might be better, what is already good, and any vision for the future you might have. We have been hearing from a range of local and Borough stakeholders and residents already in initial interviews and some early residents survey work.

Secondly stakeholder workshops are planned in a few weeks time, as part of the process of thinking about the best way to secure the future for these parks, and what their potential might be, within a local and a wider context. The proposed dates for the workshops are as follows:

- Central & North Area June 13th 3.00-6.30pm - venue will be central Croydon;
- South Area June 20th 4.00-6.30pm - venue will be near Happy Valley.

Venues will be confirmed imminently.

The workshops are intended to bring together Tyren's team , and London wide actors, like the GLA, or the London Wildlife Trust, with local actors – Friends groups, third sector organisations with various agendas from inclusion, to vocational training, to health, to food production, with ward councillors and representatives of specific constituencies: faith, age ethnicity or disability for example. The idea is to get people who might be partners, collaborators and supporters all together, around some early ideas for the parks in their area, looking at exemplar projects in Croydon & beyond, hearing where funding (if any) is available, where there might be opportunities, what policy initiatives might be on the horizon to tap into for support and/or funds. This is an opportunity to generate interest in and local support for connections to the wider funding and policy context, and for the areas residents/ voluntary sector and our team to look at the bigger picture, as well as think about individual spaces and their specific opportunities.

Thirdly there will be a series of engagement events in the parks themselves (each on one of the proposed dates below) to look at the preliminary ideas, and give people a chance to recommend changes or add support before the plans are finalised. The parks masterplans are to be developed sequentially, and the dates for engagement reflect the order for design development that has been agreed with the council.

- 24/25 June: Ashburton Park
- 1/2 July: Park Hill
- 9 July Lloyd Park
- 29/30 July South Norwood Lake
- 19/20 August Norbury Park
- 9/10 September Happy Valley

If you send a contact name and telephone number, I will call to discuss the project in more detail.

We would really welcome your participation in the project and the workshops. Please confirm if you are interested to participate, and in particular if you wish to attend the stakeholder workshop so I can forward venue details.

Best,

Bridget Snaith

Standard Letters of Contact

User Groups

Below is a standard letter of contact informing user groups of the masterplanning process and inviting them to share their views on the future of the park during the engagement and participation process.

Dear *(User Group)*

I am working for a team of consultants, Tyréns, looking at six parks in Croydon, including (park name). Our project's aims briefly put, are, to investigate measures to help all Croydon's residents access all the potential health & wellbeing benefits (including social, environmental and biodiversity benefits) offered by parks. At the same time, we have been asked to explore how new revenue streams and voluntary sector activity can support sustainable park maintenance in the context of significant population growth, and diminishing public sector resources in the Borough.

As a key user of the park, we wondered if you would like to let us know any issues your organisation currently feel should be addressed with the park, what you currently really like about the park, and any concerns you might have about any changes to (park name). Any comments ideas or concerns you have will be included in our thinking.

We are also trying to understand who currently is using the park now, as part of an equalities assessment. We don't know what your membership is like, and we would very much like to know from you a little about the numbers using the (club facility), and some information for our equalities assessment - would you be able to provide an overview of your membership from different age groups (0-18, 19-34, 35-54, 55-64, 65+), if you have any members with disabilities, and roughly what percentage of your members are from Black or Minority ethnicities?

We will be coming to *(park name)* on *(engagement date)* with a preliminary design based on the views we have heard from everyone, and on opportunities we think there are to broaden the appeal and support funding for the park. We will want to hear from people what they think. We can send information to you directly for your members to provide their feedback, if you provide a contact email? We will notify you of precise timing closer to the date.

If this seems a long way off, there will be a stakeholder workshop in *(workshop detail)* as part of the project, aimed primarily at groups (like Friends Groups, residents associations) who might interested in perhaps a broader role in overall park management, in seeking funding for projects, and thinking about how parks can meet a range of different agendas, around health, environmental quality, food growing/green skills, nature conservation and the like. Groups with an interest across Croydon will also be represented.

This is more of a strategic thinking event about parks, rather than something dealing with day to day issues. If your group wish to be involved in this event, please contact me on bridget@shape.eu.com, and I will provide details of time and venue. If there was a group that represented all *(group type)* in Croydon with which your club is affiliated, this might be a more appropriate participant (could you provide a contact?), however, you are welcome to attend. Do rest assured though, that it is not essential for you to attend this event for your views as park users to be part of the process.

I look forward to hearing from you,

Bridget Snaith

Stakeholder Contact Record

Norbury Park

	STAGE 1 INPUT	STAKEHOLDER INVITE	EVENT INVITE	COMMENTS
NORBURY PARK				
Friends of Norbury Park	Email and meeting	Yes	Yes	Have had five telephone conversations, issued additional questionnaires, and two meetings. Friends plans given to team for review/inclusion.
Norbury Manor Business & Enterprise College for Girls	Email and telcon	Yes	No	
Kensington Avenue Primary School	On break at engagement date	n/a	n/a	
Norbury Mosque	Contacted re engagement day	n/a	n/a	
St Oswalds Church	Contacted re engagement day	n/a	n/a	
Sree Swaminarayan Temple (In Lambeth)	Contacted re engagement day	n/a	n/a	
St Bartholemew Catholic Church (In Lambeth)	Contacted re engagement day	n/a	n/a	
Allotments Committee - Val Jarvis	Email and telcon	Yes	Yes	
Croydon Boxing Club	Email and 2x telcon	Yes	No	Sent information in advance of engagement day specifically regarding proposal for sports hub. Strong support for idea.
Pollard's Hill Residents Association	Email	No response		
Scot's Estate	Email	No response	No response	
Norbury Green Residents Association	Email and telcon	Yes	No	
Norbury Village	Email	Email	Yes	Sean sent through results of work with local primary school regarding play, and has exchanged several emails with the team.
Love Norbury	Email	Email	As Norbury Green RA	
Wandle Valley Regional Park	Email and telcon	Yes	Yes	
Wandle Partnership	Email and telcon	Yes	Yes	
Environment Agency	Email and telcon	Yes	Yes	Also attended Engagement Day.
Rebecca Buckley, friends of Norbury Manor Farm Nature Space	Self selected contact		Yes	

Stakeholders Workshop Attendees:

- **Wandle Regional Park:** Dan Cudmore and Su Morgan
- **Environment Agency:** Peter Ehmann and Clive Medley
- **Wandle Partnership:** Tim Longstaff
- **Friends of Norbury Park:** Barbara Cawley, David Cawley and Barry Stroud
- **Norbury Village:** Sean Creighton
- **Norbury Allotments:** Val Jarvis

	STAGE 1 INPUT	STAKEHOLDER INVITE	NUMBERS TO ATTEND	EVENT INVITE	COMMENTS
STRATEGIC LONDON/ CROYDON GROUPS/ORGANISATIONS FOR EARLY CONTACT/DISCUSSION					
Greater London Authority Peter Massini – Katherine Grayson	Invited email	Invited email	1		Presentation made by green infrastructure lead officer Katherine Drayson
London Wildlife Trust - Matthew Frith	Invited email	Invited email	1 & Happy Valley		Presented to stakeholders
Siri Guru Singh Sabha Gurdwara Croydon (Sikh Temple)	Contact for input	n/a	n/a	Contact with dates	No response
Age UK Croydon	Invited email	Invited email	No response		
Croydon BME Forum	Invited email & telephone	Invited email & telephone	No response		
Croydon Voluntary Action	Invited email & telephone	Invited email & telephone	Chrisitne Double (1) Leigh Armstrong to attend for Waterside centre only		
Groundwork London - Graham Parry	n/a	Invited email & telephone	1		Presented to Stakeholders
Croydon Disability Forum	Invited email	Invited email	No response		
Asian Resource Centre Croydon	Invited email	Invited email	No response		
London Bat Group	Via Meike		1		
Crystal Palace Transition Town	Invited email	Invited email	No response		
Wild In the City	Invited email	Invited email	1 & Happy Valley		Beth attended workshop 1 and asked to be updated on project progress
Lives not Knives	Invited email	Invited email	No Response		
Street League	Invited email	Invited email	No Response		
Forest Schools	Via Meike	Via Meike	1 & Happy Valley (?)		Represented by Andrew Williams at Happy Valley Workshop, by Meike Weiser at Central & North Workshop
Mind In Croydon	Invited email & phone	Invited email	No Response		
London Play	n/a	Invited email	1		Attended by Croydon based playworker, asked ot be kept informed of project progress.
Unique Roots	Invited email	Invited email	No Response		
Centre of Excellence for Sensory Impairment	Invited email	Invited email	No Response		
Croydon beekeepers	Invited email	Invited email	No Response		

TOTAL STRATEGIC CONFIRMED FOR STAKEHOLDER EVENT: 7

	STAGE 1 INPUT	STAKEHOLDER INVITE	NUMBERS TO ATTEND	EVENT INVITE	COMMENTS
CROYDON COUNCIL					
Bartholomew Wren Regeneration Manager, Couldson Area in particular bartholomew.wren@croydon.gov.uk	n/a	Invited meeting	Happy Valley		Workshop
Mary Ann Winterman Senior Service Development and Policy Officer Can advise on masterplanning projects and many park matters maryann.winterman@croydon.gov.uk	n/a	Invited meeting	Happy Valley and Central Cluster		Workshop
Officers Andrew Williams Senior Environmental Services Officer Andy can advise on boundaries, allotments, and Happy Valley in particular Andrew.williams@croydon.gov.uk	Invited email & meeting	Invited meeting	Happy Valley		Workshop & Interview
Meike Weiser Community Conservation Partnership Officer Meike can advise on Friends Forum and engagement in/ around parks meike.weiser@croydon.gov.uk	Invited email & phone	Invited email & phone	1 (& Happy Valley?)		Workshop
Xander Beck Xander can advise on the Outdoor Play Pitch Strategy and sport specific intel e.g. tennis Xander.beck@croydon.gov.uk	Invited email & meeting	Action			Interview participant
Alison Plant Development & Technical Officer Alison can advise on parks pavilions and specifics around Norbury BMX Alison.plant@croydon.gov.uk	Invited email & mtg	n/a			Interview participant
Paula Murray Creative Director Paula can advise on events cabinet reports and future events in parks paula.murray@croydon.gov.uk	Invited email & meeting	n/a			Interview participant
Steve Iles Director of Streets steve.iles@croydon.gov.uk	Invited email & meeting	n/a			Interview participant has attended ongoing project meetings
Paula Hunt Events Operational Officer Paula can advise on current events in parks paula.hunt@croydon.gov.uk	Invited email & meeting	n/a			Interview participant

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TYRÉNS