



# Croydon Destination Parks Masterplanning South Norwood Lake and Grounds

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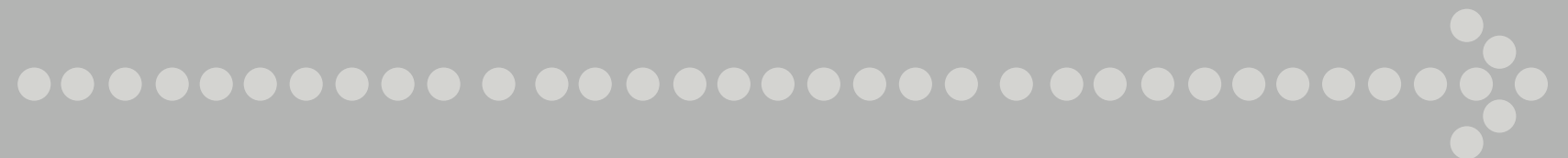
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## \\ Introduction

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 diversity and contrasts. Its residents speak more than 100 different languages, 45% of the population is from a black or minority ethnicity background, 25% is under 20 years old, and the population over 65 years of age is increasing. The London Borough of Croydon is also in the midst of an exciting transformation: new investment in retail, housing, education and public realm is rapidly reshaping the character and spirit of the borough.

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

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. This is further reflected in the provision of parks, with over 50% of the borough's residential areas rated as deficient in access to all forms of open space.

It is in this context in which 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. At the time of writing, the council faces financial pressure and a reduction in public subsidy for parks and open spaces. This has resulted in difficulties keeping a high standard of management and maintenance across the borough's parks, and 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 the parks keep playing a crucial role in improving health and well-being.

### 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 and Grounds, Norbury Park and Happy Valley Park, reflecting different typologies of parks found throughout the borough.

The purpose of the 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 six parks selected as part of the pilot, 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 South Norwood Lake and Grounds (park 4 of 6).

The report sets out a baseline context, vision and masterplan proposal for South Norwood Lake and Grounds, 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 South Norwood Lake and Grounds 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)

### 5. Project Programme

The early stages of the project - March to May 2017 - were dedicated to understanding the sites and parks context. During this period structured stakeholder interviews were also carried out by the consultant's 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 preparation of masterplans has been as follows:

- May - August 2017: Ashburton Masterplan Preparation
- July - August 2017: Park Hill Masterplan Preparation
- August - September 2017: Lloyd Park Masterplan Preparation
- September - October 2017: South Norwood 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 inputting to the project include landscape architecture, urban design, management consultancy and community capacity building. Working with the council's team, Tyréns' approach has centred around people, their needs, their habits and their visions to inform the design of urban space. Tyréns' goal is to enhance healthy lifestyles and cultural spaces whilst protecting the local ecology and rich urban heritage.

# //Executive Summary

A substantial body of data has been collated, reviewed and interpreted to set the vision for the South Norwood Lake and Grounds 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 South Norwood Lake and Grounds and summarises the key issues and opportunities arising.

### // Mapping Progression

A historical summary and mapping exercise reviews the evolution of the park. South Norwood Lake is a 200-year-old reservoir originally built to supply the Croydon Canal. Surviving the closure of the canal, the reservoir remained a leisure feature. The site was adopted piecemeal by Croydon Council from 1932 to 1969.

### // Field Survey

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

- South Norwood Lake is located in the north of the borough, where there is a general lack in open spaces
- The park is supported by a strong community and user groups involvement;
- It is easily accessible by train and by bus but the railway line separates the park from residential areas to its east
- The park offers a wide variety of environments such as open water, amenity grass, meadow, wetland, woodland and amenities such as fishing, sailing, tennis, bowls, children play, trim trail, food and beverages
- It is in overall good condition with well-kept facilities

The Opportunities and Constraints analysis of the park shows that:

- South Norwood Lake features a number of assets such as its lake, biodiversity, amenities and history, that can be further strengthened
- The park benefits from many uses and can capitalise on community building and pride
- The park lacks legibility and accessibility
- Some facilities throughout the park do not operate at the highest quality standard

### // Park Management and Operations Context

This section describes the landscape and conservation designation of South Norwood Lake 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 special green hub: the masterplan strategy will aim at strengthening the unique character of South Norwood Lake, improve its structure and better display its key features in order to attract new visitors while catering for the daily needs of all its users.
- People, community and activation strategy: all the existing facilities could be retained and refreshed. The creation of a new sport hub, a nature trail, a community garden and the schedule of events on the cricket pitch would provide new activities in the park. The play area could be expanded with natural play elements and a toddler space.
- History, local character and special features strategy: the lake should continue to be the primary and most iconic feature of the park, surrounded by a activity hub where most of the activities could be happening. The woodland could be the second key space of the park, dedicated to biodiversity and restorative uses of the open space.
- Sustainability strategy: improvements to the lake's water quality, the management of the woodland for biodiversity, the creation of new habitats along the railway line and the creation of a community garden would support a sustainable future for the park.

### // Masterplan Concept

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

- New sport hub
- Small events field
- Community garden and growing space
- Restoration of the exercise trail
- Expanded play area
- Woodland nature trail
- Woodland managed for biodiversity
- Restoration of the paths and platforms around the lake
- Improvements to water quality of the lake
- Access route to sport hub
- Improved entrances and pedestrian access to the park
- Dog-free areas

### // Access and Information Recommendations

The first part of this section details the access strategy for the park. It aims to strengthen the role of the entry point on Woodvale Avenue as the main and prominent entrance to the park. Two new entrances could be created, to the events field and by the Education Playing Field, along with the creation of a new path linking the sport hub and completing a circuit around the park.

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

## Chapter 3 - Funding 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 South Norwood Lake and Grounds

This section considers the financial implications of any masterplan concept and ideas proposed to South Norwood Lake and Grounds. 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 South Norwood Lake and Grounds

This section considers opportunities to generate additional net income for South Norwood Lake and Grounds: new commercial leisure concession(s), 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 of: 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 proposed three different engagement methods at different work stages: 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 South Norwood Lake and Grounds in the long term. The key findings were that proposals for biodiversity, events, sport hub and nature trail were the most widely supported. Introducing dog controls was the least supported proposal, however still supported by a majority.





## CHAPTER 1 - PARK ANALYSIS







# Introduction

# South Norwood Lake

# 1.1

## 1.1 Introduction

South Norwood Lake and Grounds is a 16.63 hectare park, including a 2.83 hectare lake.

On its west and south sides, the park is mostly bounded by the back of the private gardens located along Auckland Road and Woodvale Avenue. On its eastern side, South Norwood Lake is bordered by a railway.

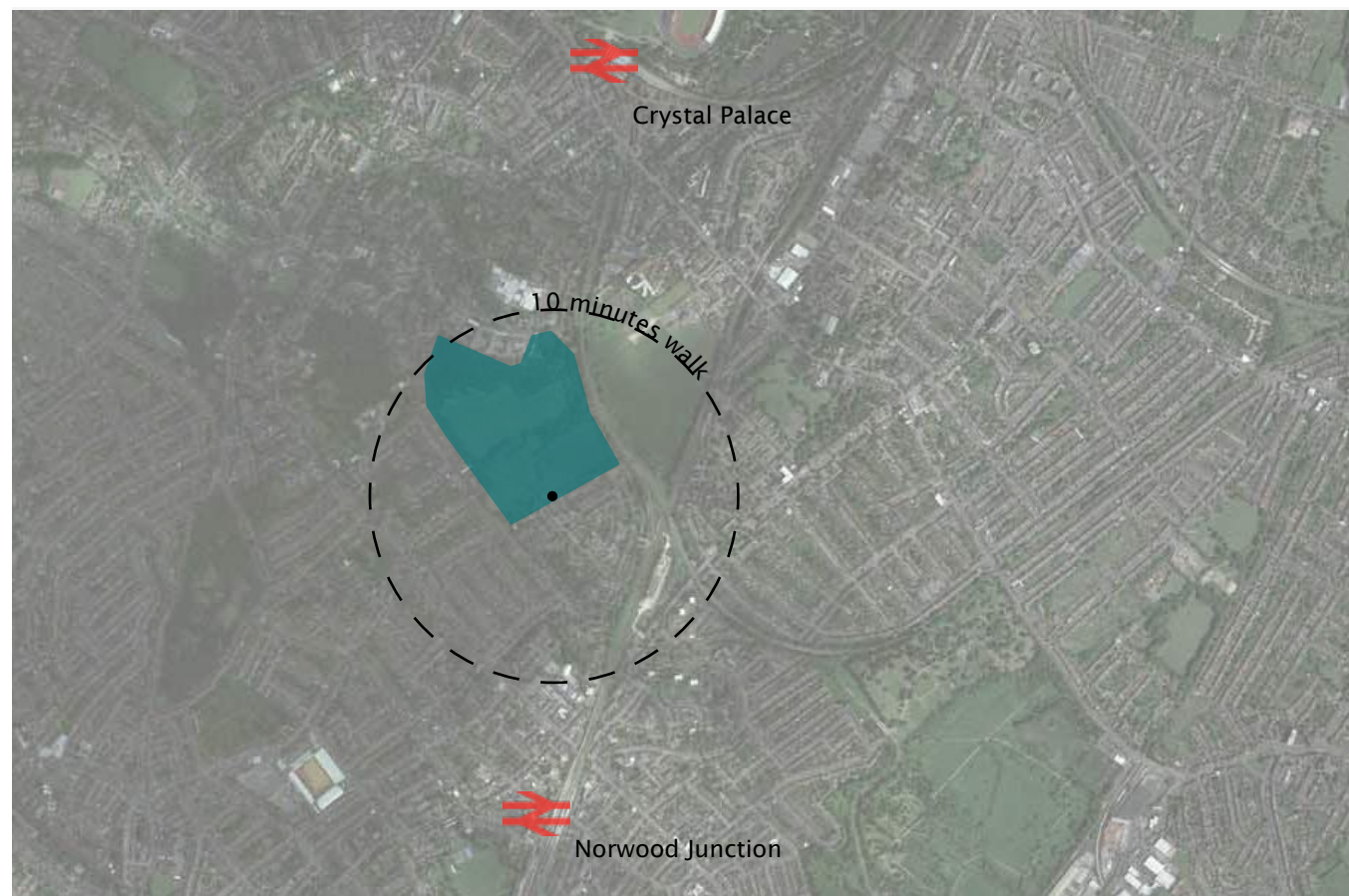


Figure 1.1.1 Location of South Norwood Lake and Grounds within Croydon

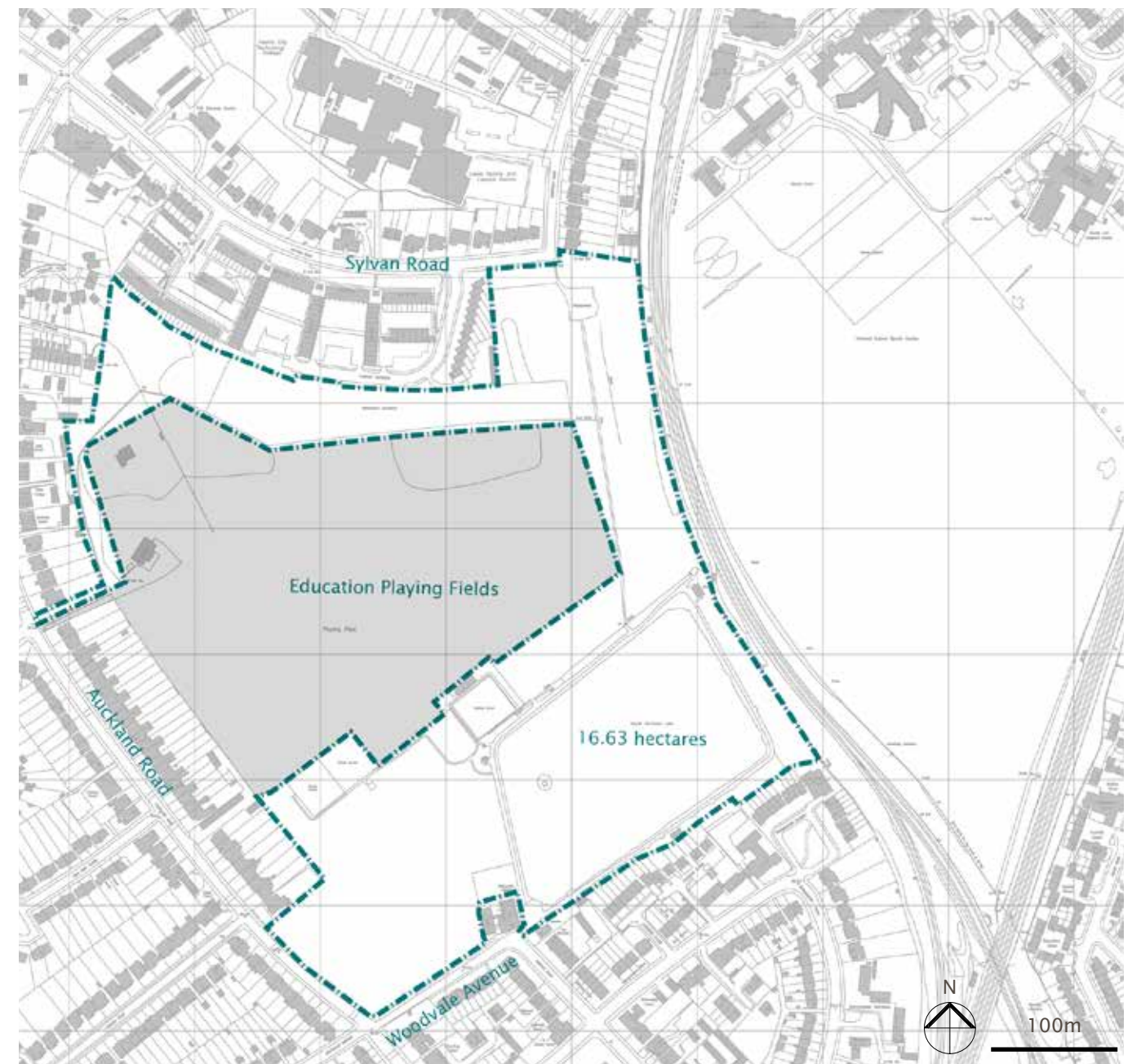


Figure 1.1.2 Boundaries of South Norwood Lake and Grounds



# Mapping Progression

## 1.2

### 1.2 Historic Summary

Originally part of Norwood Common, the 'lake' is a 200-year-old reservoir built to supply the Croydon Canal, which ran from the Surrey Docks at New Cross and built by John Rennie. The canal opened in 1809 and closed in 1836 and its course converted to the London-Croydon railway. The reservoir was one of two that kept water levels high in the canal along its course. It was fed by springs rising on the hillside where gravel meets London clay. The reservoir is 18 feet-deep at its centre, with no shallows. It has excellent fishing stocks and the park has a long history of angling since the Croydon Canal Company raised additional money through fishing licences.

Surviving the closure of the canal (1836) the reservoir was left derelict but remained a leisure feature for bathing and angling. The site was restored in 1881 by the Norwood Sports Club and used for fishing, swimming and skating. The club was formed by Alfred Steer, Lord of the Manor, who leased sixteen

acres of land including the lake and cricket field, and in 1888 leased a further thirty seven acres from the Ecclesiastical Commissioners who then owned the land. The club became the largest tennis club in the world with fifty-four grass courts and was a focal point of the planned Steer residential suburb, although this was only partially completed.

From 1932 the site was adopted piecemeal by Croydon Council as a public park and the lake has become the home of Croydon Sailing Club (formed 1955). In 1969 all the grounds, cricket field, tennis courts and bowling green were opened to the public.

#### LOCAL AUTHORITY AND STATUTORY DESIGNATIONS

- Metropolitan Open Land
- Part of the site is a Site of Nature Conservation Importance
- Local List of Historic Parks and Gardens - sufficient layout and features evident to reflect design and important in local context as one of Croydon's two reservoirs for the Croydon Canal
- Due to its capacity the lake is a registered reservoir under the Reservoirs Act 1975



Sylvan Road



Lancaster Road



South Norwood Cricket Ground, Edwardian era



South Norwood Lake, Skylark Boat, 1940s

# \\Phases

# 1.2

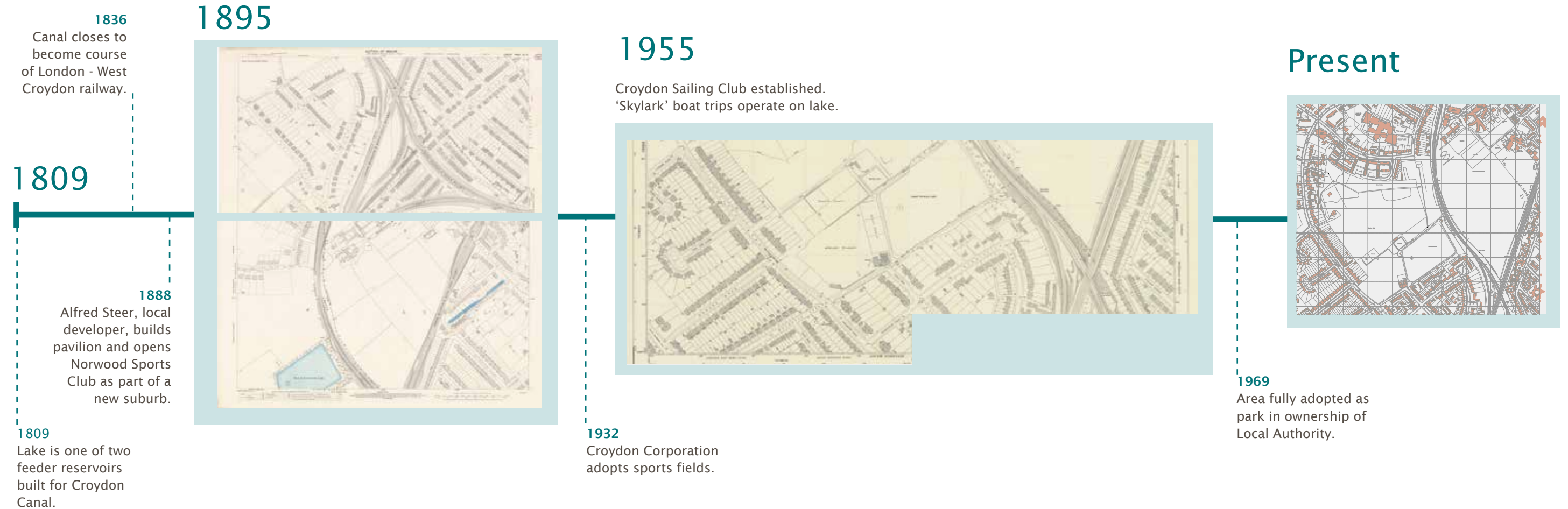


Figure 1.2.1 Timeline of South Norwood Lake and Grounds history

# Site & Context Analysis

## 1.3

### 1.3.1 Neighbourhood Character

The park is located in South Norwood, north of Croydon Town Centre between Upper Norwood and Addiscombe. The area is centred around its District Centre and Norwood Junction station and supports a diverse residential population. There are no designated employment areas outside the district centre, which has a mix of uses.

South Norwood hosts six schools, a library, swimming pool and Stanley Concert Hall. It has a relatively high public transport accessibility, Portland Road and South Norwood Hill being the main north-south links through the area. Nevertheless, the railway and Selhurst train depot, having only three crossing points, cut the area and create a barrier to east-west movement.

The immediate environs of the park feature a mixture of dense urban housing dating from Victorian up to the present day, schools, public amenities and a wide range of small businesses. The predominant residential housing types in South Norwood are Victorian terraced houses and cottages and large Victorian / Edwardian houses on relatively small plots.

Regarding open space provision, the north of the borough is generally lacking in open space compared to the south of the borough. South Norwood hosts three parks, a recreation ground and other smaller historic open spaces.

### 1.3.2 South Norwood Lake Uses

The park is supported by a strong community involvement and is regularly used by the following groups:

- Waterside Centre
- Cricket Club
- Croydon Sailing Club
- Croydon Youth and Schools Sailing Association (CYSSA)
- Bowling Club
- Fishermen
- Birdwatchers

Other park users come to South Norwood Lake and Grounds for walking, picnics, viewing the lake, walking the dog or use the play area. Local schools located in the vicinity of the park also come for sport education and sport days.

During the summer months the park is a popular location for informal sports.

Finally, the park is used by local residents and school children as a cut-through.



Street surrounding South Norwood Lake



Street surrounding South Norwood Lake



Street surrounding South Norwood Lake



## 1.3.3 Access and Connectivity

South Norwood Lake and Grounds is easily accessible either by train from Norwood Junction railway station (approximately 1/2 mile away from the site) or by bus (410 bus Croydon to Crystal Palace) that stops in Auckland Road. The bus stopping near the bottom of the hill, provides some accessibility to mobility impaired without vehicles. There is no car park dedicated to the park, but on-street parking is free around the park.

The trainline, located on the east side of the park, separates it from residential areas to its west and restricts access for visitors from the east (Borough of Bromley). The nearest crossing points are in Penge Road to the south and Anerley Road to the north.

South Norwood Lake and Grounds are situated off Woodvale Avenue, Auckland Road and Sylvan Road. The main entrance is off Woodvale Avenue whilst secondary entrances to the site can be accessed from Auckland Road and Sylvan Road. Access from Auckland Road is down a tarmaced roadway opposite Cypress Road and through the woodland. On Auckland Road a pedestrian gate also provides access to the park during summer months when ground conditions permit. On the day of our site visit, some informal access was evident in the woods from the housing above.

The park features an overall good level of accessibility, a network of pedestrian tarmac paths linking the main areas of the park. However, due to its topography there are some areas that are not accessible to the less mobile park users, in particular the play area.

A more natural crushed hardcore path makes up the route through the wetland area, alongside the nature reserve and to the tennis court and games court. Informal paths thread through the woodland area and are therefore not suitable for the less mobile users. The condition of the paths varies from good to acceptable given that the majority of path around the lake is on ground made up of London clay and therefore subject to 'land movement'.

Around the lake, the lack of maintenance gates incorporated into the existing metal railings creates a boundary between the banks and the path.

The park is open from 8am to dusk. Nevertheless, the opening time has become erratic according to recent users complaints.

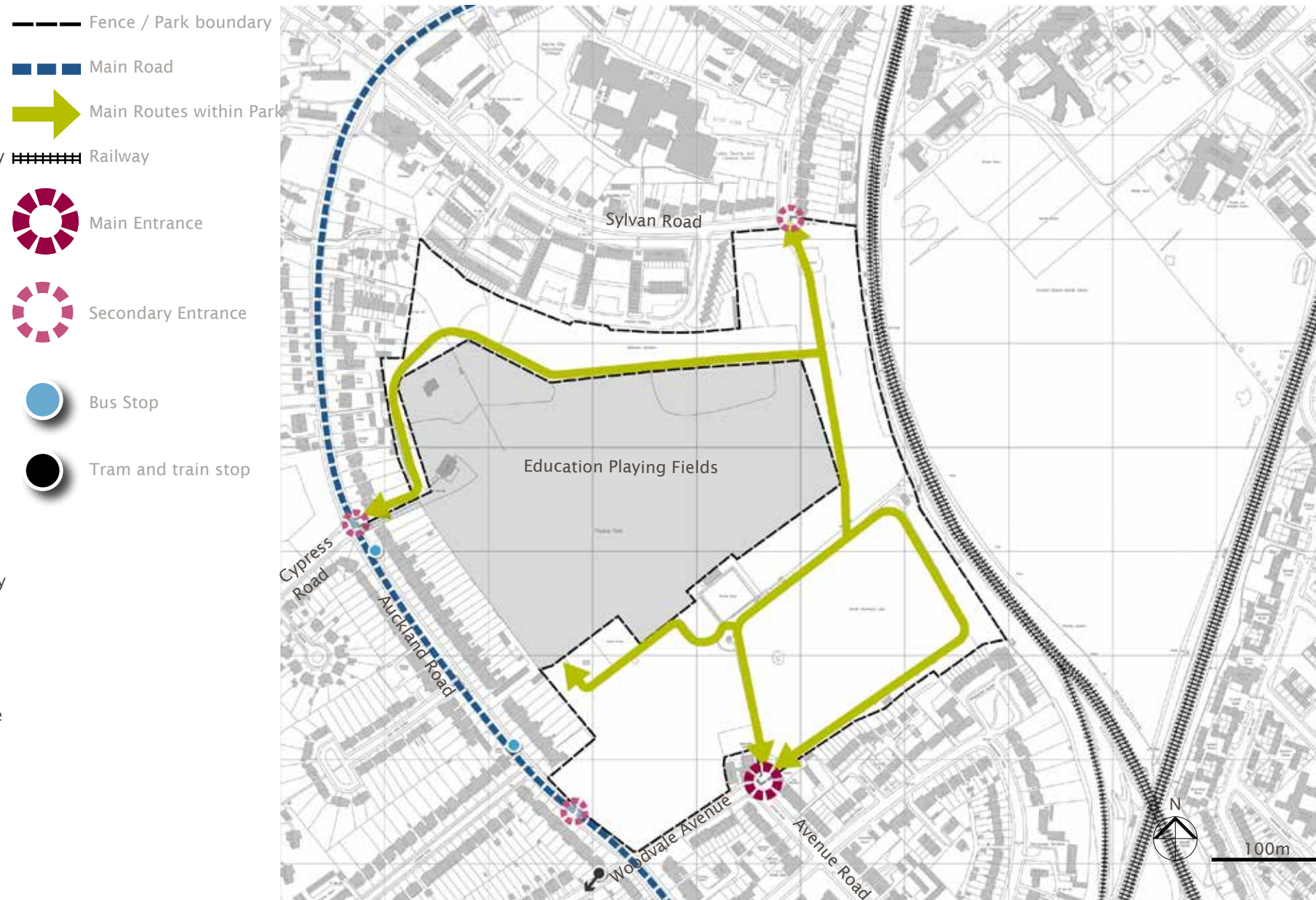


Figure 1.3.1 Existing access and connectivity situation at South Norwood Lake and Grounds



### 1.3.4 Landscape and Architectural Features

South Norwood Lake and Grounds offer a wide variety of environments such as open water, amenity grass areas, meadow areas, wetland areas, woodland and amenities including sailing club, fishing, tennis, bowls, cricket pitch, children's playground, trim trail, etc. It is the only green open space in Croydon to have its own purpose built lake.

The entire park slopes gently up toward north, except for the sport pitches and tennis courts, which sit on land purposely levelled for sport. It can be divided into the following areas:

- **The Lake and its environs**

The lake (2.83 hectares) dominates the site and is the largest area of surface water within the borough to offer fishing and sailing facilities. The main entrance to the lake is located at Woodvale Avenue. A viewing platform constructed of decking and oak balustrades provides further views across the lake. Several fishing platforms and a jetty belonging to the sailing clubs are located along the banks on the lake. The lake also features two man-made islands on its north-west corner. This area hosts the Rangers Office building on the north-east corner of the lake and a refreshment kiosk. Finally, this area hosts a boat hoist dating back to 1930s.

- **The Children's Playground and Wetland Meadow**

Located on the north-east edge of the park by the Sylvan Road entrance, this area has a more natural and hidden feeling, composed of a wetland and grassland area with wildflowers. It hosts the children's playground and the trim trail.

- **The Woodland and Nature Reserve**

Located on the northern part of the park, the relatively mature woodland is predominately composed of oak, silver birch, salix, bramble, elder and hawthorn. A drainage brook runs through the woodland. This part of the park is very tranquil and has a naturalistic feeling.

- **The Education Playing Field**

The Education Playing Field (football and cricket), leveled in the 1960s, is located south of the woodland and is accessible by the Auckland Road entrance. A grassland forms an edge between the playing field and the adjacent woodland. A boundary fence, in poor condition and breached, separates the playing field from the rest of the park.

- **The Cricket Field, Tennis Court, Basket Ball Court and Bowling Club**

Located on the south-west corner of the park, this area hosts most of the playing and leisure amenities of the site. A number of mature and semi-mature trees run along the edge of this area, by Auckland Road and Woodvale Avenue. This area is highly visible from the different entrances of the park.

The Waterside Centre, however, not within the boundaries of the park, represents a valuable focal point of aesthetically, architectural and historical interest.



Figure 1.3.2 Existing landscape character areas at South Norwood Lake and Grounds

### 1.3.5 Ecology and Arboricultural Context

The ecological interest within the park is primarily found around the lake. The only other large area of open water in the borough being located at South Norwood Country Park, South Norwood Lake is an extremely valuable asset to the community. Moreover, the lake provides shelter for resident and visiting wildfowl, mainly the dominant Canada geese.

Nevertheless, the water quality in the lake is poor due to its high contents in rich nutrients. The resulting problem of eutrophication and blue green algae proliferation during the summer months provides a constant threat to the lake and creates an ecological imbalance. A total of four aerators have been introduced at the western end of the lake to help maintain the quality of water and emergency measures have often to be taken to prevent large-scale fish deaths. The banks of the lake have both native and non-native species.

Other areas of ecological interest within the park are the wetland grass, wildflower meadow and woodland areas. The woodland provides a diverse habitat for a wide variety of birds (Tree Creeper, Chiff Chaff, Chaffinch Dunnock, Great Spotted Woodpecker), invertebrate and small mammals. The grassland edge to the woodland area supports a diverse range of species such as bird's foot trefoil and knapweed.

The park is also a site of importance to London's bat population, including the Daubenton's bat (water bat) and several species of the Pipistrelle bat family. It is a significant bat feeding and roosting site, due to open water, mature trees and open grassland.



# Existing Conditions

## Survey

# 1.4

## 1.4.1 Park Facilities

South Norwood Lake and Grounds offers a wide range of active lifestyle opportunities. Nevertheless, the facilities are currently spread out all over the park and the site lacks clustering of activity:

- Sailing on the lake: two sailing clubs operate on the lake. A small boat compound is located next to the Waterside Centre.
- Fishing: several pontoons around the lake support this activity.
- Basketball court: the fencing was improved several years ago, but the court is in need of refurbishment.
- Tennis court: the all-year-round tennis courts have coloured surfaces and are in a fair condition. Park users pay a fee, collected by the park ranger, of £5.50 (adults) and £4.40 (senior and under 17s) per hour to use the courts.
- Bowling green with pavilion: the bowling green is home to the Norwood Bowling Club and has its own pavilion with a clubroom, kitchen, changing rooms, disabled toilets. The green is surrounded by a hedge which is in some parts destroyed and blocks the view to the lake and bowling green.
- Cricket square: the cricket square is used at the weekends by the Norwood Cricket Club Association who also use the changing room facilities at the Waterside Centre. Outside the weekends, this area is under-used. The soil of the field has poor drainage and is subject to water logging in winter.
- Education Playing Field: leveled in the 1960s, it is used by the Harris Academy in Maberley Road.
- Children's playground: recent fundraising by the friends of the park allowed the provision of a new children's playground. The new play facilities were opened in June 2017 and the playground is PiPA (Planning Inclusive Play Areas) accredited.
- Lakes Playground Action Group have raised funding to refurbish the play area and the new facilities will open in the summer of 2017.
- Trim trail near Sylvan Road entrance is in poor condition with items missing.

Other built amenities consist of:

- Refreshment kiosk surrounded by a few outdoor metal tables and benches. However, as the lake area tends to be windy, people are not enticed to stay long around the kiosk.
- Toilets (including disabled toilets) and changing facilities for babies within the rangers building. The toilets are located far away from the different play, leisure and refreshment areas.

The park does not provide furniture for picnic and barbecue or social seating. Similarly, there is no dog-free or dog-controlled space in park, except for the play area.

## 1.4.2 Way-finding and Interpretation

Improved signage with the site map and bylaws was placed at the main park entrance in 2006, giving a sense of ownership and management of the site. Other signage include a historical board at the Woodvale Avenue entrance, a sign detailing rules of fishing and fish stock and the rangers building's sign relating to the park's historical background. However, this sign does not indicate when the park ranger is on duty. The absence of interpretation material within the viewing platform provides the park user with little background information on historical or ecological facts relating to the park. Two carved wooden sculptures mark the entrance to the woodland area from Sylvan Road. Finally the access to the café, located at the back of the building, is not signed and difficult to find from the main entrance. Although the café is not within the

boundaries of the park, its promotion in partnership with the Waterside Centre would allow us to further activate the park.

## 1.4.3 Event Infrastructure

Today, the Waterside Centre hosts a café, an aromatherapist office and community space that is regularly rented for community events such as yoga classes or children groups. This building represents an opportunity to host further events and activities, along with the large open lawn located on its east side. Furthermore, South Norwood and Crystal Palace areas host a strong local artist community that could foster to organisation of new events, exhibitions, public art in the park.

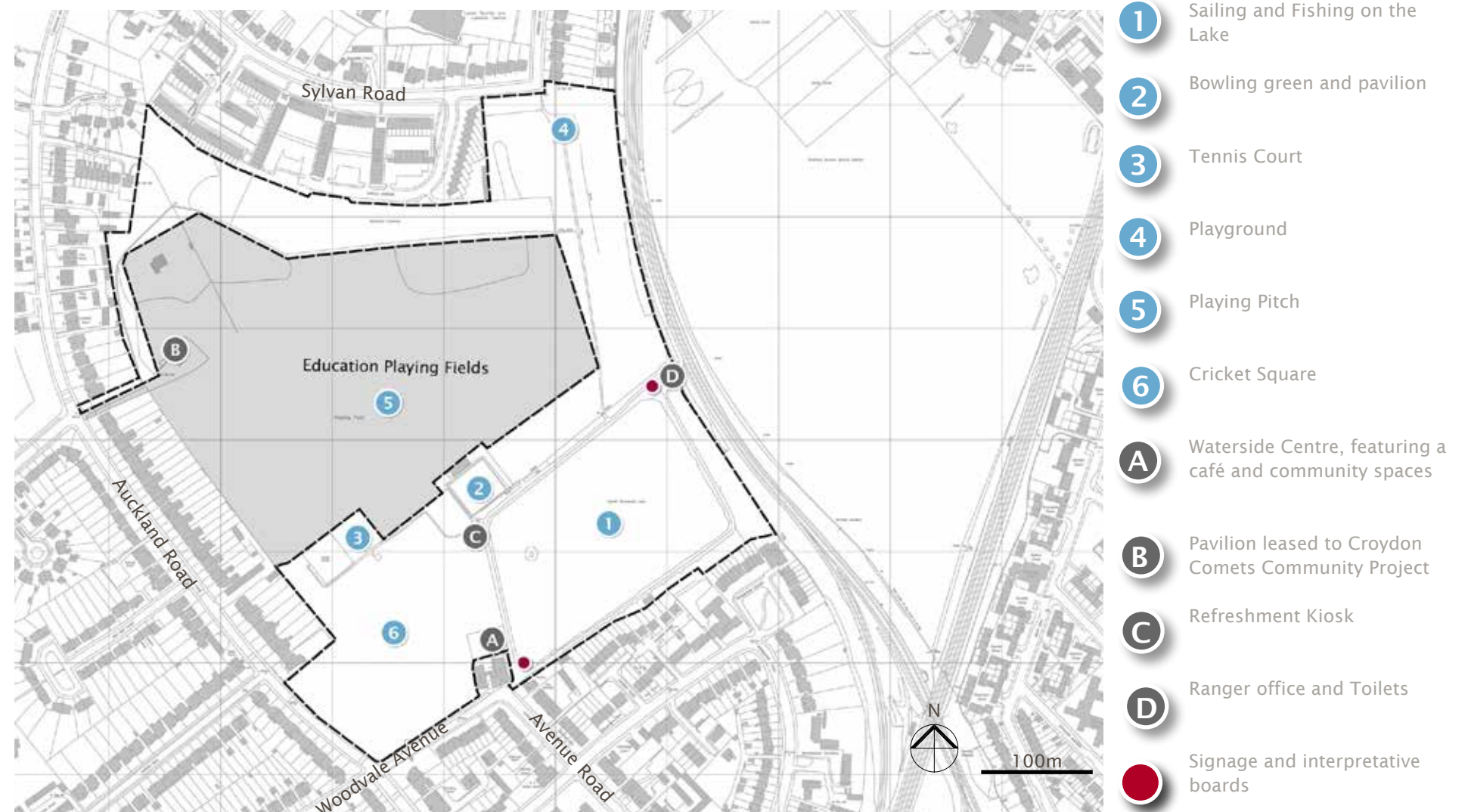


Figure 1.4.1 Existing facilities at South Norwood Lake and Grounds



## 1.4.4 Existing Conditions

South Norwood Lake and Grounds is in overall good condition with well-kept facilities (fishing pontoons, toilets, furniture, bowls club, etc.).

However, the buildings located along the playing pitch are disused and in derelict condition. Also, the veranda of the Woodside Centre is underutilised and in poor condition.

Finally, the condition of the fence around the playing pitch is in disrepair as it is breached by users wanting to access the field.

## 1.4.5 Photo Survey and Observations



Figure 1.4.2 Existing conditions at South Norwood Lake and Grounds

1



The playing pitch pavilion is not in use and in poor condition.

2



Waterside Centre features spaces that are well used by the community. Its facade could be more appealing and way-finding improved.

3



The toilets and ranger office are in good condition but are not opened at regular times.



# 1.4

4



The Bowling Club green and pavilion are well-maintained.

7



The playground was beginning to be outdated, but a local fundraising campaign allowed for its future refurbishment.

A



The fences surrounding the playing pitch and woodland are in bad disrepair where it is often breached by users wanting to access the playing field and the park.



The fences surrounding the park on Woodvale Avenue and Auckland Road are well used by the local community to promote events.

5

The tennis and basketball courts need refurbishment to be brought up to play standards.

8



The refreshment kiosk is in good condition and has its own outdoor seating area: metal tables and benches.

B



Stone sculptures by the entrance on Sylvan Road represent an interesting landmark.

6



The playing pitch is in good condition. Fences separate it from the surrounding park.

7



The viewing platform offers a clear and interesting view across the lake.

8



Some of the paths are sealed, but others are unsurfaced and in some parts damaged or subject to drainage issues.



+++++ The railway is a strong boundary between the park and adjacent neighbourhood.



# Opportunities & Constraints

# 1.5

## Strengths

- Views from the Waterside Centre building and its veranda
- Wildlife around the lake
- Toilet facilities
- Current activity and use levels appear high which helps character and security
- Well-used café and community building
- The only green open space in Croydon to have its own purpose built lake
- Park with varied natural character, a good activity palette and a strong historical context
- Playground refurbished in summer 2017 and PiPA accredited
- Cycling route through the park

## Weakness

- Accessibility issues: shut gate when coming from highway and railway line, topography, no surfaced paths through the woods, circulation around the buildings
- Play area located away from the café
- Toilets not regularly opened
- Veranda is under-utilised
- Lack of certain facilities and clustering
- Visibility of café and the physical arrangement of buildings around the waterside and café
- Position of the boat storage (for non-users hampers access to/from waterside building, café and park

## Opportunities

- Public art in parks / Strong local artist community around Crystal Palace
- Use of the Waterside Centre for events
- Increase the ecological value of the park
- Public access onto water
- Artistic lighting
- Improved circulation around the waterside building and café
- Visibility from Thamelink line (promotion and advertising)
- Programmed seasonal events and activities (small to medium)
- Heritage and sports grants

## Threats

- Poor water quality of the lake

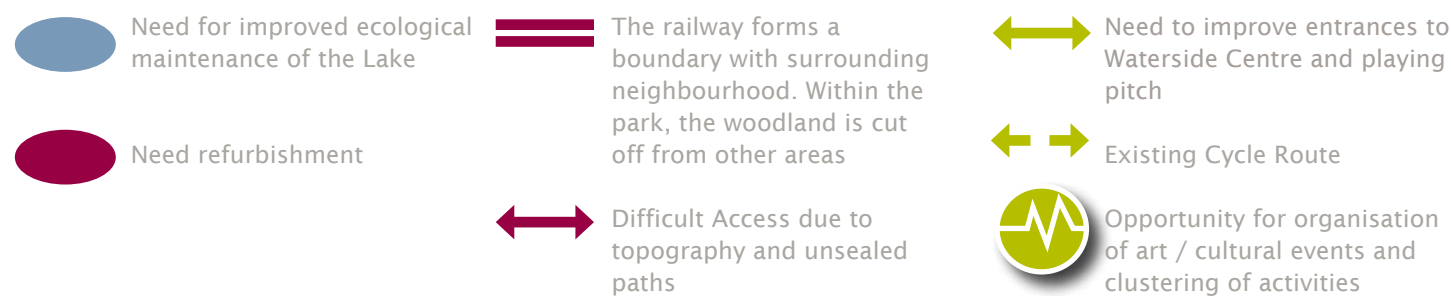


Figure 1.5.1 Opportunities and Constraints at South Norwood Lake and Grounds

# Parks Management & Operations Context

## 1.6

### 1.6.1 Policy and Designation

#### 1.6.1.1 LANDSCAPE AND CONSERVATION DESIGNATION

South Norwood Lake falls under the following Local Authority Designations:

- Metropolitan Open Land
- Site of Borough Importance Grade II (crB11)
- The lake is subject to the Reservoir Act 1975 and Cefas Registration (Aquatic Animal Health (England and Wales) Regulations 2009)

South Norwood Lake has also a Green Flag status since 2010.

#### 1.6.1.2 LOCAL STRATEGIES

For South Norwood, Croydon Local Plan has the following objectives:

- Revitalise the residential area, through the new Overground services to Docklands and the City and improved links to Croydon Metropolitan Centre
- Moderate residential growth with predominantly windfall sites
- Retain the District Centre on Portland Road and Woodside Green to provide employment and services for the local community and encourage the location of new community facilities in close proximity of the District Centre
- Possible creation of an Enterprise Centre centred on creative industry in the vicinity of Portland Road
- Public realm improvements focused on the District Centre and Norwood Junction
- Creation of new links in the National Cycle Network to the Croydon Metropolitan Centre and Waterlink Way
- Creation of new Green Grid links to improve connectivity with the Local Historic Parks and Gardens and other green spaces
- Enhancement of the cycle facilities at Norwood Junction railway and creation of a new tram branch to Crystal Palace and Bromley through South Norwood and Woodside

### 1.6.2 Users Groups and Stakeholders

#### 1.6.2.1 GROUPS

- Lakes Play Action Group
- Norhurst Residents' Association
- London Bat Group

#### 1.6.2.2 USERS

- Croydon Sailing Club
- Croydon Youth and School Sailing Association
- South Norwood Lake Bowls Club
- The Lake Café
- Waterside Centre
- Waterside Cricket Association
- Wild in the City
- Croydon Commets Steel Band
- Kiosk in the Park

#### 1.6.2.3 SCHOOLS

- Harris City Academy Crystal Palace
- Cypress Infant and Junior School

#### 1.6.2.4 ORGANISATIONS

- Crystal Palace Transition Towns
- Springfield Baptist Church
- St John the Evangelist
- All Saints Church

### 1.6.3 Ongoing and Special Projects

#### 1.6.3.1 CHILDREN'S PLAYGROUND REFURBISHMENT

The Lakes Playground Action Group launched a £100,000 fundraising campaign in 2015 to refurbish the children's playground. The London Marathon Charitable Trust and Veolia have respectively awarded a £19,500 and £39,500 grants to the project. A crowdfunding campaign and other events also allowed to raise funds.

The build has started in April 2017 and playground reopened in June.





# CHAPTER 2 - CONCEPT MASTERPLAN

# Vision and Explanation

## A Special Green Hub

## 2.1

### 2.1.1 Vision: a Special Green Hub

South Norwood Lake and Grounds is a unique park in Croydon as its the only site featuring a lake used for fishing and sailing. This, coupled with its strong aesthetics, rich biodiversity, variety of its landscape and provision of various facilities, makes the park attractive borough-wide. Furthermore, as there is less parks and open spaces provision in the north of the borough, South Norwood Lake plays an important role in the daily lives of the surrounding local community.

The Tyréns team aims to foster the park's double function as a local open space catering for the daily needs of play, sport, fresh air and relaxation and as a destination park attracting visitors borough-wide. Building upon the existing community involvement and amenities, South Norwood Lake is set to become a bustling park in Croydon.

The strategy seeks to increase the legibility and sense of place throughout the park. Today the park is lacking centrality, its features and facilities being spread throughout the park, with several buildings providing similar functions. Tyréns' objective is to tie the site's different parts better together by creating a key node to the park by the lake, where most could be happening such as events, sport activities, refreshment, learning and education, community activities. Around this new heart, through added paths and entrances, the structure of the park and its accessibility could also be enhanced. All the different functions could be given a more defined place, serving to make the park more visible.

It is recommended that this goes hand-in-hand with strengthening the unique character of the park and of its landscape and biodiversity assets. Through appropriate management and display of its key features and the creation of new attractors, the aesthetics, identity and history of the park should be strongly identified.

Finally, the Tyréns team aims to improve the quality and expand the range of services available for the users of the park, in order to transform the park into a vibrant destination and meeting place for the local and borough-wide community.

### 2.1.2 Design Intent: Local People, Activation and Sustainability

#### 2.1.2.1 PEOPLE, COMMUNITY AND ACTIVATION STRATEGY

South Norwood Lake already provides a wide range of amenities, although some are in need of refreshment, do not function efficiently or do not cater for all users. The masterplan for South Norwood Lake and Grounds will allow the park to provide services, facilities and activities to a high standard of quality and to support a wide array of uses so everyone can enjoy the park in their own way:

- Play and sport: all existing sports facilities - tennis court, bowls, sailing, cricket pitch, playground, exercise trail - could be retained and improved as required. A new sport hub building could be created at the centre of the park, by the lake and refreshment kiosk. It would provide high-quality and reliable facilities for all the different group users of the park with changing rooms, toilets and a community room. The play offer could also include natural play elements for older children throughout the park and by the creation of a toddler play area around the new sport hub.
- Leisure and relaxation: through the creation of an accessible nature trail, South Norwood Lake could feature opportunities for a quiet and restorative enjoyment of the park and the discovery of its rich biodiversity. This could go along with the creation of a community garden and growing space. The Waterside Centre and refreshment kiosk would continue to play a key role in providing a food and beverage offer in a central location in the park.
- Culture and events: the existing cricket field could support the schedule of a number of events, thus activating the park, attracting new visitors and generating revenue to help with its maintenance. South Norwood Lake benefits from an active art community that could trigger the schedule of events.
- Education and learning: the accessible nature trail could feature interactive education materials. The community garden could be an opportunity to learn, be invested by local schools, volunteers and apprentices. Elsewhere in the park, appropriate information panels could communicate the biodiversity and history of the park.

#### 2.1.2.2 HISTORY, LOCAL CHARACTER AND SPECIAL FEATURES STRATEGY

South Norwood Lake and Grounds already benefits from a strong identity and character. The objective of the masterplan strategy is to build upon and activate the existing historic and natural features of the park, allowing them to act as landmarks, giving structure to the park and telling its story.

The lake should continue to be the primary and most iconic feature of the park, visible from the main entrance and surrounded by the new sport hub, the community garden and the Waterside Centre. This space is set to become a buoyant place, where people meet, learn and interact, and where vibrant attractions are scheduled.

Around this key space, the woodland and the expanded play area could be key spots, dedicated respectively to the restorative enjoyment of the park and biodiversity, to play and exercise.

It is recommended that the special features strategy goes hand-in-hand with an information and education strategy aimed at getting those assets more visible and known.

#### 2.1.2.3 SUSTAINABILITY STRATEGY

South Norwood Lake and Grounds supports a wide variety of habitat such as open water, amenity grass, meadow areas, wetland areas and woodland, thus supporting a rich biodiversity. Bats in particular are present on site and benefit from an international research project and from the involvement of the London Bat Group.

Nevertheless, some of the landscape features of the park are under stress, at risk of depletion and/or could benefit from renewed management practices.

Key measures include:

- Improvements to the lake's water quality
- Management of the woodland for biodiversity
- Habitat creation measures on the eastern boundary of the site, along the rail corridor: native tree and scrub planting, grassland creation, dead wood retainment

The community garden could also be a space to introduce native plant species, foster community resilience and self-sufficiency to encourage the reduction of waste and compost practice, etc.



# 2.1



Figure 2.1.1 Vision for South Norwood Lake and Grounds, "A Special Green Hub": Key Measures



# Masterplan Concept

## A Special Green Hub

## 2.2

### 1 NEW SPORT HUB

Creation of a new sport hub to replace the several existing small buildings scattered around the site. This facility could be positioned in a central location, between the tennis courts, bowls court, lake and education playing fields and be used by all the sports clubs and schools using the park. It would provide modern, flexible and high standard facilities including a gym, changing rooms, showers, toilets and club house. It would also feature a community room available for hire and events. This responsive space would become a key node within South Norwood Lake, connecting different points of the park and fostering community interaction.



The Hub sport pavilion at Regent's Park, London

### 2 SMALL EVENTS FIELD

Opportunity for event space hosting art exhibitions, concerts, outdoor cinema, open-air theatre, performances, craft or farmers markets, sport classes, etc. A new entrance could be created on Auckland Road / Woodvale Avenue to provide appropriate access to those events. When not occupied by an event, the lawn would retain its cricket pitch function and continue to offer a space for sport, play, leisure and informal recreation. Works should be carried out to improve surface water drainage on the lawn and turn it into an adaptable public grassy area.



Frieze sculpture fair at Regent's Park, London

### 3 COMMUNITY GARDEN AND GROWING SPACE

The aspiration for a community growing area has been raised by local residents and stakeholders. The creation of community garden by the lower lawn next to the new sport hub would allow local residents to use this space for growing a wide range of plants and herbs. The garden would feature raised beds, sensory planting as well as wildlife-friendly shrubs and trees such as hazel, hawthorn and mulberry trees. The space would also be used by local groups for therapeutic uses as well as to host events, outdoor classes, workshops and revenue generating small events. The site's creation and construction would provide opportunities for volunteers and apprenticeships. In the future, if this space proves to be successfully used and maintained, it could expand on other areas of the park through close coordination with local stakeholders and organisations.



Dalston Eastern Curve Garden, London

### 4 EXERCISE TRAIL

Restoration of the exercise trail in the wooded areas of park. It would provide free-to-use and all-weather exercise equipment for adults and teenagers. Stations could include parallel bars, sit up bench, dip station, chin up, horizontal ladder, leg lift, push up, etc. The equipment could also be used as a parkour feature for teenagers. The trail could feature spots for interpretation signage around ecology and the history of the park.



Exercise Trail at Well Street Common Park, London

### 5 EXPANDED PLAY AREA

The play area has recently been refurbished and the place is becoming very popular and enjoyed by local residents. Further adventurous, embedded and natural play features could be created through the sparsely wooded slopes between the existing play area and the toilets for 10-14 year old children. A small toddler play area could be located near the kiosk, connecting it with the main activity hub of the park, enabling easier supervision. Items suitable for children with disabilities could be introduced. The diversity of playing types would create a rich and dynamic space that offer children endless possibilities for play.



A low height rotating disc supporting play for all children



Natural and adventurous play elements at Streatham Common, London



# 2.2



Figure 2.2.1 South Norwood Lake and Grounds Masterplan



# 2.2

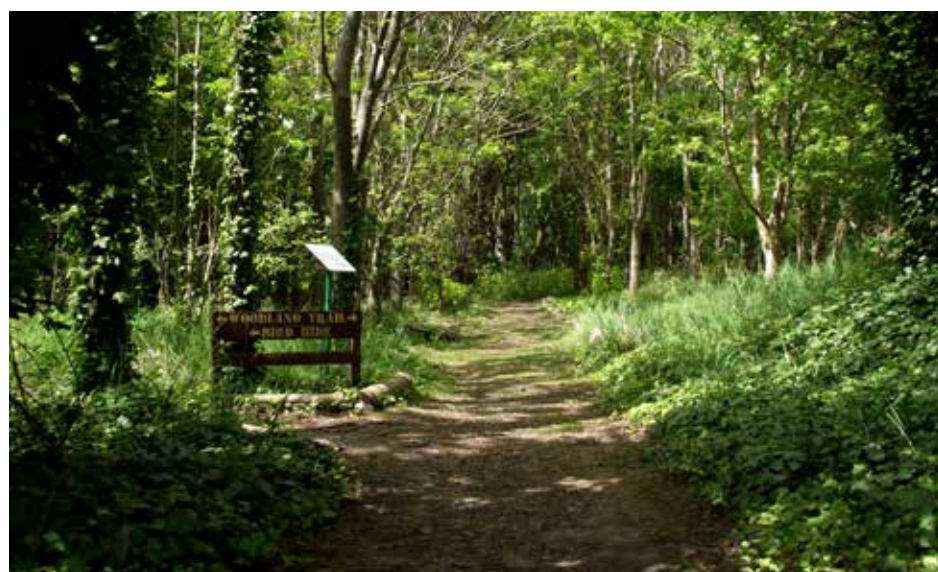
## 6 WOODLAND NATURE TRAIL

Creation of a nature trail designed for biodiversity and education through the woods. Improvements to the existing path could make the trail more accessible to less mobile people. The existing stream would be enhanced to transform it into a visible, restorative and aesthetic feature.

The route would 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

The trail would make the park more accessible and would increase environmental knowledge and awareness. It would also support increased links with local schools and groups for outdoor / forest classes.



Woodland trail at Monkton Reserve, UK

## 7 WOODLAND MANAGED FOR BIODIVERSITY

The northern part of the park is dominated by a relatively mature woodland composed of oak, silver birch, salix, bramble, elder and hawthorn and bordered by a grassland edge. This habitat is of particular ecological value and provides a diverse habitat for birds, invertebrates and small mammals. The railway line, bordering the eastern edge of the park has recently been cleared of its vegetation. There is an opportunity to establish a native species hedgerow alongside this border of the park to help create a wildlife corridor and connect with the biodiversity of the woodland.

To further support protected and notable species in this area, key measures include:

- creation of a mosaic of habitat type
- diversify grassland beneath trees with woodland type planting - understorey and ground cover
- bat and bird boxes added to trees
- creation of insect hotels
- dead wood retained in park to supplement habitat

Such management could be supported by the involvement of community groups such as TVC or Forest Schools.



Woodland management by volunteers at Abney Park, Stoke Newington

## 8 PATHS AND PLATFORMS AROUND THE LAKE

Resurfacing of footpaths around the lake and improvements to fishing and viewing platforms as required.



A fishing platform allowing disabled access

## 9 IMPROVEMENTS TO WATER QUALITY OF THE LAKE

The lake is an extremely valuable asset to the community and for biodiversity but suffers from poor water quality. The overload in rich nutrients in the lake provokes eutrophication and blue algae proliferation during the summer months. To complement existing mitigation measures, an ecologist should be engaged to explore ways to appropriately filter the water entering the lake.

## 10 ACCESS ROUTE TO SPORTS HUB

The existing informal entrance to the park from Auckland Road, opposite Cypress Road could be formalised and an accessible path created along the west side of the sport fields to complete a circuit around the park. This route would make the park more accessible and improve links to key activity nodes.

## 11 IMPROVED ENTRANCES AND PEDESTRIAN ACCESS TO THE PARK

Refurbishment of all entrances to create high quality and welcoming gateways into the park. The new entrances would feature improved signage including a map of the park, information about activities available, wildlife and biodiversity, heritage and history, a map of connections to long distance paths and transport.

- The entrance on Sylvan Road would feature improved access to the playground
- A new entrance would be created on Auckland Road / Woodvale Avenue to provide pedestrian and service access for small events taking place on the cricket pitch
- The existing entrance on Auckland Road would be formalised and enhanced to provide space for minibus turning and parking



Interactive signage and educational materials



Signage at Victoria Park, London



# 2.2

## 12 DOG-FREE AREA

Creation of dog-free spaces at key spots throughout the park:

- Playing fields
- Sport hub
- Community garden

The playground, bowls and tennis courts would remain dog-free.



Dog control sign at Hackney Parks, London

## 13 CREATION OF PICNIC AND BARBECUE TABLES

Provision of picnic and barbecue tables along the edges of the event field. Those spaces would offer a tranquil and protected setting to enjoy the park.



Picnic grounds at Forest Park, St Louis, USA

# Access and Information

## Recommendations

## 2.3

### 2.3.1 Access Recommendations

South Norwood Lake has limited accessibility as it only has two entrances on its southern and northern edges. Moreover, the topography of the site access to some areas of the park makes it difficult for less mobile users to access.

The access strategy would re-establish the role of the entry point on Woodvale Avenue as the main and prominent entrance, playing a key role in framing views into the park and making it welcoming. It would lead directly into the lake area and towards the new sport hub. The entrance would feature renewed information panels.

Secondary entrances would be more modest and play a functional role by providing access to the key facilities of the park:

- A new entrance would be created at the corner between Woodvale Avenue and Auckland Road to facilitate access to the park during the schedule of events.
- The entrance on Auckland Road, opposite Cypress Road is informally used by local residents to break through the Educational Playing Field and the park. This entrance would be formalised, giving way to a path along the playing field towards the sport hub. It would be complemented by the creation of a hard-surface area supporting parking, including disabled parking bays and minibus turning.
- The northern entrance of the park on Sylvan Road would be improved to provide good access to the playground. There is also an opportunity to locate disabled on-street parking on Sylvan Road.

Within the park, existing paths would link the different spaces and constitute a clear, accessible and legible network and enhance movement. A new path could be created to directly link the entrance by Auckland Road to the sport hub. The existing path in the woodland on the northern edge of the park could be improved and transformed into a nature trail designed for education and biodiversity. The surfaces of all the existing paths should be refurbished as required to cater for all users.



Figure 2.3.1 Access Recommendations for South Norwood Lake and Grounds



## 2.3.2 Information and Signage Recommendations

The objective of the information and signage strategy is both to strengthen the identity and uniqueness of the park and to raise awareness among the community around a number of subjects. In particular, the use of appropriate information panels and materials, portraying the park under a new light, would support its revitalisation and foster community pride.

South Norwood Lake and Grounds features a number of historic assets such as the lake and Waterside Centre, which would benefit from increased signage and visibility to the public. Key locations to communicate those elements are the main entrances around the aforementioned spaces.

Information materials should also be created regarding the ecological features of the park, in particular the woodland, lake, meadow, wetland, railway line green corridor and the community garden / growing space. Along the woodland nature trail and its stream, materials could include interactive elements.

All information materials could be developed with community involvement and activities in order to foster social interaction and pride towards the park.

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

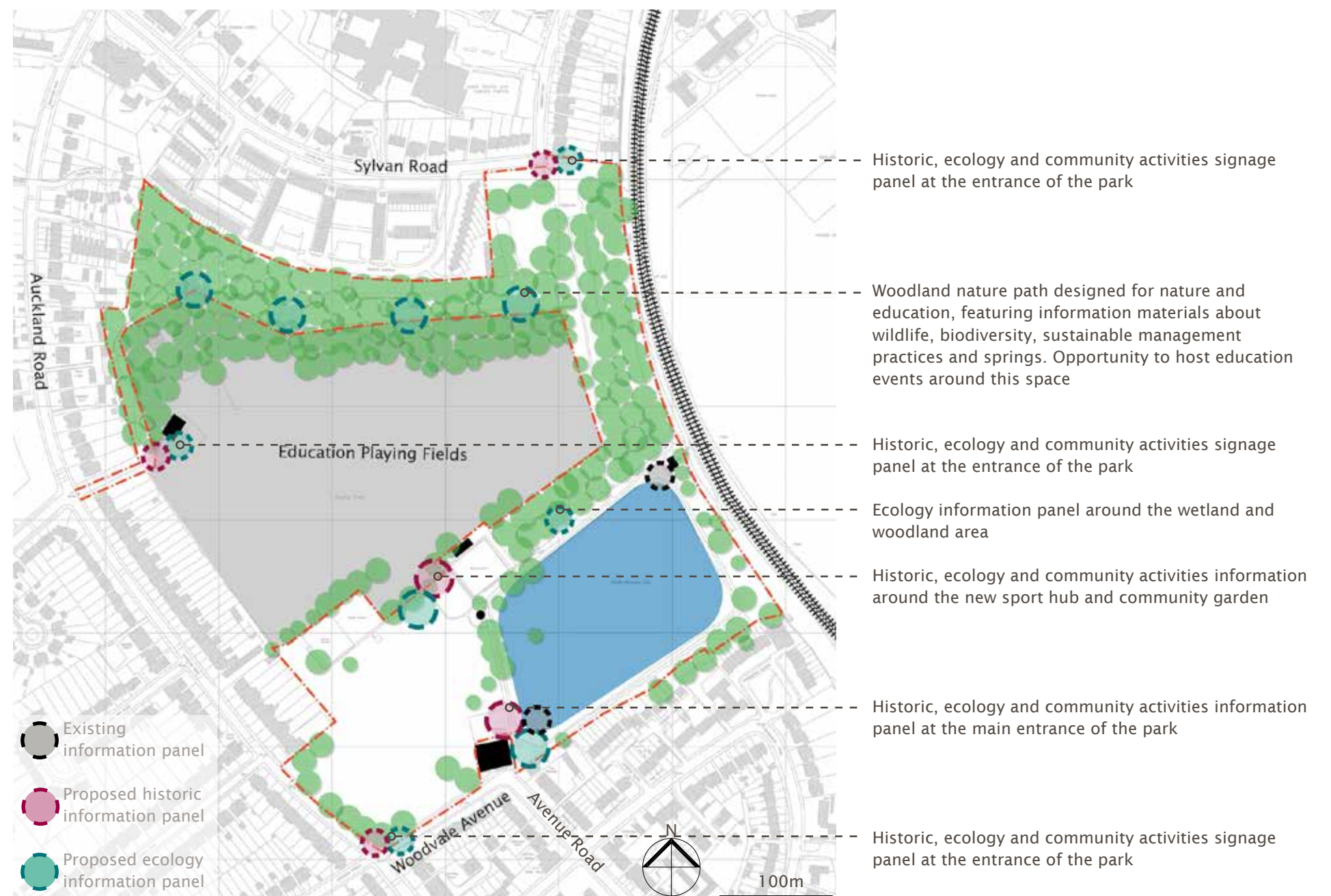


Figure 2.3.2 Information and Signage Recommendations for South Norwood Lake and Grounds







## 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 South Norwood Lake and Grounds 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 ropes 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

## 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, like 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 received only 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 (e.g. GLA Good Growth Funding, Historic England, Prince’s Regeneration Trust). 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

## 3.1.3.8 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’
- 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<sup>1</sup> 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).

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

Liverpool has recently considered, as part of its city-wide green spaces strategy<sup>2</sup>, 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.

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

# Capital Funding Strategy for South Norwood Lake

## 3.2

The following sources of capital funding and associated priority are considered to represent the greatest opportunity for South Norwood Lake 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 / High Priority– with a focus on the Parks for People, Heritage Grants and Townscape Heritage (Heritage Action Zone) 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 South Norwood Lake
- 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 South Norwood Lake 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 South Norwood Lake and Grounds 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 South Norwood Lake and Grounds 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.



# 3.1

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	Entrance of Sylvan Road improved with signage for information and orientation and accessible access to playground	£ 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	Entrance on Woodvale Avenue improved with signage for ecology, heritage information and orientation	£ 20,000			£ 20,000	Lump sum assumed to cover improvements, signage and interpretation	0 - 6 months	£ 1,000	5%		Cost assumed within general maintenance cost of park	Via parks maintenance contract	quarterly
3	Creation of a pedestrian entrance on Auckland Road / Woodvale Avenue providing access for small events	£ 20,000			£ 20,000	Lump sum assumed to cover improvements, signage and interpretation	0 - 6 months	£ 1,000	5%		Cost assumed within general maintenance cost of park	Via parks maintenance contract	quarterly
4	Creation of small events field on the existing cricket pitch with improvements to surface water drainage	£ 125,000			£ 125,000	Lump sum assumed to improvements (the majority being drainage related)	6 - 12 months	£ 2,500	2%		Cost assumed within general maintenance cost of park	Via parks maintenance contract	quarterly
5	Creation of a new sports hub with shared changing rooms and club house	£ 750,000	350m2	£ 2,000/m2	£ 50,000	Rate assumed to cover modest new building and fixed sum for basic surrounding landscape treatment	1 - 2 years	£ 15,000	2%		Cost assumed to be covered by clubs and user groups	Either via lease, license or buildings maintenance contract	annually
6	Creation of an access route to sports hub and completion of circuit around park	£ 72,500	250m	£ 150/m	£ 35,000	Assumes 1.5m wide accessible path with external paved area	0 - 6 months	£ 1,450	2%		Assumed to be relatively low annual maintenance requirement	Via parks maintenance contract or designated voluntary organisation	monthly
7	Creation of a community garden / growing space	£ 16,500	300m2	£ 55/m2		Rate assumed to include clearing area, preparation, planting and hedge/fence/wall erection. Work needs to be undertaken at appropriate time of year	0 - 6 months	£ 1,500	300m2	£ 5/m2	Rate assuming watering in dry season, regular maintenance and necessary replanting	Via parks maintenance contract or designated voluntary organisation	half-yearly



# 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
8	Access to Education Playing Field retained for minibus turning and parking	£ 15,000			£ 15,000	Assumes minor improvements to access arrangements	0 - 6 months	£ 750	5%		Assumed to be relatively low annual maintenance requirement	Via parks maintenance contract or designated voluntary organisation	annually
9	Management of the woodland for biodiversity					No capital project assumed	0 - 6 months	£ 1,500	£ 1,500		Assumed to be relatively low annual maintenance requirement - with opporutnity to offset through variety of in-kind constributions	Via parks maintenance contract or designated voluntary organisation	quarterly
10	Restoration of the exercise trail	£ 50,000			£ 50,000	Assumes replacement / addition of equipment and improvements to surrounding setting/landscape	0 - 6 months	£ 1,500	£ 1,500		Assumed to be relatively low annual maintenance requirement - with opporutnity to offset through variety of in-kind constributions	Via parks maintenance contract or designated voluntary organisation	quarterly
11	Resurfacing of footpath around the lake	£ 75,000	500m	£ 150/m		Assumes 1.5m wide accessible tarmac path (average cost along linear route assumed - but cost per/m likely to vary)	0 - 6 months	£ 1,500	2%		Assumed to be relatively low annual maintenance requirement	Via parks maintenance contract or designated voluntary organisation	monthly
12	Improvements to fishing and viewing platforms around the lake	£ 50,000	10 units	£ 5,000/unit		Refurbishment of platforms, fencing and access	0 - 6 months	£ 2,500	5%		Assumed to require reasonable level of annual maintenance given use and water exposure	Via parks maintenance contract	monthly
13	Improvements to water quality of the lake	£ 150,000			£ 150,000	Lump sum assumed only - specific works yet to be specified	6 - 12 months	£ 7,500	5%		Assumed to be relatively low annual maintenance requirement	Via parks maintenance contract or designated voluntary organisation	quarterly
14	Play area enhanced and expanded with adventure / natural items to play	£ 75,000	500m2	£ 150/m2		Rate assumed to include re-surfacing, new area fencing and timber equipment replacement of play area	0 - 6 months	£ 3,750	5%		Rate assumes general maintenance to area and equipment (not replacement or depreciation)	Via parks maintenance contract	weekly
15	Creation of a nature trail through the woods with improvements to the path and the stream, and appropriate information	£ 62,500	300m	£ 125/m	£25,000	Assumes 1.5m wide (not fully accessible) and interpretation components	0 - 6 months	£ 1,250	2%		Assumed to be relatively low annual maintenance requirement	Via parks maintenance contract or designated voluntary organisation	monthly

TOTAL CAPITAL COST: £ 1,556,500

# 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	Entrance of Sylvan Road improved with signage for information and orientation and accessible access to playground	x		x	x			x	x			x		x	x	x				x							
2	Entrance on Woodvale Avenue improved with signage for ecology, heritage information and orientation	x		x	x			x	x			x		x	x	x				x							
3	Creation of a pedestrian entrance on Auckland Road / Woodvale Avenue providing access for small events	x		x	x			x	x			x		x	x	x				x							
4	Creation of small events field on the existing cricket pitch with improvements to surface water drainage	x		x	x		x	x	x			x		x	x	x				x							
5	Creation of a new sports hub with shared changing rooms and club house	x		x	x	x				x				x	x	x				x							
6	Creation of an access route to sports hub and completion of circuit around park	x		x	x				x			x		x	x	x	x			x							
7	Creation of a community garden	x		x	x	x			x			x		x	x	x	x		x	x							
8	Access to Education Playing Field retained for minibus turning and parking	x		x	x				x			x			x	x				x							
9	Management of the woodland for biodiversity	x		x	x				x			x	x	x	x	x	x		x	x							
10	Restoration of the exercise trail	x		x	x				x			x	x	x	x	x	x			x							
11	Resurfacing of footpath around the lake	x		x	x				x			x		x	x	x	x			x							
12	Improvements to fishing and viewing platforms around the lake	x		x	x				x	x		x		x	x	x				x							
13	Improvements to water quality of the lake	x		x	x				x			x	x	x	x	x		x		x							
14	Play area enhanced and expanded	x		x	x				x			x		x	x	x	x			x							
15	Creation of a nature trail through the woods	x		x	x				x			x		x	x	x	x			x							

# Income Generating Activities

## at South Norwood Lake

### 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 South Norwood Lake and Grounds 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 stabilised year in operation (i.e. once a normalised state of operation has been achieved which is typically between 3 years and 5 years 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	
New commercial leisure concession(s)	£ 10 - £ 20k
Temporary ice cream / snack van concession	£ 10 - £ 15k
Licenses for commercial users of the park	£ 5 - £ 10k
TEMPORARY HIRES	
Third party events hire	£ 25k - £ 50k







# 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 South Norwood Lake & Grounds, 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 SOUTH NORWOOD LAKE MASTERPLAN PROCESS
What are the main aims of the Croydon Destination Parks Masterplan?	<p>To provide potential models of park development to Croydon Council:</p> <ul style="list-style-type: none"> <li>• To support healthy, cohesive communities in the context of significant population growth</li> <li>• To provide sustainable funding models in the context of diminishing public funding</li> </ul>	<p>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:</p> <ul style="list-style-type: none"> <li>• Opportunities for widening the benefits of the six parks to support healthy cohesive communities, and identified any issues for participation associated with protected characteristics</li> <li>• Recommendations for funding options, while identifying any equalities issues arising</li> </ul>
What are the intended outcomes of the Masterplan?	<ul style="list-style-type: none"> <li>• 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</li> <li>• Proposals that support Croydon's perception as a great place to live and work within London as a whole</li> <li>• Models for park design and management that may have wider application within the borough</li> </ul>	<p>Masterplan for South Norwood Lake and Grounds, 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 wellbeing.</p> <p>Consideration of differing needs of populations with protected characteristics has informed all parts of the masterplan development.</p>

## 4.1.4 Potential impacts of the project overall

ITEM	COMMENTARY	DELIVERED WITHIN SOUTH NORWOOD LAKE AND GROUNDS MASTERPLAN PROCESS
Will the project impact upon the whole population of Croydon or particular groups within the population	<p>The strategy has the potential to positively impact the whole population of Croydon including in relation to access, health, leisure, sport, well-being, community cohesion, civic pride; however the impacts are likely to be greatest in areas geographically surrounding the parks affected.</p> <p>The project will inform the development of policy and future actions relating to open space borough-wide.</p>	<p>The strategy for South Norwood Lake and Grounds 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, 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.</p> <p>There is a risk of a disbenefit 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 are more aware of funding issues for parks long term, and expressed fear how market forces might adversely impact their access to the park in future.</p> <p>Ongoing communication can mitigate some disbenefits. Significant and long-term benefits will only follow through development of policy, and through development of the masterplan to delivery.</p>

### 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 SOUTH NORWOOD LAKE AND GROUNDS MASTERPLAN PROCESS
<b>Race</b> Issues relating to people of any racial group, ethnic or national origin, including gypsy travelers and migrant workers.	<p>Research indicates that everyone values access to quality parks and green spaces, but that Black and Minority Ethnic (BME) populations tend to be underrepresented 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.</p> <p>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.</p>	<p>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.</p> <p>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 South Norwood Lake &amp; Grounds, there was under-representation along lines of ethnicity in the face-to-face engagement. Variations were demonstrated in priorities for parks along lines of ethnicity, and these have influenced the development of masterplan. Further targeted engagement may be required, but the need will be assessed after further online survey results have been reviewed.</p> <p>The findings to date are set out in detail in chapter 5.</p>
<b>Sex</b> Issues specific to women or men.	<p>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.</p>	<p>The design survey for South Norwood Lake &amp; Grounds found that gender (in our sample we asked for claimed gender rather than biological sex of participants), was not associated with differences in popularity of particular proposals for / features and activities in the park.</p>
<b>Disability</b> Issues relating to disabled people.	<p>The council's own research has indicated Croydon's park spaces are not currently perceived as very accessible to people with disabilities.</p> <p>As well as providing many physical health benefits, research has found open green space has significant benefits for those individuals with mental health issues.</p> <p>Social prescribing for health in parks and open spaces can be supported by providing opportunities to participate in gardening or physical exercise.</p> <p>The project aims to make open space available to all and reduce accessibility barriers.</p>	<p>Survey work to date has had low representation of people with disabilities, and this is true with regard to South Norwood Lake &amp; Grounds. Several recommendations were put forward by those with disabilities, those caring for them, and by other participants in the survey. Our recommended action is that we will seek to engage with gatekeeper organisations to obtain wider participation from people with this protected characteristic.</p>
<b>Age</b> Issues relating to a particular age group e.g. older people or children and young people.	<p>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 lack of positive activity for this group. Young people too have been found to be fearful in some park spaces.</p> <p>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 wellbeing for all.</p>	<p>Our survey at South Norwood Lake &amp; Grounds had far higher numbers of people over 65 participate in the survey than would be expected from the surrounding catchment population and very low numbers of young people under 25.</p> <p>We have taken action to promote online engagement with younger people in the catchment of South Norwood Lake &amp; Grounds, through local schools, and through local social media networks. Depending on the outcomes of this activity, we may seek to engage with gatekeeper organisations to obtain wider participation from people under 25.</p> <p>The young people who did participate in the survey put a higher value on, improved play and exercise facilities and more attractions than older age groups. They were less likely to support any kind of payment for sport.</p>

# 4.1

PROTECTED CHARACTERISTIC	POSITIVE AND / OR NEGATIVE IMPACTS	DELIVERED WITHIN SOUTH NORWOOD LAKE AND GROUNDS MASTERPLAN PROCESS
<b>Religion or Belief</b> Issues relating to a person's religion or belief (including non-belief).	<p>Many Muslim people 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. Some Jewish people are fearful of dogs for religious reasons, and can also benefit from inclusion of dog control areas.</p> <p>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.</p> <p>Spaces that might be booked for women only sessions may increase access in some public parks, as well as provision of separate changing facilities.</p>	<p>Faith groups across Croydon, and within the six park catchments were contacted directly however no participation was requested beyond promoting engagement dates.</p> <p>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.</p> <p>A question relating to maintaining existing dog control, and to increased dog control has been included in every survey. At South Norwood Lake &amp; Grounds, increased dog control was supported by a majority of respondents.</p>
<b>Sexual Orientation</b> Issues relating to a person's sexual orientation i.e. lesbian, gay , bi-sexual, heterosexual.	<p>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.</p>	<p>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.</p>
<b>Marriage and Civil Partnership</b> Issues relating to people who are married or are in a civil partnership.	<p>There are no specific impacts known with regard to this characteristic.</p>	<p>This characteristic was not recorded as set out above. Consideration of independent research findings is included in the considerations for park masterplanning.</p>
<b>Gender Reassignment</b> Issues relating to people who have proposed, started or completed a process to change his or her sex.	<p>Impacts relating to community safety as detailed above.</p>	<p>This characteristic was not recorded as set out above. Consideration of independent research findings is included in park masterplanning.</p>
<b>Pregnancy and Maternity</b> Issues relating to the condition of being pregnant or expecting a baby and the period after the birth.	<p>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.</p>	<p>Accessible toilet with baby change are available at South Norwood Lake &amp; Grounds, but facilities were noted for not being open, and a proposal for toilets within a new sport hub building are proposed.</p> <p>This characteristic was not recorded in surveys. Consideration of independent research findings is included in park masterplanning.</p>
<b>Multiple / Cross Cutting Equality Issues</b> Issues relating to multiple protected characteristics.	<p>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, all of the research above relates to impacts that are statistically observable within populations, and impacts will be individually variable, not universal.</p>	<p>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 crosstabulation to investigate compound effects is not viable.</p>

## 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 people BME 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. For reasons of brevity, ethnicity data was recorded but not religion, as ethnicity provides some indication of religious characteristics known to influence park use.

A face-to-face engagement process was proposed to allow directed sampling, and to ensure that some people who were not actively engaged with or already enthusiastic about 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 been proving hardest to reach. At South Norwood Lake & Grounds, this is true for people with disabilities, for young people under 25, and for 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 South Norwood Lake and Grounds was under-represented by age and ethnicity, and sample size in totality is too small to draw conclusions regarding association between participation and demographic characteristics. There are sports clubs that offer activities across a relatively wide age range, and anecdotally, there is some provision/inclusion for people with disabilities.

It can be noted that older people are actively engaged in a variety of groups across all of the parks in the project, make good use of the parks, and participate in democratic processes to higher levels than would be anticipated by the census data.



## 4.1.7 Assessment: Material Characteristics Individual Parks - Existing and Proposed

PROTECTED CHARACTERISTIC	POSITIVE AND / OR NEGATIVE IMPACTS	
<b>Race</b> Issues relating to people of any racial group, ethnic or national origin, including gypsy travelers and migrant workers.	<b>Positive</b> A range of activities within the park likely to appeal to different groups.  <b>Negative</b> Sociable seating, facilities for large groups or for eating outside restricted. Dog control only in play area, some issues of uncontrolled dogs, especially in natural areas, observed on site.	Proposed further activities, and introduction of accessible routes more sociable seating, and increased dog control, supported through engagement.
<b>Sex</b> Issues specific to women or men.	<b>Positive</b> Bowling green and playing field may offer hidden from view facility for single gender activity. Plenty of space not solely dedicated to children.  <b>Negative</b> Play space accessed via wooded nature areas and may provoke fear of crime.	No specific actions as concerns regarding fear of crime not raised during engagement.
<b>Disability</b> Issues relating to disabled people.	<b>Positive</b> Opportunity to access lake and fishing, accessible toilets (when open). On-street disabled parking may be available.  <b>Negative</b> Toilets not always open, play area not at same grade or accessible from other facilities. Nature and lawn area not accessible.	Increased disabled play will be part of proposals for expansion and renewal of the current play area.  Improvements to existing paths and introduction of new features and accessible paths at lower and upper levels will open up options for greater participation in a wider range of activities, and for greater access to nature for people with mobility impairments.
<b>Age</b> Issues relating to a particular age group e.g. older people or children and young people.	<b>Positive</b> Fairly frequent seats with backs on paths, activity (fishing, bowling) suited to older people provided, wide range of activities for mixed age range.  <b>Negative</b> Play provision ages 10-18 restricted, no activities near younger children's play to support provision for families with children of mixed age.	Proposals support increased distribution of furniture and improvements to paths supporting the needs of older people. Expansion of play provision will include for wider age range.
<b>Religion or Belief</b> Issues relating to a person's religion or belief (including non-belief).	<b>Positive</b> Bowling Green and sports field may offer opportunity for hidden from view single gender activity.  <b>Negative</b> Dog control limited to play space, issues of uncontrolled dogs observed on site.	Proposals to increase number of areas with dog control.

# 4.1

PROTECTED CHARACTERISTIC	POSITIVE AND / OR NEGATIVE IMPACTS	
<b>Sexual Orientation</b> Issues relating to a person's sexual orientation i.e. lesbian, gay, bi-sexual, heterosexual.	<b>Negative</b> Play space accessed via hidden nature areas and may provoke fear of crime.	No specific actions as concerns regarding fear of crime not raised during engagement.
<b>Gender Reassignment</b> Issues relating to people who have proposed, started or completed a process to change his or her sex.	<b>Negative</b> Play space accessed via hidden nature areas and may provoke fear of crime.	No specific actions as concerns regarding fear of crime not raised during engagement.
<b>Pregnancy and Maternity</b> Issues relating to the condition of being pregnant or expecting a baby and the period after the birth.	<b>Positive</b> Toilets with baby change provision.  <b>Negative</b> Toilets not always open.	Proposals support increased distribution of furniture and improvements to paths.





# Introduction: Proposed Engagement Strategy

## 5.1

Tyréns team 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 area-wide scale, and ultimately to local scale alongside the sequential development of the masterplanning process.

The proposed workstages were 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 local 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 cabinet member lead 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. South Norwood Lake and Grounds in particular was represented in face-to-face interviews by Councillor Kathie Bee and Councillor Jane Avis.

E-mails were sent to publicly available contacts for the Lakes Play Action Group, South Norwood Residents' Association, Croydon Sailing Club, Croydon Youth and School Sailing Association, South Norwood Lake Bowls club, Waterside Centre, the Waterside Cricket Association, Harris City Academy Crystal Palace, Cypress Infant/Junior School, Springfield Baptist Church, St John the Evangelist, All Saints Church, and Crystal Palace Transition Towns to let them know about the project, to ask about levels of participation, and generally to invite comments feedback and participation in the project going forward. The Waterside Centre and Croydon Sailing Club responded to the initial enquiry. Two telephone discussions were held with Leigh Armstrong of CVA, and Croydon Sailing club sent information regarding current members. CVA also forwarded the project information to their contacts. Subsequently others from the list above did make contact and some participated in the stakeholder workshops described in section 5.3.

A full review of the baseline engagement data the borough-wide Croydon Talks Parks project was included in the stage 1 report. As the 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 also is 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

### 5.3.1 Proposed Strategy

The workshops were intended to bring together Tyréns 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 councilors and representatives of specific constituencies: faith, age ethnicity or disability for example. 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 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.

Initially three workshops were planned, one for the north area (Norbury South Norwood Lake & Grounds), one for central (Ashburton, Park Hill & Lloyd Park) and one for the south (Happy Valley).

### 5.3.2 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 and 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. 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 & Sport. As the date of the meeting approached there were few responses for stakeholders of South Norwood Lake, and council officers supported the team by making contact with stakeholders again, using their contacts that had not been able to be passed to Tyréns for data protection reasons.

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 inclusion/equalities, well-being & community building
- Activity in Parks, with sub-themes play, sport & health
- Climate & Biodiversity, with sub-themes green connections, air & water quality, sustainable drainage, wildlife and habitats
- Food, Education & Training
- Culture & Heritage, with sub-themes history & heritage, arts programmes, and cultural events
- Funding, with sub-themes 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 South Norwood Lake and Grounds across all the tables is represented in figure 5.3.1.

#### 5.3.4.2 WORKSHOP TWO

The stakeholders collected 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

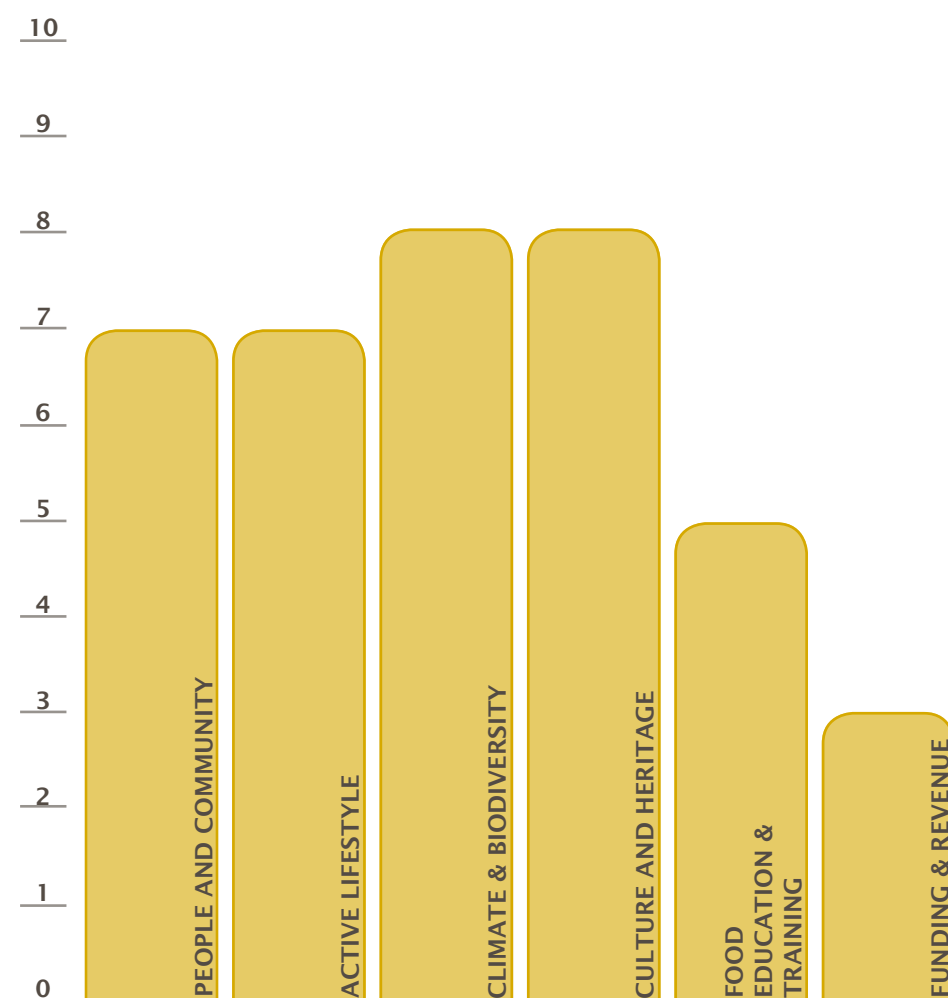


Figure 5.3.1 - Workshop One average scores



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 South Norwood Lake and Grounds in the long term. The main survey took place between 12 noon and 4pm on Sunday 30th July in South Norwood Lake and Grounds. The Survey team comprised six people with spatial design expertise. On July 30th the weather was initially dry and overcast. There were some rain showers. Initially the park area and the gazebo were very busy. After two hours, two of the team went out into the surrounding area to gather views, however there were few people on the surrounding streets. Four of the survey team remained in the park throughout, two 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, 118 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

118 participant returns were included in the analysis, with their views recorded on 107 survey sheets (some sheets represented multiple views).

77% of participants lived within 15 minutes walk of the park, and 64% of participants visited South Norwood Lake and Grounds at least once a week. 10 participants were rare visitors and the remainder visited between fortnightly and quarterly. 36 of the participants who answered the question belonged to local groups. 20 people were members of residents associations. Others were members of sports groups or other user groups in the park.

Visiting patterns and group membership in our sample was distributed across a range of ages and ethnicities, but there are issues with our sample which make it difficult to robustly identify any associations with demographic characteristic.

The demographic characteristics of all the participants, where provided, are tabulated and represented graphically in figure 5.4.1. The 2011 census

identifies South Norwood ward as 51% female and 49% male. The gender claimed by participants in our survey is broadly representative of the ward. Male to female being 50:50 compared with 49:51 in the ward.

The ethnicity and age profile however are not representative. At the time of the census, 47% of ward residents claimed white ethnicities, with 38% of the ward population claiming white British ethnicity, c. 9% claimed mixed ethnicities, 9% claimed Asian/ British Asian ethnicities, 33% claimed black ethnicities with the largest group at 15 % of the total population being those claiming a Black Caribbean ethnicity. Of our survey, 64% of returns were from people claiming white British ethnicity (56% white British), 5% claimed mixed ethnicities, only 17% claimed black ethnicities (8% British Caribbean) and 3% claimed Asian ethnicities. The survey sample is therefore not representative along lines of claimed ethnicity, with significant over-representation of people claiming white ethnicity, especially white British ethnicity in comparison to the ward data for the park catchment.

Around 24% of residents in the 2011 census were under 18, 8% approximately between 19 and 25, c. 35% aged 26-45, 23% aged 46-64 and the remaining 10% aged over 65. Age of participants, where reported, also varied significantly from these ward profiles.

Under 18s and 19-25 are under-represented, with half ward representation levels present in our sample. 46-64 and over 65s are over-represented at 17% of the sample, compared with 10% of ward population.

In addition, there was not an even distribution by age across ethnicity or gender. Half of black or mixed ethnic backgrounds respondents were under 18, and there was 2 to 1 male to female ratio for black respondents. 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, a further 7% 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, circa 5%, who claimed any long-term health issue or disability that impacted their daily life, compared with an expected level of 14% of the ward population.

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.

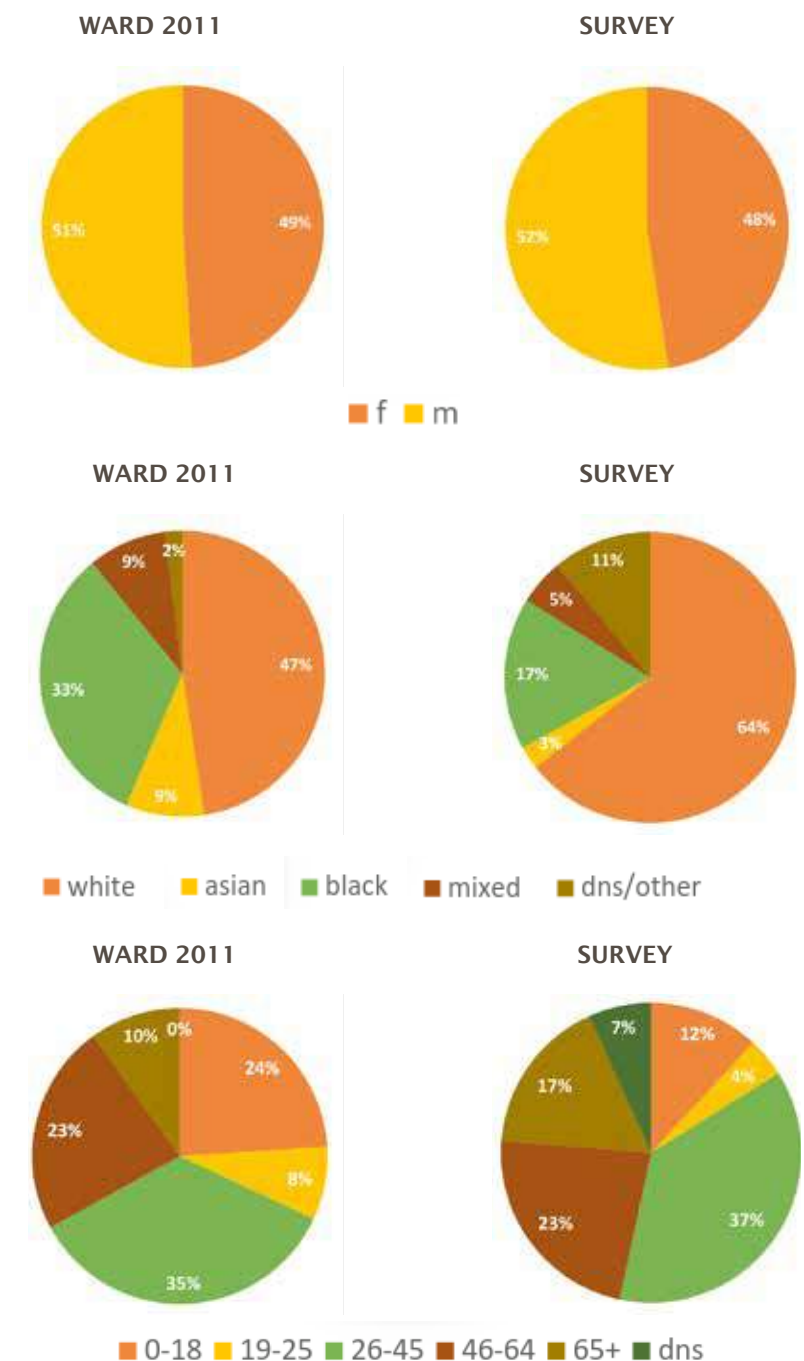


Figure 5.4.1 - Differences in demographics between ONS census and survey returns

## 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 118. 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 -118, and no proposals put forward at South Norwood Lake had any negative score.

The most popular proposal overall was to retain and protect biodiversity, with a score of 111. Others with very high approval rates were facilities for more events (95), consolidating all disparate building into a ‘sports hub’ (90), information signage about biodiversity (95), and creation of a nature trail in the wooded area (88).

There were generally high levels of support for the expansion of the play offer (73) and restoration of the exercise trail (78). In keeping with the general findings from Ashburton Park, younger people and people of BME responded with higher levels of support than other groups for increased play provision, and the restoration of exercise trail. It is noted in this sample, these were significantly overlapping demographic characteristics. The most frequently suggested type of play improvement was the introduction of natural play features/adventurous play for 10-14 in the woodland.

There was general support for retaining all sports on offer with a score of 80 overall. Popular suggested additions were for outdoor gym/fitness bars, football goals/multi-use games area (MUGA), improved fishing platforms and for table tennis, however the most frequent response to the question regarding what additional facilities or actions should be taken was to look after and upgrade the quality of the existing sports facilities.

Subsidised paid-for sport was more popular (64) than all sports self fund (56), but these scores demonstrate both were approved by majority at more than two approvals for any objection. Younger people in our sample were less supportive of the idea of self-funded sport, with significantly higher levels of support for subsidised activity, a response arguably reflecting younger people’s lack of economic independence. Most of the young people we spoke with were making use of the sports facilities, and were concerned they may be excluded if paid-for sport was not subsidised.

There had been some indication through earlier engagement that a community garden might be established at the park. Our question asked not if people were interested but if they if they would participate in a community garden. 50 of 118 respondents said they would, with higher percentages of support from those under 45 and over 65, which indicates that a project of this type would

likely be possible, and might generate a new attraction with intergenerational appeal, though it would need leadership. A small number of respondents had indicated they would like to see more flowers in the park. The proposal for a community garden might also help to broaden the appeal of the park to a wider audience. There was no clear consensus on a good location - roughly equal numbers suggested by the waterside centre/ boat storage area as suggested in the woodland or by the play area.

### 5.4.3.2 COMMENTS RECEIVED

Space was provided for comments. Several suggestions related to better disabled facilities: the nature trail could have some access for people with disability, disabled play should be improved, and access be considered in restoring the exercise trail. There was a request for disabled parking to be identified ‘on street’ near the Waterside centre.

There were suggestions that biodiversity might be enhanced by creating a hedgerow or woodland link above the railway line, and there was a suggestion of lookout/viewpoint from within woods.

Two community members offered coaching; one was already providing tennis coaching, another could offer fishing lessons, which our survey showed demand for. It may be possible to support increased use through support for development of this kind of community-based expertise.

Several people thought the sports hub should have a gym and offer activities like events, entertainment, clubs and space for hire. Some proposed a vehicle access to the new building around the edge of the pitches from Auckland Road, and provision for some events parking/disabled parking along this access.

### 5.4.3.3 CONTROVERSIAL ITEMS

Introducing dog control was the least supported proposal, however still supported by a majority, with an overall score of 20. The low score 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 almost two supporting for every one disagreeing.

Again there was no real consensus on location. Suggestions were: no dogs on the playing fields, a dog-free area near the kiosk, any new play area and the community garden to be dog-free too. Some suggested the whole lower events area to be dog-free.

### 5.4.3.4 EQUALITIES ISSUES AT SOUTH NORWOOD LAKE AND GROUNDS

The survey sample had relatively low levels of representation for people claiming black, Asian or mixed ethnicities, and for young people, and an over-representation of people claiming white ethnicities compared to the ward level statistics from 2011. In the relatively small park area at South Norwood Lake and Grounds, it is unlikely that this is due to sampling error by team members, and likely that the sample reflects the demography present in the park that day. The weather on the day of the survey was poor for the time of year. This has been shown to impact demography of park users, and may well be a significant factor in our survey. It may be however that under-representation is an issue at the park, for structural reasons, or because the mix of activities and infrastructure is not yet meeting the preferences of these groups.

Independent research indicates that people of BME tend to be put off by a lack of infrastructure - paths or formal activities for recreation and sport, lack of sociable seating or picnic facilities. The April survey at Ashburton Park indicated that people claiming black ethnicities and young people in Croydon tended to seek exercise and play - ‘structured’ activities in park space. Asian participants in that survey tended to value parks most for children’s play. Other Croydon parks surveyed to date which had a better balance by ethnicity, offered more surfaced paths connecting facilities, more sociable sitting, and closer connection between play and sports facilities than at this location. They were also in more prominent locations near to retail centres or main roads. South Norwood Lake is in a relatively hidden residential location and distant from local shops or facilities. Young people in the park as part of a summer scheme indicated they had not known the park was near to them. The play area has only recently been refurbished, and it may take some time for this to be widely known. More promotion and better information on facilities offered were suggested by several participants, and the proposed improvements can address infrastructure issues.

The potential for weather or chance influencing the sample error is significant however, with a relatively small sample overall, only observed on one day. In any event, the limited participation by several groups in the survey is a consideration, and targeted engagement is recommended to reach under-represented groups in development of further plans.



## South Norwood Lake Parks Vision, Design Strategy, 2017



Key plan used during the event and design based consultation



# South Norwood Lake & Grounds Parks Vision, Design Survey, 2017

South Norwood Lake 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 any planting or landscape management should aim to protect and enhance biodiversity and natural character at South Norwood Lake ?

Agree No preference Disagree  
☐ ☐ ☐

Should there be more information about the plants, wildlife and landscape for people to enjoy?

Agree No preference Disagree  
☐ ☐ ☐

Would you like to take part in a community garden, or growing project in the park?

Agree No preference Disagree  
☐ ☐ ☐

If you agree, where should that be?.....

## PLAY

The play area has recently been refurbished. Do you think there should be further items for play, perhaps something adventurous for 10-14s, some natural play features through the woods, or some toddlers play near the kiosk, for example?

Agree No preference Disagree  
☐ ☐ ☐

If you agree, say what you'd like here .....

## DOGS

Would you like to see a dog free area in any part of the park?

Agree No preference Disagree  
☐ ☐ ☐

If you agree, where would be best? .....

## SPORTS & ACTIVITIES

Do you agree the sports facilities currently offered are the right ones, and all should be kept?

Agree No preference Disagree  
☐ ☐ ☐

What could go and/or what other sports or activities should be offered?  
.....

## South Norwood Lake & Grounds: Parks Vision, Design Survey, 2017

Some activities, like sailing, are self funding, others, like bowling, could be self funding. Should all club based activities with facilities in the park cover their maintenance costs through membership charges and pay per play?

Agree No preference Disagree  
☐ ☐ ☐

Should all the member only facilities be financially supported (at least in part) by council funds, if they offer free or low cost sessions to some groups?

Agree No preference Disagree  
☐ ☐ ☐

There are currently several small buildings providing sports changing rooms, showers & toilets to different standards, dotted around the park. All are maintained /run from separate funds. Do you agree the council should invest /seek grants for a single 'sports hub' building in the centre of the park, to provide a high standard of facilities for use by all the sports clubs & schools using the playing fields?

Agree No preference Disagree  
☐ ☐ ☐

Would you like to see the exercise trail renovated?

Agree No preference Disagree  
☐ ☐ ☐

Would you be happy to see events in the park 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.....  
.....

## STRUCTURES & CIRCULATION

Would you like to see better information signage at the entrances?

Agree No preference Disagree  
☐ ☐ ☐

Do you agree the informal entrance to the park from Auckland Road, opposite Cypress Road, should be formalised, and a path created along the West of the sports fields, to complete a circuit around the park?

Agree No preference Disagree  
☐ ☐ ☐

Some park gates are currently kept shut all/most of the time. Should any other park entrances be opened?

Agree No preference Disagree  
☐ ☐ ☐

If yes, which entrances? .....

Would you like to see a nature trail through the woods, with some improvements to the path, and the stream, and information on what plants, mammals, birds and insects are present?

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 disability 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 South Norwood Lake & Grounds? 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 South Norwood Lake? Yes/ No

How often do you use the park ?.....

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

Delivering for Croydon

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www.croydon.gov.uk



# Online Engagement Analysis

## 5.5

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

94 returns were received regarding proposals for South Norwood Lake and Grounds from the online survey. Unfortunately, no information was provided regarding the proximity of participants homes to the park, nor their frequency of use of South Norwood Lake and Grounds. Only six respondents claimed to belong to groups based in the park, and the question regarding membership of residents or other groups locally was missing from the survey. As a result, claims that the responses represent local views or views of park users cannot be supported in the data.

### 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 whether support or disagreement with proposals could be linked to any demographic characteristic. For example, we cannot isolate responses for people with disabilities or women; we can only know how many respondents claimed these characteristics within the total. This prevents use of this data for identifying shared issues or preferences for different groups with protected characteristics. It is possible however to assess whether the sample is representative of the local resident population, or whether it is weighted more heavily to any particular group. Circa 78 people provided information on their age group, disability, ethnicity and gender. Only 8% of respondents claimed a non-white ethnicity online compared with c. 53% in the ward, 60% were aged over 45, compared with ward levels of 33%, no respondents claimed an age under 24 years, although one-third of the area's residents are under 25, and there are more respondents claiming female (59%) than male (41%) gender. We can say then that the sample is weighted towards older people, people who claim a white ethnic group and women. With c. 10% indicating they had day-to-day activities limited because of a health problem or disability compared with c. 15% in the ward, the number of respondents claiming disability is still under-represented, though closer to the levels likely in the park catchment than the 5% responding in the face-to-face engagement.

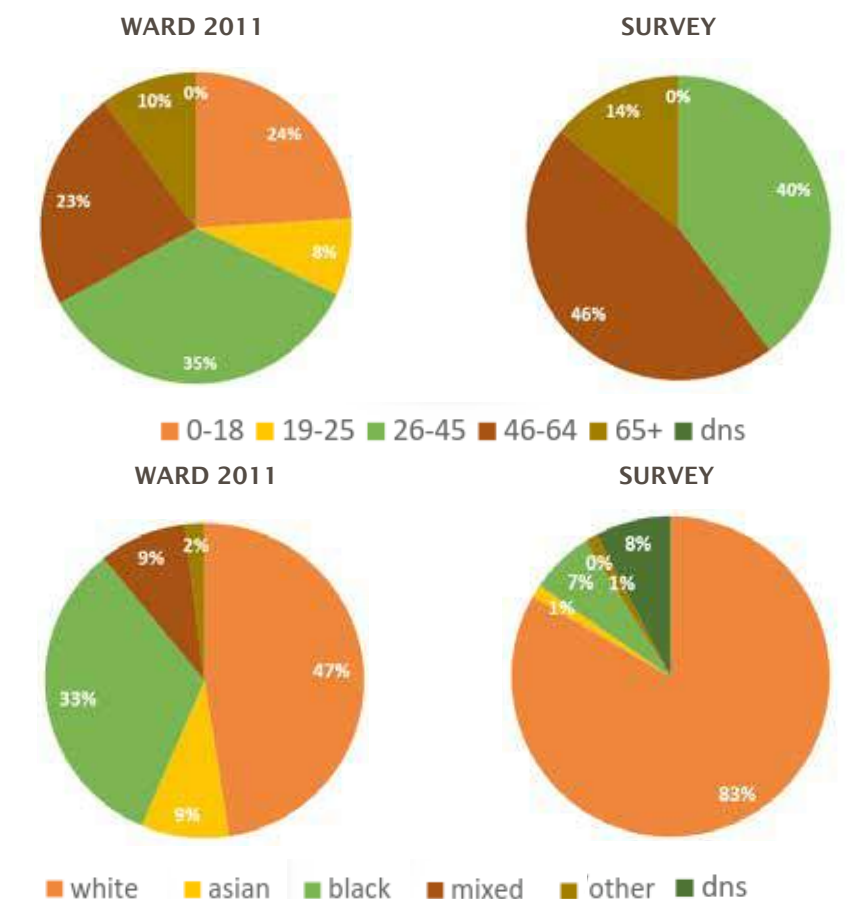


Figure 5.5.1 Differences in demographics between ONS census and survey returns

## 5.5.3 Comparison between online and face to face survey findings

### 5.5.3.1 DIFFERENCES BETWEEN THE QUESTIONS ONLINE AND FACE TO FACE

There were some differences in the online questionnaire. No space was provided for free comments, so only comments connected to questions have been recorded. One question, regarding whether existing sports should be retained was repeated three times, fortunately, although participants answered slightly differently each time, this did not cause a significant issue, with the majority of participants continuing to answer questions beyond this point. A question regarding the preferred type and location of any additional play provision was re-worded, and unfortunately the new phrasing elicited no responses.

### 5.5.3.2 GENERAL FINDINGS

The sample is skewed, and this raises some concerns from an equalities perspective, as we have found variation in responses associated with demographic characteristics. As with all similar surveys, there is potential for self-selection bias to influence findings, where those choosing to participate may be more predisposed to a particular view than the wider population. Unfortunately, there is very little data to support any claims that participants are residents close to the park or drawn from its users. The data must therefore be treated with caution regarding its generalisability across the resident population in the park catchment.

In general there was support for all proposals identified in the plan, exceeding any opposition to them, and most proposals were well supported. This is similar to the finding in face-to-face surveying.

The most popular proposal overall was to retain and protect biodiversity with close to 100% support and no opposition. Others with very high approval rates were formalising the Auckland Road entrance to the park opposite Cypress Road, creation of a nature trail in the wooded area (both over 80% approval), provision for events, consolidating all disparate building into a 'sports hub', and information signage about biodiversity (over 70% approval).

There was 5:1 support for the expansion of the play offer and 12:1 for restoration of the exercise trail. There was 5:1 support for retaining all sports on offer. Popular suggested additions were for outdoor gym/fitness bars, football goals/MUGA, for improved fishing platforms, improvements to fish

stocks and water quality and for table tennis. There were also requests for some cycling provision for children. Again, a number of people asked for the existing tennis and basketball provision to be improved and maintained to higher standards than currently. A number of participants suggested that bowling was not needed.

Around one quarter of the participants indicated they would like to participate in a community garden if one was located in the park. There was no real consensus on location, but popular suggestions were close to the Waterside Centre, between the lake and the railway line, near the play area, and in the location of the former allotments, though this would require tree removal.

### 5.5.3.3 COMMENTS RECEIVED

No space was provided for comments. There were comments in free response sections connected to specific questions included within the analysis of the results.

### 5.5.3.4 CONTROVERSIAL ITEMS

New entrances were supported by c. 20%, and opposed by c. 10%, but the remaining participants had no preference. One respondent indicated they felt poor accessibility was an issue, and several participants suggested greater accessibility from Auckland Road.

Self financing for sports facilities in the park was supported, however the suggestion that sports should be entirely self-financing was supported by c. 2:1 opposing. Subsidising self-financed sport to offer lower cost/supported access for low income groups was more popular, supported by 14:1.

Introducing a dog controlled area was the least supported proposal in this sample with levels of 3 supporters for 2 opposing. One third of participants did not express any preference. This level of support is lower than in the face-to-face survey, but may be related to demography, as respondents in the face-to-face survey of white ethnicities were less likely to support dog controls, and findings at Ashburton Park indicated dog walking is among the most popular reasons for park visits for people 40-64, for women and for white people, who are over-represented compared to the surrounding population in this survey sample.

Again there was no real consensus on location. Suggestions were no dogs on the playing fields, a dog-free area near the kiosk, any new play area and the community garden to be dog-free too.

### 5.5.3.5 EQUALITIES ISSUES

The survey sample had very low levels of representation for people claiming Black, Asian or mixed ethnicities, no representation from young people under 25, and a significant overrepresentation of people claiming white ethnicities compared to the ward level statistics from 2011. The pattern of participation in the survey is not unique to South Norwood Lake and Grounds among the parks surveyed, it may be, as discussed in the conclusion of the face-to-face survey however that under-representation is an issue at the park. This may be for structural reasons, for example relating to the residential mix in the parks immediate surroundings, to topography, or lack of visibility/connectivity of the park within the wider area, or because the mix of activities and infrastructure is not yet meeting the preferences of these groups. The issue is discussed more fully in conclusion to analysis of the face-to-face survey.

## 5.5.4 Conclusion

In general, the lack of information on residence of participants, and an unrepresentative mix in terms of local demography mean the online views for South Norwood Lake should not be seen as wholly reliable representations of views in the wider community surrounding the park. Overall, the views presented online showed similar patterns of support or opposition as found in the face-to-face engagement, especially when compared with returns from 45-64 year olds, and participants claiming white ethnicities. The patterns of support appear to be associated with demography to some extent. The lower support for introducing dog controls may be indicative of the effect termed "self-selection bias" where those who elected to seek out participation, in this case in the online survey, may be motivated to do so because they have specific predispositions, and as a result the sample's views may not represent patterns that would be found within the wider population.





**APPENDICES**



# Case Studies Themes

## 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.

**THEMES**  
Burgess Park, Southwark

**People in Parks**

Inclusion/Equality - accessible paths, toilets, play as well as sport for teens, activities & picnic seats for older people. It feels safe, there are a variety of spaces & things to do, space for dogs, and with dog controls.

Wellbeing - places to socialise, to be calm, to garden & to enjoy nature.

Community Building - welcoming, having a say, feeling involved, seeing yourself represented in promotions & events, meeting people different to you.

**Qualities** 1 10

Inclusion/Equality  
Wellbeing  
Community Building

**THEMES**  
Queen Elizabeth Park, Water Play

**Activity in Parks**

Play - play is fun, competitive, or a place to meet, enjoy, learn, move and explore. Younger ones are brought by adults or siblings, so play spaces should appeal to them too.

Sport - formal sports spaces can require big investments, but good for sport can limit access. Sports support integration, & employment opportunity.

Health - good active parks are inclusive. Physical activity builds healthy hearts, reduces obesity, and improves mood.

**Qualities** 1 10

Play  
Sport  
Health

**THEMES**  
Open Greenway, Croydon Destination Parks

**Climate & Biodiversity**

Green connections - access by public transport, and safe cycling & walking links between green spaces promote sustainability, equality & health.

Air & water quality - plants can filter out pollutants for cleaner air & water.

Sustainable drainage - holding run off water in parks can prevent floods.

Wildlife & habitats - parks provide diverse opportunities to support nature.

**Qualities** 1 10

Green connections  
Air & water quality  
Sustainable drainage  
Wildlife and habitats

**CASE STUDIES**  
Belair Park, Southwark

**Qualities**

People & Community 7  
Active Lifestyles 8  
Climate & Biodiversity 8  
Culture & Heritage 8  
Food, Education & Training 4  
Funding & Revenue 6

**CASE STUDIES**  
Burgess Park, Southwark

**Qualities**

People & Community 10  
Active Lifestyles 10  
Climate & Biodiversity 8  
Culture & Heritage 8  
Food, Education & Training 10  
Funding & Revenue 9

**CASE STUDIES**  
Kennington Park, Lambeth

**Qualities**

People & Community 9  
Active Lifestyles 8  
Climate & Biodiversity 6  
Culture & Heritage 8  
Food, Education & Training 8  
Funding & Revenue 7

**THEMES**  
The Wellington Park Café

**Funding & Revenue**

Capital costs - fundraising, grants, policy relevant public sector investment or planning system contributions for periodic renewal.

Volunteering - volunteers, and participants in funded schemes delivering health, wellbeing or training, can supplement basic maintenance, and transform park space.

Revenue - paid for activities, income from concessions or venue hire & events, or long term endowments.

**Qualities** 1 10

Capital Costs  
Volunteering  
Revenue Funding

**THEMES**  
Ladywell Fields, Lewisham

**Culture & Heritage**

History & heritage - many parks have historic features and buildings that can tell stories of our past, and be useful now.

Arts programmes - arts can bring new interpretations and enrich park space.

Cultural events - a great space to bring people together for large & small events. Infrastructure & communications make this possible.

**Qualities** 1 10

History & heritage  
Arts Programmes  
Cultural events

**THEMES**  
Brockwell Park, Lambeth

**Food, Education & Training**

Education - learning can be intergenerational & informal, take walks, or activities, or a part of school. Interpretative signs can enrich our understanding of place.

Training - vocational training in horticulture, land management, hospitality and sports skills.

Food - park space can be a productive landscape - allotments, community gardens, beekeeping, and fresh produce and herbs for sale locally.

**Qualities** 1 10

Education  
Training  
Food

**CASE STUDIES**  
Brockwell Park, Lambeth

**Qualities**

People & Community 8  
Active Lifestyles 9  
Climate & Biodiversity 7  
Culture & Heritage 10  
Food, Education & Training 10  
Funding & Revenue 8

**CASE STUDIES**  
Horniman Gardens, Lewisham

**Qualities**

People & Community 8  
Active Lifestyles 6  
Climate & Biodiversity 6  
Culture & Heritage 10  
Food, Education & Training 8  
Funding & Revenue 9

**CASE STUDIES**  
Ladywell Fields, Lewisham

**Qualities**

People & Community 7  
Active Lifestyles 8  
Climate & Biodiversity 9  
Culture & Heritage 7  
Food, Education & Training 8  
Funding & Revenue 5





Parks Trust, Milton Keynes

The Parks Trust was created in 1962. It cares for many of Milton Keynes parks and green spaces - up to 5,000 acres of river valleys, woodlands, lakesides, parks and landscaped areas alongside the main roads - about 25 percent of the new city area. Funding is generated by a substantial property and investment portfolio. The Trust has 999 year leases on the major parks and strategic open space in MK while the freehold belongs to Milton Keynes Council. It is entirely self-financing.

Qualities	
People & Community	8
Active Lifestyles	8
Climate & Biodiversity	9
Culture & Heritage	8
Food, Education & Training	7
Funding & Revenue	10



The Level, Brighton

Work on The Level was completed in 2011, including a new cafe, accessible children's playground, fountain, sculpture, table tennis, new planting and paving, skate bowls and street skate area, a sensory garden, new lighting and seating. Historic features from the 1920s were also restored, including park pavilions which are available for community hire and exhibition space. Nationally rare oak trees surrounding the Level host a colony of endangered white-letter hairstreak butterflies in the canopy.

Qualities	
People & Community	8
Active Lifestyles	8
Climate & Biodiversity	9
Culture & Heritage	9
Food, Education & Training	7
Funding & Revenue	8



Victoria Park, Tower Hamlets

Victoria Park hosts several large revenue generating events and cultural festivals each year. It is London's oldest public park, renovated in 2012 with £12M history & culture fund. Two large play areas, including upgraded woodland area & new skatepark next door, a new cafe & ranger station, lakes & historic garden restored. Lakes and plant irrigation now fed by bioshades, not motor's water, and cycle route connections made to surrounding network. No barbecues allowed, & dog control only in play areas.

Qualities	
People & Community	8
Active Lifestyles	9
Climate & Biodiversity	7
Culture & Heritage	10
Food, Education & Training	7
Funding & Revenue	9



Ashburton Park, Croydon

Qualities	
People & Community	8
Active Lifestyles	9
Climate & Biodiversity	7
Culture & Heritage	10
Food, Education & Training	7
Funding & Revenue	9



Park Hill Park, Croydon

Qualities	
People & Community	8
Active Lifestyles	9
Climate & Biodiversity	7
Culture & Heritage	10
Food, Education & Training	7
Funding & Revenue	9



South Norwood Lake, Croydon

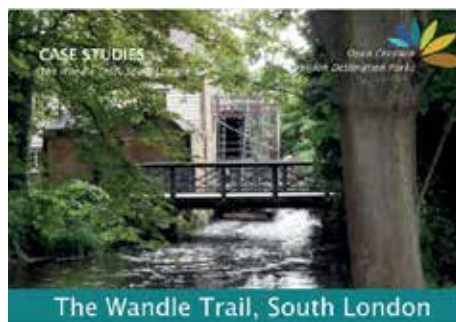
Qualities	
People & Community	8
Active Lifestyles	9
Climate & Biodiversity	7
Culture & Heritage	10
Food, Education & Training	7
Funding & Revenue	9



Queen Elizabeth Park, Newham

Queen Elizabeth Park is managed by the legacy development Corporation, with revenue generated from surrounding property development & good use of world class sporting venues and attractions. It has a biodiversity North Park, and activity focused South Park, with play 'rooms' lawn, social pavilions & gardens. Park entry & play facilities to age 14 are free. It's managed by warden, and dogs are on leads. Connects to cycle infrastructure & manages flood risk/ water recycling, provides events training and tours.

Qualities	
People & Community	7
Active Lifestyles	6
Climate & Biodiversity	9
Culture & Heritage	5
Food, Education & Training	6
Funding & Revenue	9



The Wandle Trail, South London

The Wandle Trail is a 12 mile, mainly traffic-free route along the River Wandle from the Thames at Wandsworth, to Croydon. More than ten parks & green spaces lie on the route, which is open primarily to be wheelchair accessible throughout. Funding has come from Transport for London, & Sustrans. Activities provide navigation, education, art, history and look out points in partnership with the Boroughs and Wandle Regional Park. Groundwork London and Wandle Green Team offering green skills apprenticeships.

Qualities	
People & Community	7
Active Lifestyles	8
Climate & Biodiversity	9
Culture & Heritage	10
Food, Education & Training	8
Funding & Revenue	8



Wandle Park, Croydon

The River Wandle was 'dedicated' from a culvert under the park with £3.5m lottery funds in 2012. At the same time new paths, seating, signage and interpretation were installed, landscape restored, play area redesigned, including sand & sound play. The F150 pavilion was upgraded to provide cafe, toilets and changing facilities. Free activities now include skate park, table tennis, ball court, trim trail and outdoor gym. Volunteer training supports events in the park, gardening & park maintenance activities.

Qualities	
People & Community	8
Active Lifestyles	8
Climate & Biodiversity	7
Culture & Heritage	8
Food, Education & Training	7
Funding & Revenue	4



Lloyd Park, Croydon

Qualities	
People & Community	8
Active Lifestyles	8
Climate & Biodiversity	7
Culture & Heritage	8
Food, Education & Training	7
Funding & Revenue	4



Norbury Park, Croydon

Qualities	
People & Community	8
Active Lifestyles	8
Climate & Biodiversity	7
Culture & Heritage	8
Food, Education & Training	7
Funding & Revenue	4



# Standard Letters of Contact

## Stakeholder

Below is a standard letter of contact informing South Norwood Lake and Grounds' 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 and 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 and 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 Tyréns' 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 and Grounds
- 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 Group

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](mailto: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

## South Norwood Lake

	STAGE 1 INPUT	STAKEHOLDER INVITE	NUMBERS TO ATTEND	EVENT INVITE	COMMENTS
<b>SOUTH NORWOOD LAKE AND GROUNDS</b>					
Harris City Academy Crystal Palace	Invited email & phone	Invited email & phone	No Response	Invited	Spoke with some pupils, no contact official from school.
Cypress Infant /Junior School	n/a	n/a	n/a	Contacted to circulate dates for members	
Springfield Baptist Church	n/a	n/a	n/a	Contacted to circulate dates for members	
St John the Evangelist	n/a	n/a	n/a	Contacted to circulate dates for members	
All Saints Church	n/a	n/a	n/a	Contacted to circulate dates for members	
South Norwood Lake Bowls Club	Invited email	Invited email	No Response	Contacted to circulate dates for members	Bowling club attended engagement event.
Croydon Youth and School Sailing Association	Invited email	Invited email	2	Contacted to circulate dates for members	Youth Sailing group did not sign register of attendance at Stakeholder event, though two members had confirmed planned attendance.
Croydon Sailing Club	Invited email	Invited email	Emailed responses	Contacted to circulate dates for members	Sailing club correspondence via email and in person at engagement event.
Waterside Centre Managed by CVA (Croydon Voluntary Action)	Invited email & phone	Invited email & phone	2 representatives at stakeholder event	Contacted to circulate dates for members	CVA also circulated to their contacts, including café owners. Participants in their summer programme and staff attended engagement event.
Lakes Play Action Group	Invited email	Invited email	2 representatives at stakeholder event	Contacted to circulate dates for members	Attendees at Engagement event.
Waterside Cricket Association Council	Invited email	Invited email	No Response		No known attendees at event, no responses to contacts.
South Norwood Residents' Association	Invited email & phone	Invited email & phone	Check Response		No responses to contacts.
Bat Group	Meike Weiser	Meike Weiser	1		
Forest Schools	Tanya (Mawanda?)	Invited by Meike Weiser	Attended Workshop		
Croydon Anglers	No contact provided				Attended engagement event and provided contact detail.

	STAGE 1 INPUT	STAKEHOLDER INVITE	NUMBERS TO ATTEND	EVENT INVITE	COMMENTS
<b>STRATEGIC LONDON/ CROYDON GROUPS/ORGANISATIONS FOR EARLY CONTACT/DISCUSSION</b>					
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
<b>CROYDON COUNCIL</b>					
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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