

Croydon Destination Parks Masterplanning Lloyd Park

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Chapter 1 - Park Analysis

- 1.1 Introduction
- 1.2 Mapping Progression 1.3 Site and Context Analy
- 1.4 Existing Conditions Su
- 1.5 Opportunities and Con
- 1.6 Park Management and

Chapter 2 - Concept Mas

2.1 Vision and Explanation

2.2 Masterplan Concept

2.3 Access and Information

Chapter 3 - Funding Opp

3.1 Capital and Revenue Fi

3.2 Capital Funding Strate 3.3 Income Generating Act

Chapter 4 - Equalities Im

Chapter 5 - Engagement

5.1 Introduction: Proposed

5.2 Stage 1 - Interviews

5.3 Stage 2 - Stakeholders

5.4 Stage 3 - Events and D

5.5 Online Engagement Ar

Case Study Themes for Sta Standard Letters of Contac Stakeholder Contact Recor

//Contents

	8
	10
sis	12
rvey	15
straints	18
Operations Context	19
erplan	21
	22
	24
n Recommendations	28
ortunities and Strategy	31
Inding Opportunities	32
ay for Lloyd Park	35
ivities at Lloyd Park	39
oact Assessment	41
Summary	49
Engagement Strategy	50
5454 44457	51
Workshops	52
esign Based Engagement	54
alysis	56
	59
keholders' Workshops	60
t	62
d	64



\\ Introduction

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

1. The Context for Croydon's Parks

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

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

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

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

2. Project Purpose and Outcomes

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

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

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

The project's objectives are to:

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

3. Project Structure

The project has been structured as two work streams:

Work Stream 1 - Baseline Information Review and Destination Parks Masterplanning

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

Work Stream 2 - Consultation and Engagement

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

Supplementary community engagement was carried out at Ashburton Park.

4. Objectives and Role of this Report

This report is one of a sequence of six reports providing a final summary of the masterplan proposals prepared as part of the Croydon Destination Parks Masterplanning project. This report is the final masterplanning report for Lloyd Park (park 3 of 6).

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

5. Project Deliverables

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

Work Stream 1

- .
- Parks Funding Strategy Paper

Work Stream 2

6. Project Programme

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

- .

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 local ecology and rich urban heritage.

Destination Parks Masterplanning - Baseline Summary Report

Parks Masterplanning Reports (prepared for each park)

Croydon Destination Parks Sustainability and Wellness Framework

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)

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

//Executive Summary

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

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

Chapter 1 - Park Analysis

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

// Mapping Progression

A historical summary and mapping exercise reviews the evolution of the park. Lloyd Park was once part of the parkland belonging to the Coombe Estate and was given to the Corporation of Croydon in memory of Frank Lloyd in 1927. Excavations carried out in Lloyd Park uncovered remains of a Roman settlement.

// Field Survey

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

- Lloyd Park is located close to East Croydon town centre and is highly accessible by tram and car
- Lloyd Park does not provide access to people with disabilities
- Due to its size, its countryside character and its facilities, the park attracts . visitors both from the local neighborhood and from further afield
- The park already provides a wide range of facilities and programming such as sport and play facilities, events, and food & beverage services
- Lloyd Park and its facilities are overall well maintained and in good condition
- Lloyd Park has a strong ecological value: it is part of an important green corridor within the borough and it features a number of different habitats that are rich in species

The Opportunities and Constraints analysis of the park shows that:

- Lloyd Park features a number of assets its character, size, facilities, biodiversity - that can be utilised to transform the space into a destination park
- The park has a lot of users and can capitalise on community building and pride
- There is potential for increased conservation interest and improvements to habitat value

// Park Management and Operations Context

This section describes the landscape and conservation designation of Lloyd Park and the local strategies impacting its development. It also describes current stakeholder and community involvement in the park's operations and summarises the existing covenants impacting its management.

Chapter 2 - Concept Masterplan

// Vision and Explanation

This section sets out the vision and design intent that will shape the sustainable and active future for the park:

- A Lively Country Park the masterplan strategy will aim at transforming Lloyd Park into a destination park while preserving its countryside and local character and will protect its environmental role
- People, community and activation strategy Lloyd Park could become a destination space catering for both local residents and non-local visitors. It could feature a high quality play and sport offer, allow for leisure and relaxation, provide culture and events spaces and foster education and learning opportunities
- History, local character and special features strategy the activity hub . around the main entrance of the park could support most of the outdoor activities that can appeal as a destination. The other parts of the park could be dedicated to nature, biodiversity and history and to the guiet enjoyment of the park
- Sustainability strategy the creation of landforms and the introduction of sensory planting along the newly created accessible paths can complement the existing sustainability strategy set out in the Management Plan

// Masterplan Concept

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

- Café opened up with terrace towards park and play space .
- Improved entrances and signage
- Creation of a new activity next to the bowls or next to the playground
- Accessible nature trail around lower sport field
- Surfaced connection to viewpoint on Hammonds Hill
- Creation of a new cycle route
- . Improvements to sport field and events area
- Creation of gentle landforms .
- Creation of dog controlled areas •
- Enhanced play area
- Improved car park .
- Improved sport facilities .
- Creation of new seating spaces

// Access and Information Recommendations

The first part of this section details the access strategy for Lloyd Park. It aims to strengthen the role of the entry point on Coombe Road as the main and prominent entrance to the park and its activity hub. Within the park, two accessible surfaced paths could be created to allow all users to fully enjoy the park. A cycle route could be created and the parking could be enhanced. The second part of this section details the information and signage strategy for Lloyd 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 Lloyd Park

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

// Income Generating Activities at Lloyd Park

This section considers opportunities to generate additional net income for Lloyd Park: new commercial leisure concession(s), temporary ice cream / snack van concession, licenses for commercial users of the park, car park charges and third party events hire.

Chapter 4 - Equalities Impact Assessment

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

Chapter 5 - Engagement Summary

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

// Stage 1 - Interviews

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

// Stage 2 - Stakeholders Workshop The purpose was to bring together the project team and London wide actors and local actors around 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 Lloyd Park in the long term. Key findings are that proposals for biodiversity, sport and play, café and accessible path were the most widely supported. Controversial items were dog control measures and the increase in the number of attractions in the park.



CHAPTER 1 - PARK ANALYSIS



Libyd Parkn

1.1 Introduction

Lloyd Park is a 46.13 hectare park located in the Fairfield Ward of Croydon, nestled between Shirley and South Croydon. It is one of Croydon's largest open spaces located within a thirty minute walk of Croydon town centre.

No formal demarcations delineate the Lloyd Park boundary. Its eastern and northern boundaries back on to rear residential gardens and its eastern boundary is adjacent to Coombe Park. The southern boundary comprises the tram line running east to west and is marked by a timber knee rail along most of its length. A mixture of large trees and a historic elm hedge can be found along the tramline, providing a natural boundary and protection to the park.



Figure 1.1.1 Location of Lloyd Park within Croydon

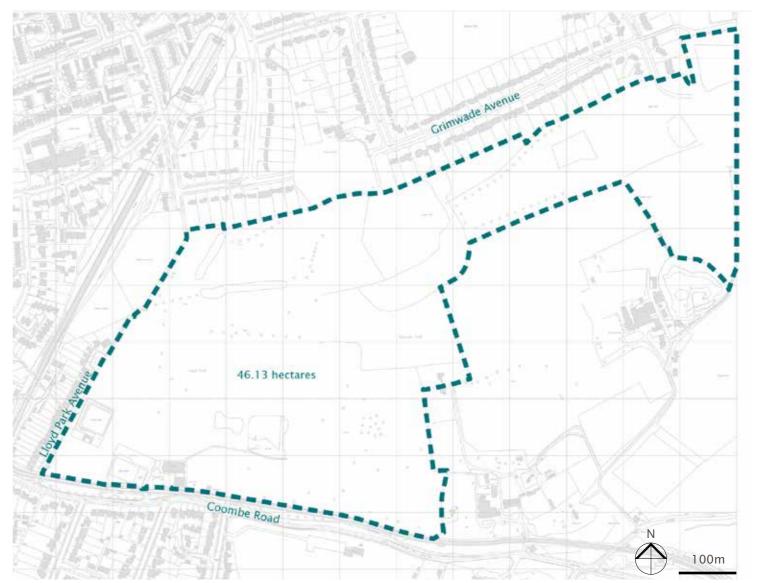


Figure 1.1.2 Boundaries of Lloyd Park



Progression

1.2 Historic Summary

Formerly part of the parkland belonging to the Coombe Estate, the land now known as Lloyd Park was given to the Corporation of Croydon in memory of Frank Lloyd (d.1927).

When the New Addington branch of the Croydon Tramlink was constructed in 1997, excavations carried out in the Lloyd Park area by the Oxford Archaeological Unit uncovered several ditches associated with Roman settlements and a cremation burial.

The Coombe Estate was first recorded in 1221. In the fifteenth century it was called the Borough of Coombe, and by Elizabeth I's reign it was known as 'Broad Coombe.' In the seventeenth century the estate was owned by Matthew and Daniel Harvey, brothers of William Harvey (physician to Charles I). William frequently stayed at Coombe and had caves made in the grounds in order to gratify his habit of meditating in the dark. This is thought to have been closeby to the park's current limits today, but not within the present boundary of Lloyd Park.

A field on the northern boundary of today's park is called the Squashes. This was the name given to a line of springs which emerged between the Thanet sand and underlying chalk. Most of the springs still flow during wet weather but Rippingill is the most frequent one. The water soaks through the chalk subsoil which is under most of the park.

On the side of Hammond Hill is a predominant plough bank which was formed in the past by the plough turning around. Little New Field has a similar feature, but this is exaggerated by the change in geology.

Frank Lloyd, a newspaper proprietor, had lived at Coombe House (now Geoffrey Harris House) since 1892 and had the idea of presenting some of his land to the corporation as a park before he died. After his death the land passed to his daughter, Mrs J R Garwood, and she decided to make a gift of the land and so carry out her father's wishes and in addition provide a memorial to him.

The parkland contains many old trees and the conditions of the gift included that they should be retained and preserved where possible. Although severely damaged by the storms of 1987 and the predominance of playing fields, the area is recognisable as former parkland, featuring clumps of beech trees on the high point of the park.

Chalk Pit Field contained a chalk pit which was still visible in the 1940s but was filled in and leveled in the early 1950s.

old chalk pits.

The track for Croydon Tramlink was laid along the Coombe Road boundary to Lloyd Park in 1999 and a new sports pavilion constructed in 2008, along with a head house for a tunnel for National Grid located near the Lloyd Park tram stop.

PRESENT DAY LOCAL AUTHORITY DESIGNATIONS

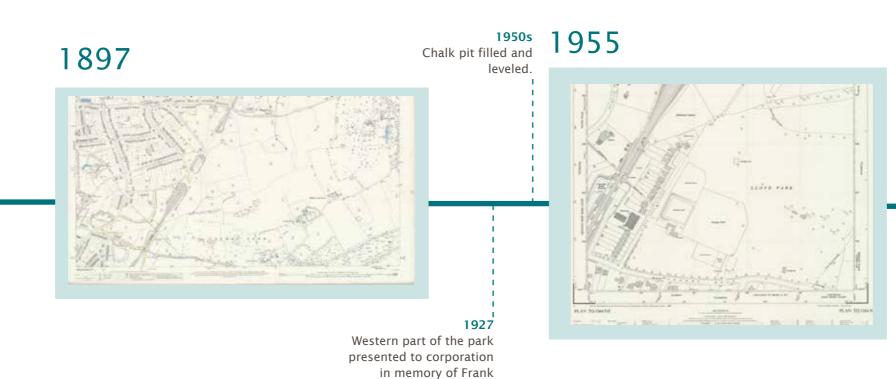
- Metropolitan Green Belt
- Partly site of Nature Conservation Importance Borough Importance II
- Archaeological Priority Zone
- · Local List of Historic Parks and Gardens sufficient layout and features (including Chalk Pits) evident to reflect design and association with local history and notable family, the Lloyd family



A sports pavilion was built in 1963, and in 1969 a children's playground was opened. The playground featured a long slide which went down into one of the

\\Phases

Tramlink built along edge of the park and station



Lloyd, newspaper

1892.

proprietor and owner

of Coombe House since

1221

1221 Estate of Coombe, east of Croydon, first recorded.

Figure 1.2.1 Timeline of Lloyd Park history

Croydon Destination Parks Masterplanning \\ Lloyd Park Masterplanning Report \\ 08.12.17 \\ Park Analysis



1969 Lloyd Park children's playground built.

Analysis ntext

1.3.1 Neighbourhood Character

Lloyd Park is located to the south of Shirley and north of South Croydon.

Shirley is located to the east of Croydon, bordering the London Borough of Bromley and centred around Wickham Road retail centre and Upper Shirley Road. The main land use characterising the area is residential with planned semi-detached estates as the predominant housing typology. The area also features mixed type compact houses and flats with scattered detached houses. Shirley is characterised by low levels of pedestrian connectivity and a high dependence on cars. The neighborhood is home to a public library, a community hall and eleven schools. Shirley is well served with open spaces, from large countryside parks to playing fields and small local parks including large Shirley Park estate, Addington Hills, Coombe Wood and other small local parks.

The South Croydon neighbourhood is located within three kilometers of the town centre. The area is largely residential with two local centres along Brighton Road, the area's main transport corridor. There are a few employment pockets with one small business park at Two Bridges. Due to the proximity of the neighborhood to central Croydon there is a relative deficiency in the range of community services. The area hosts two senior and two primary schools along with three independent schools/colleges. Vehicular and pedestrian east/ west movement in South Croydon is generally restricted by the presence of the railway. The wider South Croydon area is well provided with open spaces including woodlands and playgrounds such as Haling Grove, South Croydon Recreation Ground, Croham Hurst and Coombe Wood.

1.3.2 Lloyd Park Uses

Due to its close proximity to Croydon town centre, its size and range of facilities offered, Lloyd Park attracts a large number of visitors both from local communities and further afield. Lloyd Park is in this sense a 'destination park,' popular with a wide range of groups and individuals such as:

- · Sporting Groups (football teams, schools, park run)
- Regular visitors (dog owners, walkers, joggers, families using playing facilities)
- CASSAC visitors (the association managing the tennis court and disc golf . offer)
- TCV The Conservation Volunteers (organisation that leads on voluntary conservation activities within parks and open spaces across the UK)

Cyclists are currently not allowed in the park.



Housing surrounding Lloyd Park



Southern boundary of Lloyd Park



Housing surrounding Lloyd Park



1.3.3 Access and Connectivity

Lloyd Park benefits from good vehicular accessibility as it is located off Coombe Road, that directly links Croydon centre over the railway line. The main entrance to the park is located adjacent to the route 3 tram stop (New Addington – Wimbledon).

The park provides parking located off Coombe Road and allows visitors to stay for up to three hours.

The nearest bus stops are located at Croham Valley Road (route 64 and T33) and at Shirley Road (route 119, 466, 194, 198). Lloyd Park is also accessible via a thirty minute walk from South Croydon and East Croydon railway stations.

Lloyd Park is neither gated nor locked and can be entered by four main access points. The main entrance is located off Coombe Road and can be used by both pedestrians and vehicles. A crossing helps pedestrians to negotiate Coombe Road, but both vehicles and pedestrians must utilise the same main entrance to the park. A separate direct pedestrian entrance links the tram stop to the park through the eastern side of the car park and pedestrians can also access the park indirectly through the bush as there is no fence.

The other entrances to the park tend to be used by locals who know the park well:

- Mapledale Avenue: this entrance is in poor condition and requires redesign and refurbishment
- Deepdene Avenue: this entrance is in poor condition as well and would require redesign and improvement to provide a welcoming and informative arrival point to the park
- · Sandilands: this entrance is not well signed
- · Lloyd Park Avenue
- Oaks Lane, past the City Suburban yard and Coombe Farm: this entrance is marked by a five bar gate

Within the park there are no paved or segregated routes. Many of the existing paths are narrow. Nevertheless, the park features some defined public footpaths including the Mapledale to Deepdene Link Path and the Fairfield Path that provide access via Lloyd Park Avenue and Oaks Road.



Figure 1.3.1 Existing access and connectivity situation at Lloyd Park





1.3.4 Landscape and Architectural **Features**

Lloyd Park is characterised by an undulating landscape comprising playing fields, a small pond, woodlands with mature trees, hedgerows and open meadows or grassland. The park's topography rises in an easterly direction, with some very steep areas.

Spatially, Lloyd Park can be divided into the following character areas:

- The area around the main entrance is characterised by clustering of several facilities such as sports and recreation fields, the car park and a new pavilion including a café, toilets and changing rooms. Of particular dominance is a very large old oak tree which is visible in the main sports field. The new pavilion is well-maintained and features a green roof, but does not represent an object of particular architectural interest.
- From this area, as one walks east toward Coombe Park and beyond, the green space becomes more like a country park. This second zone slowly ascends toward the north and east, and is composed of meadow fields, a pond fed by local springs, hedgerows and wooded habitats. In particular, to its east lies an area of woodland that may be of ancient origin. The zone is popular for walkers and runners and is the primary location for disc golf. Views can also be enjoyed from Hammonds Hill towards Selsdon, South Croydon, Croham Hurst and Addington Hills.
- A third zone of the park, lying at its eastern boundary adjacent to Coombe Lodge Playing Fields and Shirley Park Golf Course, features a number of meadow fields bounded by hedgerows. Views across London can be enjoyed from the high point at Mapledale Avenue, but few visitors are aware of this. This zone, being adjacent to other green space, provides a valuable wildlife corridor.

1.3.5 Ecology and Arboricultural Context

Lloyd Park is one of the open spaces in the area which form a significant continuous green corridor within the borough formed by Coombe Woods, Addington Park, Ballards Estate, John Ruskin Playing Fields, Coombe Farm Playing Fields, Shirley Park Golf Course, Shirley Park Estate, Addington Hills, Coombe Lodge Playing Field, John Ruskin School, Heathfield House and Estate, Addington Palace Golf Course. Is it therefore valuable for the migration of species.

Within the park, the areas of principal ecological interest are located in:

Meadows

They support common species of butterfly including meadow brown, skippers and common blue.

• Fields

Floristically the fields on the ridge are very rich in species. Common grasses such as rye-grass, timothy, Yorkshire fog, fescues, fiorin and cock's-foot make up most of the sward and are complemented by grassland herbs such as buttercups, clovers, creeping thistle, yarrow, hardheads, sorrel and lesser stitchwort.

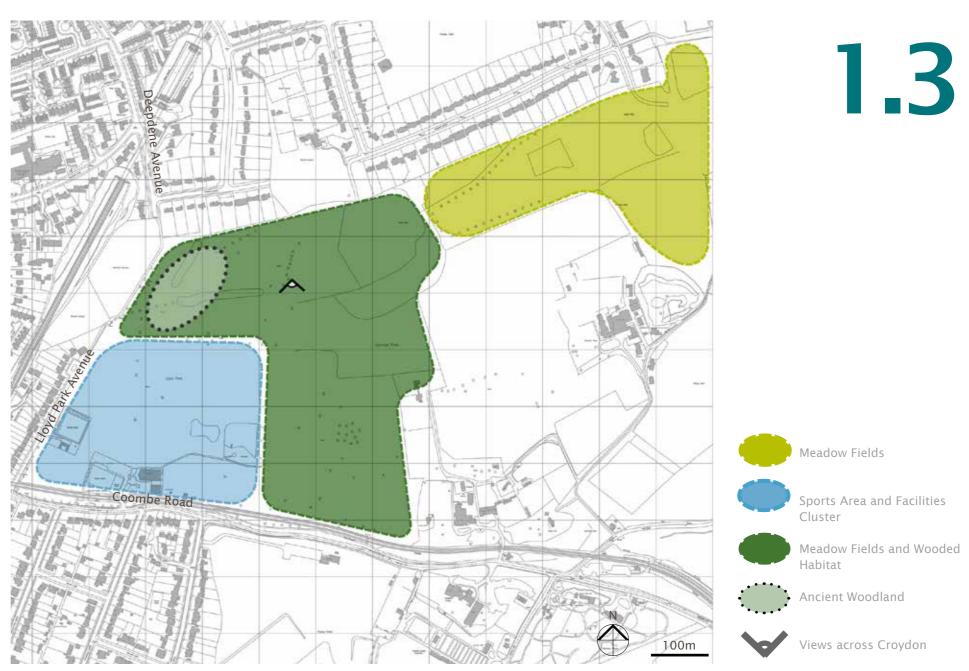


Figure 1.3.2 Existing landscape character areas at Lloyd Park

On the northern part of the park, the grassland shows signs of having being drained and ploughed in the past, and is now mown annually. It is traversed by well-worn paths and by a few hedges of black thorn, oak, ash and crack willow.

Woodland areas

The parkland contains many old trees. The woodland located to the east of Deepdene Avenue may be of ancient origin. It is composed of English oak, ash, wild cherry, with a varied under-storey of rowan, hawthorn, field maple, crab apple, holly and elder and a ground flora of brambles, ivy, dogs mercury, cow parsley and sorrel. Inappropriate ornamental tree planting has unfortunately occurred over many years in the southern part of the parkland.

As pointed out by the 2012-2015 Management Plan: "the grounds have the potential for increased conservation interest; this could be achieved by reviewing future planting schemes and considering changes to the management and maintenance regimes."

Lloyd Park is also traversed by several springs. The largest rises in a private garden near the crest of the ridge and then forms a short stream which flows along a hedge through the grassland before disappearing into the chalk. Lower down, the stream has wet, silty, shaded margins which supports brooklime, fool's watercress, flote-grass, yellow flag and great hairy willow herb. Freshwater shrimp are present.

Other springs emerge in the belt of woodland running along the slope of the ridge at the junction of the Woolwich and Thanet beds. These have no open water, but form wet flushes containing wood sedge.

adjacent to the park.

Finally, a bat population has been monitored on Addington Hills which is

Existing Conditions

1.4.1 Park Facilities

The park offers both passive and active recreational activities:

- Sports pitches
- Children's playground: having been refurbished in 2012, the play area offers a range of facilities from toddlers to teenagers with some disabled play, even though the area presents accessibility issues
- Outdoor gym: installed in 2011, it features 10 stations that are free to use and don't have to be booked
- Bowling Green: open for members and public play
- Tennis court: managed by CASSAC and open to private members only
- Orienteering trail: 35 stations across the whole park .
- Disc golf: located on Hammonds Hill. 18 tees marked by timber marker . posts and 18 baskets

Lloyd Park also regularly hosts Park Run and Military Fitness activities. Seating space is relatively scarce in Lloyd Park. There is some bench provision around the grounds and the "Park to be Proud of" programme provided for the installation of supplementary benches and picnic tables around the playground area.

Built features within the park consist of the pavilion (built in 2009) containing changing rooms, public toilets, rangers office and the Park Life Café and of the bowls pavilion and associated buildings. The National Grid Cable Tunnel Head House and electrical substation are also significant buildings on the eastern boundary. Finally, Lloyd Park also provides recycling facilities for bottles, clothes and small electrical appliances.

There is dog control across the whole site as per bylaws but dogs are only excluded from the play area and bowling green.

1.4.2 Way-finding and Interpretation

The park features limited signage, way-finding and interpretation materials. In 2010, five signs were installed at the different entrances of Lloyd Park and beside Coombe Road, featuring the year-round facilities available, illustrative symbols to convey key information such as bylaws, dog control orders, contact details including phone numbers for emergencies or damage reports and the Croydon website address. In the café, a screen features the upcoming events scheduled to take place in the park. Nevertheless, there is a need for better signage and way-marking, for example to guide visitors around selected routes or views of interest and to familiarise them with the whole site.

Finally, as Lloyd Park is part of the future Connect 2 Cycle Route, clear directions are required to aid cyclists on their journey or inform them about facilities available within the park.

1.4.3 Event Infrastructure

Lloyd Park, due to its size and accessibility, is one of the borough's main venues for large events, funfair, running and sports. It is already pre-licensed to Fun Day, Fun Park, Club Outdoor Publicity Stand, Hub on Tour, etc. for events.

30,000 visitors during a weekend), the African Caribbean Leukemia Trust Family

In recent times, the park has been used for charity runs, competitive competitions, the annual Croydon Mela and Summer Festival (attracting around

Nevertheless, the park lacks the adequate infrastructure such as electricity provision to support further large-scale events.

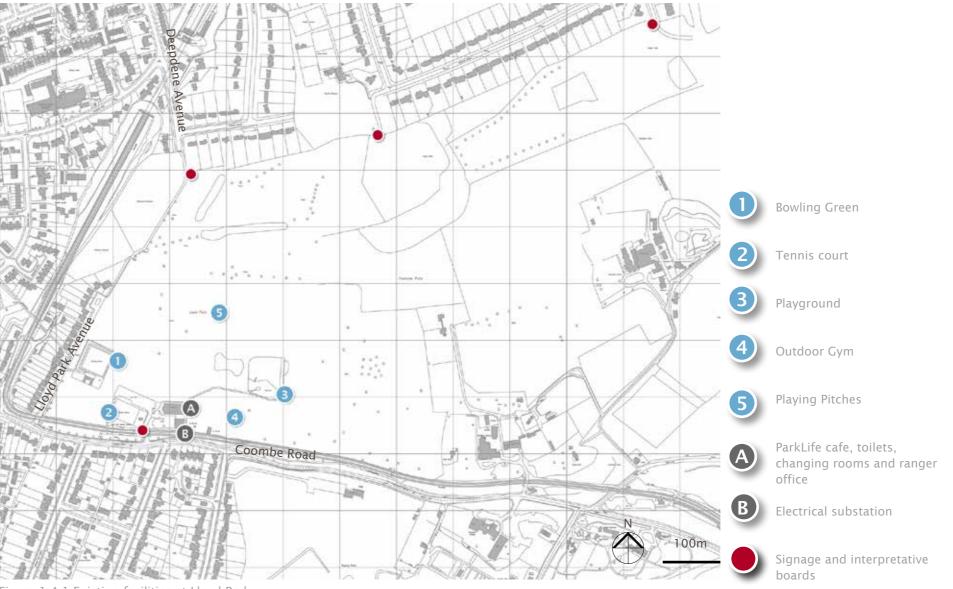


Figure 1.4.1 Existing facilities at Lloyd Park



1.4.4 Existing Conditions

Lloyd Park is well-maintained and its facilities are in good condition. The café by the main entrance of the park has recently been built and is therefore in good condition. Similarly, the playground area benefited in 2012 from the 'Park to be Proud of' project and has been refurbished.

The park presents some maintenance issues such as:

- · Signs of flytipping in the wooded areas
- Golf course on the east has evidence of pedestrian rat runs (broken fences, etc.)
- · Some areas are waterlogged under foot

1.4.5 Photo Survey and Observations

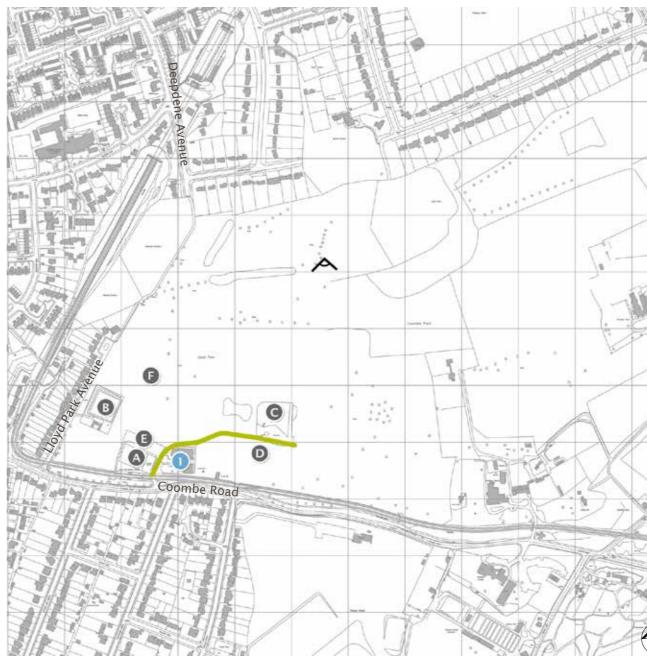


Figure 1.4.2 Existing conditions at Lloyd Park

1.4







The pavilion, built in 2009, is wellmaintained, functional and provides several facilities: café, toilets, changing rooms, ranger office.





The tennis courts are in good condition and managed by CASSAC. They are accessible by members only.



The bowling green and associated pavilion are located behind dense hedges and railings, thus appearing private.



The playground has recently been refurbished and contains a mixture of traditional and modular equipment.



The outdoor gym is in good condition and free to use. It is installed on grass mat to prevent excessive wear.



The car park is located by the main entrance. It is free to use, with a staying limit of 3 hours.



The playing fields are well kept.





Over Lloyd Park, paths are loose bound or informally defined and narrow. The park is therefore not accessible to less mobile people.



1.4

Constraints &

Strengths

- Highly accessible and close to Croydon Centre, tram stop, car park, bus routes
- Scale: large size can accomodate a range of activities;
- Countryside atmosphere unique to a densely populated area
- Ecological interest: natural areas (woods, hedgerows, . fields)
- Changing facilities and café building
- Tennis courts in good condition
- Lots of users groups and activities, in particular regular Park Run
- Is a destination park
- Benefited from recent "Park to be Proud of" investment
- Offers views across London

Opportunities

- Could host more regular large-scale events •
- Further clustering of activities and facilities around the 'hub' e.g. health and fitness, destination restaurant, indoor leisure and sports activities
- Topography and wooded areas present an opportunity for the creation of more outdoors activities
- Potential for increased conservation interest and improvements in the habitat value. Making more of the 'natural' areas: more like a country park than an urban park
- Build on its potential as a destination park .
- Large sculpture / landscape art installation and trails
- Capitalise on its history and heritage
- Linking more strongly to neighbouring schools
- Heritage grants
- Premier League and Facilities Fund
- Facilities for dogs

Weaknesses

- Pitches are prone to flooding
- Little or no interpretation: history, heritage, ecology
- Little delineation and boundaries with the surrounding operationally separate playing fields
- No disabled access nor paved routes through the park
- Park is close to residential areas: potential conflict if the scale of events increase
- Lack of seating throughout the park

Threats

- Resistance to change from nearby residents
- Proposed cycle route through the park generates perceived safety concerns from park users

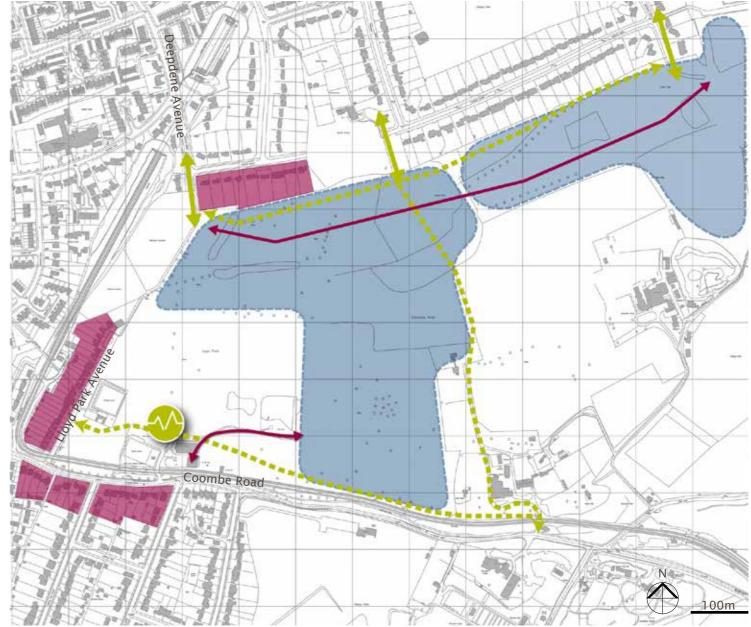


Figure 1.5.1 Opportunities and Constraints at Lloyd Park

- Opportunity for improved ecological management / conservation

topography and unsealed paths



Need to improve entrances to the park

Risk of disturbance for residential areas





Difficult Access due to

Proposed New Cycle Route



Opportunity for organisation of arge scale events and outdoor port activities

Barks Mana Context &

1.6.1 Policy and Designation

1.6.1.1 LANDSCAPE AND CONSERVATION DESIGNATION

Lloyd Park falls under the following Local Authority Designations:

- · Metropolitan Green Belt
- Partly site of Nature Conservation Importance Borough Importance II
- · Archaeological Priority Zone
- · Historic Parks and Gardens

1.6.1.2 LOCAL STRATEGIES

A Connect 2 Cycle route is proposed to go along the northern, eastern and southern boundaries of Lloyd Park, thus completing the existing route on the western site of the park.

For Shirley, the Croydon Local Plan has the following objectives:

- · Improvements to cycle and pedestrian links
- Low residential growth, with new developments mainly confined to infilling and sensitive to the existing residential character
- · Development of flood zones to reduce flood risk

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

- Moderate residential growth, focused in the Brighton Road area with a mix of windfall and infill development
- Improvements of connections to the Green Grid, in particular the including of Historic Parks into the Green Grid when possible

Finally, Lloyd Park is located near a Local Heritage Area at Upper Shirley Road and next to Shirley Windmill listed building.

1.6.2 Users Groups and Stakeholders

1.6.2.1 GROUPS

- · SSCA South Croydon Residents Association
- East Croydon Community Organisation
- Friends of Lloyd Park

1.6.2.2 USERS

- Croydon Adults Bowling Club
- · British Military Fitness
- Walking for health
- Park Run at Lloyd Park
- · Croydon Disc Golf Club
- · CASSAC Lawn Tennis Club
- Nordic Walking Club
- · Park Life Café

1.6.2.3 SCHOOLS

- · Trinity School of St John Whitgift
- · Archbishop Tensions CE High School
- · Cedars School

1.6.2.4 ORGANISATIONS

· St Matthews Church.



1.6.3 Covenants

Prepared by Xander Beck, Parks Transformation - Projects Manager

The following conveyances cover different tranches of Lloyd Park:

1.6.4.1 CONVEYANCES DATED 18 DECEMBER 1930 BETWEEN HELEN WINIFRED GARWOOD AND THE MAYOR ALDERMEN AND BURGESSES OF THE COUNTY BOROUGH OF CROYDON

Hereinafter to be known as Lloyd Park for all the purposes for which the Corporation can hold land as an open space a recreation ground and playing fields under the Open Spaces Act 1906 Section 164 of the Public Health Act 1875 and Section 69 of the Public Health Act 1925 and subject to the conditions set forth in the First Schedule hereto with all the powers conferred upon the Corporation in respect of land held by the Public Health Acts provided and it is hereby declared that the said land shall not at any time be appropriated for any purpose other than those of a public park recreation ground and/or playing fields except that so much thereof as may be required from time to time for the purpose of widening Coombe Road maybe appropriated for such purpose by the Corporation provided further that the Corporation shall not let the said land or any portion thereof for the exclusive use of any club or person for a longer period than a season.

Conditions -

1. Fencing - erection and maintenance of such.

2. Management and Equipment – lay out equip and manage the park for recreational purposes. Can charge to cover the cost of upkeep and management for the use of playing pitches. No charge for entrance to the Park except for charitable purposes and then on no more than six days in any one year. Steam or other mechanical organs shall not at any time be permitted in Lloyd Park.

3. Pavilions - A pavilion was to be erected within 3 years. The Corporation could also provide and erect not more than four small pavilions (without dressing rooms) as may be found necessary for the convenience of players.

4. Adult School Playing Field - the Croydon Adult School could continue for 3 years on their field.

5. Trees – Trees shall be preserved as far as is consistent with the proper utilisation of Lloyd Park for the purposes of playing fields and those now growing on the Coombe Road boundary shall be preserved as far as possible in connection with the widening of Coombe Road.

6. Notice Boards - no notice board placard bill poster or advertisement shall ever be exhibited in Lloyd Park other than notices of the bye-laws or regulations governing the use of Lloyd Park and notices of matches and other fixtures to be held on the ground.

1.6.4.2 CONVEYANCES DATED 21 JULY 1949 BETWEEN HELEN WINIFRED GARWOOD MAYOR ALDERMEN AND BURGESSES OF THE BOROUGH OF CROYDON

Allows the Corporation to erect any such pavilions as may be necessary for persons using the Park for exercise and recreation but the sites and the plans being first submitted to and approved by the Grantor or her successors in title to Coombe Farm.

Redefines land to Croydon Adult School and leases it for 50 years from 1949 (and included a provision enabling the School to renew the lease on the same terms for a further 50 years).

1.6.4.3 23 OCTOBER 1953 HEADS OF PROPOSED AGREEMENT DATED 23 OCTOBER 1953 BETWEEN THE EXECUTORS OF HELEN WINIFRED GARWOOD AND THE MAYOR ALDERMEN AND BURGESSES OF THE BOROUGH OF CROYDON

Conveyed additional pockets of land - 7.86 acres, 2.62 aces and 0.79 acres additional sale of 121.40 acres at a price to be agreed. Part of the area covered by this sale is incorporated into Lloyd Park, with the following conditions applying:

1. Requirement for the land to be used as open space for recreational or educational purposes (except for road widening or improving).

2. No rubbish shall be tipped on the property.

3. As far as possible preserve the present contours of the land and keep it in its natural present state.

4. Any buildings to be erected shall be limited to such as a necessary or desirable in connection with its use as an open space for recreational or educational purposes and the plans shall be submitted to the Vendors for approval, consent not to be unreasonably withheld.

5. So far as is consistent with good forestry and the described use, and aforementioned road widening, the tress shall be preserved.

6. Coombe House and Coombe Farm, whilst removed from the sale, shall not be used for any commercial or industrial purpose or for development as a building estate.

7. Provide public access from or near Mapledene Avenue or Grimwade Avenue Consent to extend or re-arrange the Shirley Park Golf Course over the land north of the proposed future road shown on the plan (f) - which covers Lloyd Park.

Consent to extend or re-arrange the Shirley Park Golf Course over the land north of the proposed future road shown on the plan (f) - which covers Lloyd Park.

1.6.4.4 CONVEYANCE DATED 11 FEB 1960 BETWEEN WESTMINSTER BANK, WINIFRED RUTH GARWOOD AND HELEN IEAN GARWOOD AND THE MAYOR ALDERMEN AND BURGESSES OF THE BOROUGH OF CROYDON

amended covenants.

Those that relate to the current Lloyd Park (hatched green on this plan) are the same as above except as follows:

1. "open public grounds for the resort and recreation of adults and for playgrounds for children and youths" (the education requirement is omitted).

the settler.

3. Access is specified to come from Mapledene Ave (replacing Grimwade Ave).

with identical terms as original deed of grant (varied by the 1949 deed); and the 4. No charge for admission but the Corporation can charge to cover the cost of upkeep for the use of playing pitches tennis courts bowling greens and putting courses.

5. No steam or mechanical organ.

neighbourhood.

Importantly allows any abrogation or variation to the covenants in the deed if agreed by the settlers or their survivors, and the Corporation.

BURGESSES OF THE BOROUGH OF CROYDON

Amended 1930 deed to allow a 14 year letting of the pavilion.

1_6

Confirmed the sale specified in the 1953 Heads of Agreement with slightly

2. The requirement for building plans to be submitted are for the survivor of

6. No offensive noisy or dangerous pursuit or anything to the annoyance to

1.6.4.5 CONVEYANCE DATED 2ND OCTOBER 1964 BETWEEN WINIFRED RUTH GARWOOD AND HELEN JEAN GARWOOD AND THE MAYOR ALDERMEN AND

CHAPTER 2 - CONCEPT MASTERPLAN

Aifield Country Park

2.1.1 Vision: a Lively Country Park

Lloyd Park is unique by its character, location and size. It is one of Croydon's larger open spaces. located close to the urban town centre, and easily accessible by tram or car. Lloyd Park also has a strong countryside character with its large open views and undulating landscape, featuring a rich biodiversity and a variety of ecological habitats. The park already provides a number of facilities and activities.

Those assets make Lloyd Park attractive not only to local residents but also to visitors coming from further afield and there is an opportunity to further activate the park. However, an increase in activities provided in the park or to the number of visits can threaten Lloyd Park's very character and the reasons why it is enjoyed now.

Tyréns recognises the unique and sensitive nature of the site and seeks to fully address the different requirements that stem from it. The masterplan strategy will aim at transforming Lloyd Park into a destination while resolving existing and future tensions between competing needs and uses.

Firstly, the strategy will seek to find a balance between the needs of highguality space for users, the environmental role of the park and the preservation of its countryside character. To achieve this, the focal point for activities in the park should be centred around the main entrance and café. This area would encourage new uses of the park for all, promote active lifestyles and develop new opportunities to generate revenue. The rest of the park should be protected from alteration and maintain its restorative character and high ecological value.

Lloyd Park is located in a residential area and is enjoyed by locals as a quiet getaway from the buoyant life of the city. Lloyd Park is set to become a destination park, attracting visitors eager to enjoy its countryside character and its dynamic events programme. The clustering of activities, the creation of gentle landforms and the careful management of events happening in the park would help to mitigate increased uses of the park.

Finally, the masterplan strategy aims at fostering a sense of pride in the local community towards their park. Lloyd Park is cared by the local population and a Friends group has recently been formed. By developing new activities in the park and raising awareness around its key features and rich history, the masterplan implementation would constitute a first step towards further community building and citizens initiatives. This would ensure that the park is taken care of in the future, with a focus on maintaining an appropriate balance of uses.

2.1.2 Design Intent: Activation, Destination and Sustainability

2.1.2.1 PEOPLE, COMMUNITY AND ACTIVATION STRATEGY

The masterplan interventions aim at strengthening Lloyd Park's character as destination. Lloyd Park should cater for both local residents and visitors and support a wide array of uses, allowing different people to enjoy the park in their own way:

- · Play and Sport: all existing sports facilities playing field, outdoor gym, tennis courts, bowls, disc golf - could be retained and improved as required. The playground could be enhanced with new play items created, in particular for disabled children. Next to the tennis courts or the playground, a new activity spot - Go Ape, water splash, mini golf, etc. - could be created to diversify the range of activities available for children and teenagers.
- Leisure and relaxation: through the creation of an accessible nature trail and of a path leading to Hammonds Hill's viewing point, Lloyd Park would feature opportunities for a quiet and restorative enjoyment of the park. This could be supplemented with the provision of additional seating spaces and the relocation of Park Life café terrace towards the park.
- Culture and events: the sport field could support a number of events thus activating the park, attracting new visitors and generating revenue to help with its maintenance. This should go hand-to-hand with the regulation of the parking uses and the provision of mini-bus turning space to facilitate visitor access to the park.
- Education and learning: the accessible nature trail could feature interactive education materials. Elsewhere in the park, appropriate information panels could communicate the biodiversity and history.

2.1.2.2 HISTORY, LOCAL CHARACTER AND SPECIAL FEATURES STRATEGY

Lloyd Park has a rich history stretching back to Roman times and a unique character. The special features strategy would allow the emphasis of the park's specificities, enhance traces of the place and make it's structure clear and legible.

Most of the outdoor activities that can appeal as a destination should be located within a short walking distance radius around the main entrance and the café. This vibrant core would put Lloyd Park on the map, without threatening the peaceful character of the rest of park.

The other parts of the park could only feature subtle interventions used to stage the surrounding landscape. Those areas could be dedicated to nature. biodiversity and history-related activities and to the quiet enjoyment of the park. Indeed, when offered as a gift to the council, the condition was to protect its unique natural features, notably its numerous old trees. The accessible nature trail could allow to highlight a number of unique assets, while the viewing point would anchor the park in its surroundings and provide an opportunity to tell its story.

In the future, other areas of the park could benefit from increased visibility and promotion: the ancient woodland, the pond and the meadow fields.

2.1.2.3 SUSTAINABILITY STRATEGY

Lloyd Park is already recognised for its rich biodiversity and the high diversity and value of its ecological habitats. Of particular ecological interest are the meadows, the field ridges, the woodland areas and the pond. Lloyd Park is also part of an important green corridor in Croydon that is valuable for the migration of species.

Lloyd Park has benefited from a comprehensive management plan (2012 - 2015) aimed at protecting and enhancing biodiversity and sustainable management practices. This document advocated for a series of measures such as:

- management plan
- Shrubs pruned with respect to their natural shape and form together with the protection of structural and species diversity
- the implementation of drought tolerant shrub and herbaceous plants to reduce future water consumption

improvements:

- . wildlife species



• the review the existing planting scheme and the production of a tree

an appropriate training of the maintenance team in biodiversity

Tyréns recommends building on this existing regime and suggest the following

introduction of sensory planting along all accessible paths to attract new

creation of a series of landforms on the western side of the sport field supporting new ecological habitats through differences in soil condition creation of appropriate education and information panels to raise awareness among users to the particular ecological value of Lloyd Park



Figure 2.1.1 Vision for Lloyd Park, "A Lively Country Park": key measures



- Improve entrance and signage

- Disabled accessible viewing point
- Disabled accessible circuit route around lower sport field with access to all facilities
- Increase biodiversity and signage on surfaced routes as disabled accessible nature trail
- Café opened up with terrace towards park and play space
- New activities between tram track and playground

Attely country park

(1) CAFE OPENED UP WITH TERRACE TOWARDS PARK AND PLAY SPACE

Park Life café's terrace currently overlooks the car park and main entrance. Its relocation towards the park would allow us to create a more enjoyable and intimate space. The terrace would overlook the new activity space, thus allowing parents to supervise their children while having a refreshment. The terrace's surface could be a wooden deck. Planters with colorful and sensory planting could be installed to create a space of appropriate intimacy and strong aesthetics.



Café with its terrace overlooking the park at Thames Barrier Park, London

(2) IMPROVED ENTRANCES AND SIGNAGE

All entrances could be refreshed with 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. Around the main entrance, signage could also be improved at the tram stop and on the road to make the park more visible and known.



Signage at Victoria Park, London

(3) CREATION OF A NEW ACTIVITY

Creation of a new active use attraction between the tram tracks and the bowling, or next to the playground. This new attraction would support the recreation offer for children and teenagers. Opportunities include:

mini-aolf

.

- skatepark
- splash area / fountain playground
- Go Ape
- parkour equipment



Water Splash Playground at Victoria Park, London



Minigolf and Go Ape at Battersea Park, London

Creation of a 2-3 metres wide surfaced route accessible to people with disabilities or families with pushchairs. The route could start and end at the main park entrance by the café and form a circuit around the lower sport field. It would give access to all facilities - café, outdoor gym, play area, sport field and event area, bowls field, car park. The route could be designed for biodiversity and education and could feature:

- experience
- materials for children and adults

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



Nature trail at the West Point Foundry Preserve, New York, USA



Interactive signage and educational materials



ACCESSIBLE NATURE TRAIL AROUND LOWER SPORT FIELD

· Sensory planting along the path to attract wildlife and create an enjoyable

Signage on biodiversity, wildlife and history

Activity spots next to points of interest with imaginative and interactive



Figure 2.2.1 Lloyd Park Masterplan

(5) SURFACED CONNECTION TO VIEWPOINT ON HAMMONDS HILL

Creation of a surfaced route allowing disabled access from the entrance on Deepdene Avenue towards the viewing point and towards the nature trail. The borders of the path could be planted with sensory and native species to attract wildlife and enhance its aesthetics. The viewpoint could feature a platform accessible to all and spaces to sit, together with information and education materials. The viewing platform should be a dogs on leads area.



Viewing point materials at Regent's Park, London

(6) NEW CYCLE ROUTE

A cycle route could be introduced on the western edge of the park, taking cyclists away from traffic. To ensure the safety of all park users, the path supporting the cycle route should be wide enough and feature clear markings in accordance with the provision of the DfT TSRGD 2016.



Shared cycle routes, Kensington Garden, London

(7) SPORT FIELD AND EVENTS AREA

The size of Lloyd Park, its excellent location on the tram route and its car park creates the opportunity to organise more and larger events throughout the year. This would attract new visitors and generate revenue for park maintenance. The existing sport field, being flat and located close to the main entrance, could host fairs, concerts, outdoor cinema, open-air theatre, performances, craft or farmers markets, sport classes, etc. When not occupied by an event, the lawn would continue to act as a space for sport, play, leisure and informal recreation.



Outdoor Cinema at Coram's Fields, London

(8) GENTLE LANDFORMS

The proposed events lawn is located adjacent to the residential properties on Lloyd Park Avenue, the creation of a number of gentle landforms on its western side would help to reduce visual and noise impacts. The landforms would also create ecological opportunities through new topography and soils. Each earth mound could be created with a different soil condition to support specific wildflowers and grasses and thus create distinct habitats. Fitted with wood stairs and slides, the landforms could also constitute playful elements, adding a unique attraction to Lloyd Park.



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

(9) DOGS ON LEADS AREAS

Creation of dogs on leads spaces at key spots throughout the park:

around the viewing area and around Park Life park

on the cycle path for safety The playground, bowls and tennis court should remain dog-free and current dog control bylaws should continue to apply on site.

(10) ENHANCED PLAY AREA

The children's playground could be refreshed and improved, with new social seating for families, items adequate for children with disabilities and natural / embedded or adventure play elements. The diversity of playing types would create a rich and dynamic space that offer children of all age endless possibilities for play, in contrast with the standard play equipment.



A low height rotating disc supporting play for all children



on the sport fields to prevent dog fouling Café to allow all users to peacefully enjoy the



Dog control sign at Hackney Parks. London



Reorganisation of the car park to provide minibus turning space and regulation of parking usage to prevent commuter use. The refurbishment of the car park should comply with Policies DM27 and DM30 of the emerging Croydon Local Plan: Detailed Policies and Proposals.



(12) IMPROVED SPORT FACILITIES

All the existing sport facilities could be retained, with actions to protect and enhance their quality:

- · Drainage improvements to the playing fields
- Outdoor gym as required
- · Disc golf tees as required
- The tennis courts are managed by CASSAC and should be maintained and refreshed as required

(13) CREATION OF NEW SEATING SPACES

Provision of new seating spaces with back along the accessible nature path and along the path leading to the viewpoint.

Those seats would supplement the current limited provision of adequate furniture throughout the park, in particular for older people. Sociable seating spaces could also be added within the play area.



Bench with back at Green Park, London

2.2

Recommendations

2.3.1 Access Recommendations

The access strategy is key for Lloyd Park to strengthen its position as a destination park and to facilitate the use and enjoyment of the park by all the users.

The entrance on Coombe Road is the main access point to the park and helps creating a welcoming sense of arrival into the park, framing views and enticing visitors to walk towards the activity hub. To further strengthen its role and improve vehicular access, signage could be renewed on Coombe Road and at the tram stop. The parking area could be improved to allow for minibus turning and parking uses could be regulated to deter commuter uses.

Secondary entrances play a functional role by providing pedestrian access to the park: the viewing point, the meadow fields and the sport field. Through the provision of appropriate signage and the renewal of their furnishings, they could become more welcoming and help making the park more legible.

Within the park, existing paths link the different spaces, but are unsurfaced. The creation of two surfaced paths - around the sport field and from Deepdene Avenue to the viewing point on Hammonds Hill - would enhance movement and allow all users to fully discover the park.

A cycle route could be implemented in the park, traversing the site along its western boundary and promoting sustainable travel modes. The path supporting this new cycle route should be widened and well signed to accommodate for safe uses of the park by all users. In the longer term, new cycle routes could be implemented along Coombe Road and through the park to link with the existing network.





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 of its key features. The use of appropriate information panels and materials could support its revitalisation and foster community interest.

Information materials about the history of the park should be created at each entrance of the park and at the viewing point. Of particular interest are the traces of Roman settlement within the park, the medieval history of the site and subsequently its protection by Frank Lloyd.

Information materials could also be created regarding the ecological features of the park, in particular along the accessible nature and education trail, at all the entrances and at the Hammonds Hill viewpoint point. Along the nature trail, materials could include interactive elements.

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



Figure 2.3.2 Information and Signage Recommendations for Lloyd Park

Proposed historic information panel

Proposed ecology information panel



CHAPTER 3 - FUNDING OPPORTUNITIES AND STRATEGY

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Fandage Borten Hes

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 Lloyd Park, as well as the activities which are considered to represent the greatest income potential in the short- to mediumterm.

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 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 **3.1.2.3 EVENT HIRES** 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, Segways 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.

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

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

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



programme appears to have a geographical void across Croydon), and Lloyd Park remains attractive for larger scale, one-off events.

3.1.2.4 SPONSORSHIP AND ADVERTISING

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

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

3.1.3 Grants and Fundraising

3.1.3.1 HERITAGE LOTTERY FUND (HLF)

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

HLF can provide up to 90% of the project cost depending on the programme (i.e. only 10% matching required). However, in some cases competition for grants means that higher gearing is encouraged. The HLF, as 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 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 offset against increased maintenance costs in the related cultural regeneration programme. 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 already be heavily oversubscribed ENTRUST is the regulator of the Landfill Communities Fund (LCF), a tax credit for the current year (by 375%), having received £57m worth of applications since being launched in January 2017.

As a borough, Croydon is considered to be lagging behind others in the volume of applications and awards made. Over the last three years the borough appears to have only received a handful of Sport England grant awards, all to non-council organisations e.g. small grant awarded for "Recycle Teenagers", by dance-based organisation Advice Support Knowledge Information (2017), small grant award to Woodcote Wolverine Basketball Club (2015), award of £131k for "Get Active Wandle" by the Wandle Valley Regional Trust, covering multipleboroughs, 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 $\pounds 2m$. 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

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

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 they 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:

- which can help to meet these aims
- butterflies and bees
- 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.



Improve water quality and reduce soil erosion by encouraging management

Improve conditions for farmland wildlife including birds, mammals,

Maintain and enhance landscape character by helping to maintain important features such as traditional field boundaries

Protect the historic environment including archaeological features and

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, being switched to a large number of individuals, contributing small amounts.

Models of 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

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 guality
- 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 co-ordinated 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 offset 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 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 fund, 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 Parks¹ 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 strategy², 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 been 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.



Fapital Eugling Strategy

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

- Local authority / High Priority local authority capital contributions used to seed and leverage additional funding from other sources
- Leases and concessions / High Priority where new leases could attract third party investment into refurbishing or delivering new assets (notably, the potential for new commercial leisure concessions)
- · Section 106 / CIL contributions / High Priority
- Sport England / High Priority focusing on the upgrade of sports facilities;
- 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 Lloyd Park could apply under the 'building biodiversity' programme and being within 10 miles could also access awards for 'Community Buildings, Recreation and Cultural Facilities' through the Main Grants scheme, which ranges from £10k to £75k
- General fundraising / High Priority targeting Trust and Foundations, Private donations and Crowd Funding and other grant opportunities notably, the Greater London Authority, Transport for London and the Environment Agency
- Natural capital / Low Priority by utilising the broader impact of parks to forge partnerships with health, education and environmental partners to leverage additional funding or in-kind support or divert existing resources
- Volunteers Medium Priority mobilizing volunteers to offset capital costs in the renewal, refurbishment and delivery of capital projects

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



		CAPITAL COST					REVENUE COST						
M	ASTERPLAN CONCEPT & IDEAS	Capital Cost	Quantity	£ Rate	£ Fixed Sum	Notes	lmplementation timescale (excl permissions)	Direct Cost	Quantity or % Rate	£ Rate	Notes	Responsibility	Regularity of formal inspections
1	Improvements to all entrances and signage	£ 75,000	6 entrances	£ 12,500/ entrance		Lump sum assumed to cover six extrances and distributed signage at key points throughout the park	0 - 6 months		0%		Cost assumed within general maintenance cost of park	Via parks maintenance contract	quarterly
2	Creation of a viewing point with disabled / surfaced access route from the north east entrance	£ 70,000	250m	£ 280/m		Assumes 1.5m wide accessible path and small viewing point/seated area and sensory planting	0 - 6 months	£ 1,400	2%		Assumed to be relatively low annual maintenance requirement	Via parks maintenance contract or designated voluntary organisation	monthly
3	Accessible nature trail around lower sport field	£ 125,000	1,000m	£125/m		Assumes 2m wide (not fully accessible) and interpretation components and sensory planting	0 - 6 months	£ 3,125	2.5%		Assumed to be relatively low annual maintenance requirement	Via parks maintenance contract or designated voluntary organisation	monthly
4	Creation of a new terrace for Park Life Café towards the park	£ 33,000	150m2	£ 200/m2	£ 3,000	Assumed to be quality feature with paved surface and some level changes. Small allowance for for new doors to access building.	0 - 6 months	£ 660	2%		Assumed to be relatively low annual maintenance requirement	Either via lease or buildings maintenance contract	annually
5	Regulation of parking use: appropriate policy / regulation designed to prevent non-park users occupying spaces	£ 5,000			£ 5,000	Lump sum for policy change and associated signage	0 - 6 months	£100	2%		Rate assumes general maintenance to area	Via parks maintenance contract or Highways or other? Car Park charges could generate surplus	annually
6	Provide minibus turning space in the parking	£15,000			£15,000	Notional sum included for surface treatment (addition to item immediately above)	0 - 6 months	£ 300	2%		Rate assumes general maintenance to area	Via parks maintenance contract or Highways or other?	annually

3.2

					CAPITA	L COST					REVENUE CO	ST	
MASTERPLAN CONCEPT & IDEAS		Capital Cost Quantity E Rate		£ Fixed Sum	Notes	Implementation timescale (excl permissions)	permissions) Direct Cost		£ Rate	Notes	Responsibility	Regularity of formal inspections	
7	Creation of a new activity (such as mini golf, etc.) between the tram tracks and the bowling and next to the play area	£ 500,000			£ 500,000	Notional sum included for new commercial leisure / activity operation. Cost assumed to be delivered by private sector / partnership	1 - 2 years				Income attracted through commercial lease	Either via lease or buildings maintenance contract	annually
8	Creation of gentle landforms to reduce noise impacts and enhance viewing	£ 100,000			£ 100,000	Notional sum included for reformation of landscape and appropriate planting/seeding	0 - 6 months	£ 2,000	2%		Rate assumes general maintenance to area	Via parks maintenance contract	weekly
9	Enhanced play area	£ 60,000	400m2	£ 150/m2		Rate assumed to include re- surfacing, new area fencing and equipment replacement of play area	0 - 6 months	£ 3,000	5%		Rate assumes general maintenance to area and equipment (not replacement or depreciation)	Via parks maintenance contract	weekly
10	Improved pitch drainage	£ 250,000			£ 250,000	Notional sum for improving drainage to playing pitches	0 - 6 months	£ 5,000	2%		Rate assumes general maintenance to area	Via parks maintenance contract	weekly
11	Provision of new seating spaces throughout the park	£ 34,000	34 units	£ 1000/unit		Rate assumed wooden, metal and/ or pre-cast concrete benches fixed to a plynth	0 - 6 months	£1,700	5%		Rate assumes general maintenance and repairs	Via parks maintenance contract	monthly

TOTAL CAPITAL COST: £ 1,267,000

3.2

											C	APITAL	AND R	EVE	NUE FUI	NDING (OPPOR	TUNIT	IES								
			Council Property			Grants & Fundraising						Partners			Levies / Taxes			Endowment		ment							
MA	ASTERPLAN CONCEPT & IDEAS	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	Improvements to all entrances and signage	х		х	x			х	х			х		х	х	х				х							
2	Creation of a viewing point with disabled / surfaced access route from the north east entrance	х		х	x				х			х		х	x	х	x			x							
3	Accessible nature trail around lower sport field	х		х	x				х			х		х	х	х	х			х							
4	Creation of a new terrace for Park Life Café towards the park and play space	х		x	x	x										х											
5	Regulation of parking use: appropriate policy / regulation designed to prevent non-park users occupying spaces	х		х	x	x										х											
6	Provide minibus turning space in the parking	х		x	x	x										х											
7	Creation of a new activity (such as mini golf, etc.) between the tram tracks and the bowling and next to the play area					x										х											
8	Creation of gentle landforms to reduce noise impacts and enhance viewing	х		х	х							х			х	х	х			х							
9	Enhanced play area	х		х	х				х			х		х	x	х	х										
10	Improved pitch drainage	х		х	х				х	х		х		х	x	х	х			х							
11	Provision of new seating spaces throughout the park	х		х	х				х			х		х	х	х	х			х							

3.2

Activites at Lioyd Park

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 Lloyd Park itself, there are a small number of opportunities listed below where the local authority (or its partners) are encouraged to prioritise their efforts in the short-term. The estimated annual income is assumed to represent a net contribution (after direct costs) and for a 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)	£ 50k - £ 150k
Temporary ice cream / snack van concession	£ 10k - £ 15k
Licenses for commercial users of the park	£5-£10k
CAR PARK	
Car park charges	£ 10k - £ 15k
TEMPORARY HIRES	
Third party events hire	£ 75k - £ 100k

3.3

CHAPTER 4 - EQUALITIES IMPACT ASSESSMENT



Eggalities Impact

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

4.1.3 Assessment: overall aims

ITEM	COMMENTARY	DELIVERED WITHIN
What are the main aims of the Croydon Destination Parks Masterplan?	 To provide potential models of park development to Croydon Council: To support healthy, cohesive communities in the context of significant population growth To provide sustainable funding models in the context of diminishing public funding 	The team has set ou provided, drawn froi information generate · Opportunities fo healthy cohesive participation ass · Recommendatio equalities issues
What are the intended outcomes of the Masterplan?	 Six masterplans to inform future delivery of attractive, safe and financially sustainable, inclusive public park spaces that promote health and well-being for Croydon's diverse community Proposals that support Croydon's perception as a great place to live and work within London as a whole Models for park design and management that may have wider application within the borough 	Masterplan for Lloyd that can inform a fut design more widely, participation and pro Consideration of diff characteristics has in



N LLOYD PARK MASTERPLAN PROCESS

out, using information from background materials om professional expertise, and from new ated through a range of engagement strategies: for widening the benefits of the six parks to support we communities, and identified any issues for ssociated with protected characteristics fons for funding options, while identifying any es arising

Ad Park, providing options for renewal and change uture strategy for the park, for park funding and y, support positive local perceptions of place, widen promote health and well-being

iffering needs of populations with protected informed all parts of the masterplan development

4.1.4 Potential impacts of the project overall

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



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n areas ipated,

any local 10w market

nefits of the

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 LLOYD PARK MASTERPLAN
Race Issues relating to people of any racial group, ethnic or national origin, including gypsy travelers and migrant workers.	Research indicates that everyone values access to quality parks and green spaces, but that BME populations tend to be under-represented as park users in the UK, and that ethnicity is a stronger influence on frequency of park use than income alone. Ensuring that voices from all ethnicities are heard in the development of park masterplans will be crucial to maximising the chances of equitable outcomes. People of BME are disproportionately of low income in the UK. Ensuring that any income-generating proposals do not exclude low income people from use of the park and facilities could be an equalities issue.	Equalities assessment identified that existing data representation of the views of ethnic groups that h Specific face-to-face targeted survey work was carr different ethnic groups compared with levels in th mitigate against under-representation, and throug gaps. At Lloyd Park, there was under-representation engagement. Variations were demonstrated in prior have influenced the development of masterplan. F the need will be assessed after further online surv The findings to date are set out in detail in Chapter
Sex Issues specific to women or men.	Research shows that women are more fearful in park space than men, and ensuring spaces are designed to promote confidence and safety will be important. Some groups of women may find it difficult to engage in sport where genders are mixed. Spaces that might be booked for women-only sessions may be appropriate in some public parks, as well as provision of separate changing facilities. Men's access to park space can be limited where the primary function is perceived to be a space for children.	The design survey for Lloyd Park found that gende rather than biological sex of participants), was no particular proposals for / features and activities in
Disability Issues relating to disabled people.	The council's own research has indicated Croydon's park spaces are not currently perceived as very accessible to people with disabilities. As well as providing many physical health benefits, research has found open green space has significant benefits for individuals with mental health issues. Social prescribing for health in parks and open spaces can be supported by providing opportunities to participate in gardening or physical exercise. The project aims to make open space available to all and reduce accessibility barriers.	Survey work to date has had low representation of true with regard to Lloyd Park. Our recommended gatekeeper organisations to obtain wider participa characteristic.
Age Issues relating to a particular age group e.g. older people or children and young people.	Older people tend to make less use of park spaces with age, and higher numbers have been found to fear for personal safety in park space. At the other end of the age spectrum, Croydon has a growing young population, and the borough has identified specific health issues relating to young people, which may be attributable to a lack of perceived social cohesion, or lack of positive activity for this group. Young people too have been found to be fearful in some park spaces. Ensuring designs build confidence for use for all groups, and provide age appropriate activity across the spectrum of ages is of great importance in ensuring well-being for all.	Our survey at Lloyd Park had far higher numbers of would be expected from the surrounding catchme people under 25. We have taken action to promote online engageme Park, through local schools and local social media activity, we may seek to engage with gatekeeper of people under 25. The young people who did participate in the surve improved play and more attractions than older age kind of payment for sport.



N PROCESS

ata held by the council for park use showed underat have large populations within Croydon.

arried out, and the levels of representation of the surrounding resident population, both to ugh analysis of results to address information tion along lines of ethnicity in the face-to-face priorities for parks along lines of ethnicity, and these . Further targeted engagement may be required, but urvey results have been reviewed.

oter 5.

nder (in our sample we asked for claimed gender not associated with differences in popularity of in parks.

of people with disabilities, and this is especially ed action is that we will seek to engage with ipation from people with this protected

s of people over 65 participate in the survey than nent population and very low numbers of young

ment with younger people in the catchment of Lloyd lia networks. Depending on the outcomes of this r organisations to obtain wider participation from

vey put a higher value on information signage, age groups. They were less likely to support any

PROTECTED CHARACTERISTIC	POSITIVE AND / OR NEGATIVE IMPACTS	DELIVERED WITHIN LLOYD PARK MASTERPLAN
Religion or Belief Issues relating to a person's religion or belief (including non-belief).	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. For religious reasons, some groups of women may find it difficult to engage in sport where genders are mixed or to 'uncover' in spaces that can be viewed. Spaces that might be booked for women-only sessions may increase access in some public parks, as well as provision of separate changing facilities.	Faith groups across Croydon and within the six per no participation was requested beyond promoting Ethnic characteristics, but not religion, were noted Croydon's equalities guidance, the need to gather amount of time people would have available to par protected characteristics was not gathered. Some and any specific issues for the 6 parks will be ide A question relating to maintaining existing dog co included in every survey. At Lloyd Park, increased respondents, with higher levels of support among
Sexual Orientation Issues relating to a person's sexual orientation i.e. lesbian, gay , bi-sexual, heterosexual.	Research shows that LGBT community are more fearful in park space than other groups, and ensuring spaces are designed to promote confidence and safety will be important for this group.	This characteristic was not specifically recorded a guidance, the need to gather equalities data had would have available to participate in a brief surv included, some questions such as those around s Consideration of independent research findings is
Marriage and Civil Partnership Issues relating to people who are married or are in a civil partnership.	There are no specific impacts known with regard to this characteristic.	This characteristic was not recorded as set out ab findings is included in the considerations for parl
Gender Reassignment Issues relating to people who have proposed, started or completed a process to change his or her sex.	Impacts relating to community safety as detailed above.	This characteristic was not recorded as set out ab findings is included in park masterplanning.
Pregnancy and Maternity Issues relating to the condition of being pregnant or expecting a baby and the period after the birth.	Park toilets and baby change facilities, consideration of women-only or quieter seating to allow breastfeeding and accessible paths for baby buggies support access for this group.	Accessible toilets with baby change facilities are a paths will increase options for parents of young o This characteristic was not recorded in surveys. C included in park masterplanning.
Multiple / Cross Cutting Equality Issues Issues relating to multiple protected characteristics.	There are potential positive cross cutting impacts relating to age, disability, religion and belief and race equality. Potential negative impacts and issues raised above for any individual characteristic can be compounded for multiple characteristics. However, it is important to note that all of the research above relates to impacts that are statistically observable within populations, and impacts will be individually variable, not universal.	Consideration of variation in views held in accord part of the park masterplanning process. In order face-to-face techniques have been used, however crosstabulation to investigate compound effects i

4.1

N PROCESS

park catchments were contacted directly, however ing engagement dates.

ted in face-to-face engagement. In accordance with her equalities data had to be balanced with the participate in a survey, so information on some ne ethnicities are allied with particular faith groups, dentified for further investigation as they arise.

control, and to increased dog control has been ed dog control was supported by a majority of ong respondents from Asian ethnicities.

d as, in accordance with Croydon's equalities d to be balanced with the amount of time people rvey, and also where young people were to be d sexual orientation may be felt to be intrusive. s is included in park masterplanning.

above. Consideration of independent research ark masterplanning.

above. Consideration of independent research

e available at Lloyd Park, the proposal for accessible children to enjoy the landscape.

Consideration of independent research findings is

ordance with demographic characteristics has been der to ensure as diverse a sample as possible, rer the resulting relatively small sample sizes mean ts is not viable.

4.1.6 Assessment: Processes of Masterplan Development to date

4.1.6.1 ENGAGEMENT PROCESSES: INTERVIEWS AND STAKEHOLDERS WORKSHOPS

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

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

There were fewer people from BME ethnicities 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 Lloyd Park, this is true for people with disabilities, young people under 25, and people of black 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 Lloyd Park was under-represented by age and ethnicity, and sample size in total 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.



4.1.7 Assessment: Material Characteristics Individual Parks - Existing and Proposed

PROTECTED CHARACTERISTIC	POSITIVE AND / OR NEGATIVE IMPACTS	
Race Issues relating to people of any racial group, ethnic or national origin, including gypsy travelers and migrant workers.	Positive A range of activities within the park likely to appeal to different groups. Negative Limited accessible paths to natural areas, no sociable seating for large groups off the grass or for eating outside. Dogs off the lead in all natural areas – only play space and tennis courts are dog free.	Proposed further activities, and introduction of a increased dog control, supported through engage
Sex Issues specific to women or men.	Positive Plenty of space not solely dedicated to children. Good changing facilities.	No specific actions.
Disability Issues relating to disabled people.	Positive Accessible parking and toilets, some provision for disabled play and some sensory planting near café. Negative Paths where present unsealed, no accessible paths to natural areas.	Increased disabled play will be part of proposals f Improvements to existing paths and introduction will open up options for greater participation in a nature for people with mobility impairments.
Age Issues relating to a particular age group e.g. older people or children and young people.	Positive Range of activities, and mixed age range play support provision for families with children of mixed age. Negative Limited provision of seats with backs on paths. Limited provision of paths.	Proposals support increased distribution of furnit needs of older people. Expansion of play provisio
Religion or Belief Issues relating to a person's religion or belief (including non-belief).	Negative Dogs off the lead in all natural areas - only play space and tennis courts are dog free.	Proposals to increase number of areas with dog c



accessible routes, more sociable seating, and agement.

Is for expansion and renewal of the current play area.

on of new accessible paths at lower and upper levels n a wider range of activities, and for greater access to

niture and improvements to paths supporting the sion will include for wider age range.

control.

		4.1
PROTECTED CHARACTERISTIC	POSITIVE AND / OR NEGATIVE IMPACTS	
Sexual Orientation Issues relating to a person's sexual orientation i.e. lesbian, gay , bi-sexual, heterosexual.	None recorded.	
Gender Reassignment Issues relating to people who have proposed, started or completed a process to change his or her sex.	None recorded.	
Pregnancy and Maternity Issues relating to the condition of being pregnant or expecting a baby and the period after the birth.	Positive Toilets with baby change facilities, baby friendly café.	Proposals support increased distribution of furniture and improvements to paths.

CHAPTER 5 - ENGAGEMENT SUMMARY

Engagement: Strategy

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

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

The proposed workstages are described as follows:

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

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



Stage LEngagement

5.2.1 Interviews

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

Lloyd Park in particular was represented in face-to-face interviews by Councillor Sue Winborn.

Email contact was made with the tennis club, bowling club and disc golf, and a telephone interview held with disc golf in advance of stakeholder workshops, which the chair attended. Conversations with tennis and bowling were via email correspondence. The tennis club's chair attended the park engagement event. Prior to the stakeholder workshops, all the local residents groups were contacted, and a number of emails exchanged where those involved in Park HII Residents Association, East Croydon Community Organisation, South Croydon Community Association and Chatsworth Road Residents Association provided some general thoughts for the team.

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 selfselecting, 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 below.

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, with the primary dislike for all groups being dog fouling. Significantly more people of BME dislike dog fouling than those of white ethnicities. Antisocial behaviour, litter, the park being 'run down' and poor play provision were all also major dislikes.

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 were examined against other equalities criteria, the condition of toilets was found to be significantly more concerning for people with disabilities.



Stakero Engragentshop ••••••••••

5.3.1 Proposed Strategy

The workshops were 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 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 & 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 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 unchanged. There were ultimately two workshops - one for north & central parks on June 13, one for Happy Valley on June 20.

5.3.3 Stakeholder Invitees and Responses

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

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

A range of Croydon-wide and local stakeholders were invited to participate. There was space for a total of 50 people for the five central parks, including Tyréns' team. With restricted numbers able to attend, it was decided not to invite all ward councillors, but to focus on community-based stakeholders, and to invite the cabinet lead and deputy member for Culture, Leisure & Sport. As the date of the meeting approached there were few responses for stakeholders of Lloyd Park, and so, rather than have limited local representation, it was decided to issue an invitation to surrounding residents groups, who are largely also from the catchment for Park Hill. The following groups were contacted: Park Hill Residents Association, East Croydon Community Organisation, South Croydon Community Association and Chatsworth Road Residents Association, and there were also additional contacts made via their networks by representatives of organisations in for example Addiscombe. This resulted in a large number of requests for attendance, and numbers had to be carefully managed. Ultimately the event was very well attended and the venue was full. Unfortunately, councillors were unable to attend.

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.

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:

- Community Building
- .
- Climate & Biodiversity with sub-themes on green connections, air & water quality, sustainable drainage, wildlife and habitats
- Food Education & Training
- programmes, and cultural events
- 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 Lloyd Park across all the tables is represented in Figure 5.3.1.

5.3.4.2 WORKSHOP TWO

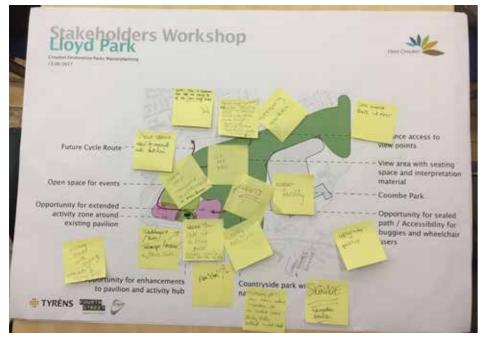
The stakeholders gathered around a table for each park and annotated two diagrams, one with strategic proposals, one which was simply an OS base of the park with trees plotted. The results of this exercise are represented in Figure 5.3.2.

5_3

5.3.4.1 WORKSHOP ONE: THEMES, CASE STUDIES AND PERCEPTION OF

People in Parks – with sub-themes on Inclusion/Equalities, Well-being &

- Activity in Parks with sub-themes on play, sport and health
- Culture & Heritage with sub-themes on history & heritage, arts
- Funding, with sub-themes on capital costs, volunteering, and revenue

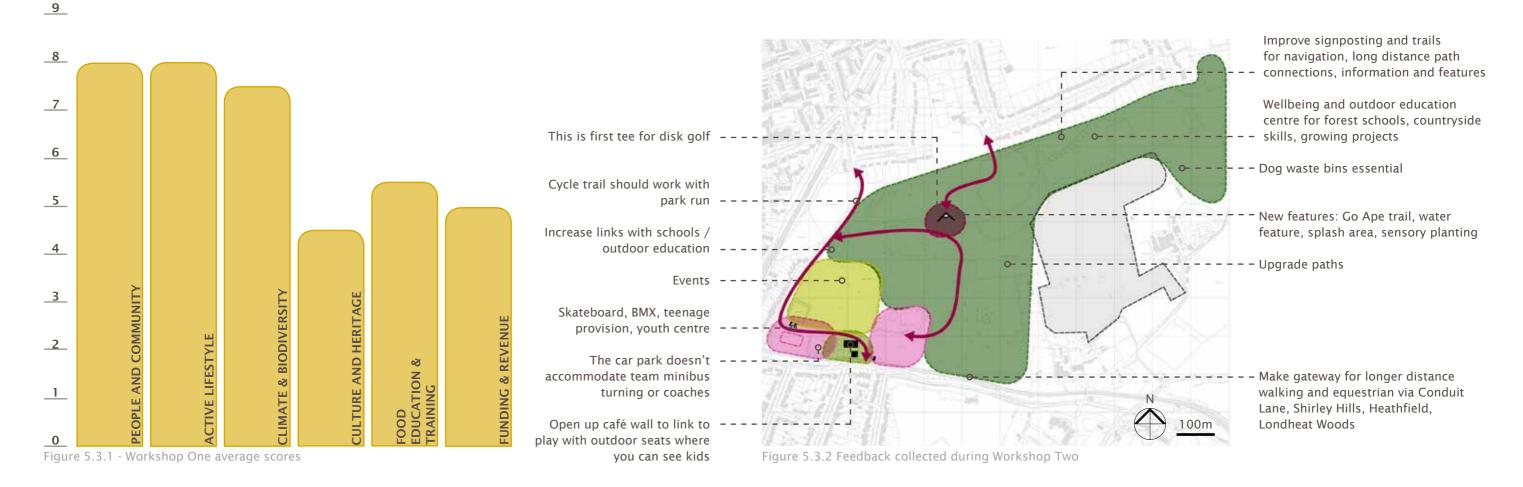


Comments collected on the strategic plan during the stakeholder workshop



Stakeholder workshop





5.3

Etents and Besign Based

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 Lloyd Park in the long term. As the likely participants in a park-based event would be locally resident, and therefore also in the catchment for Park Hill, it was decided to provide consultation materials for both Lloyd Park and Park Hill Recreation Ground over two subsequent weekends, allowing people to attend one event but comment on both plans.

The main survey took place between 12 noon and 4 pm on Saturday 29th July in Lloyd Park, and was supplemented on Saturday 22nd July in Park Hill Recreation Ground. The survey team at both events comprised six people with spatial design expertise. On July 22nd the weather was initially dry, but ultimately persistent rain meant the park was virtually empty. In order to engage with local residents, two of the survey team remained in the park, and obtained responses from those who braved the weather to attend, and the remainder of the team went out into the surrounding area to gather views. The weather was sunny and warm on 29th July, and Lloyd Park was busy.

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.

5.4.2 Survey Returns

114 participants returns were included in the analysis, with their views recorded on 103 survey sheets (some sheets represented multiple views). 20 of the participants who answered the question belonged to groups locally. 20 people who answered the question were members of groups, including residents associations, CASSAC (tennis), and Park Run. Group membership in our sample was distributed across a range of ages and ethnicities, and was not a sufficiently large sample to be able to identify associations with demographic characteristic.

The demographic characteristics of all the participants, where provided, are tabulated and represented in Figure 5.4.1. The ONS 2011 census identifies

Fairfield ward as 51% male and 49% female. Around 19% of residents in 2011 were under 18, 8% approximately between 19 and 25, c. 43%. aged 26-45, 18% aged 46-64 and the remaining 12% aged over 65.

At the time of the census, 51% of ward residents claimed British white ethnicities, c. 6% claimed mixed ethnicities, 27% claimed British Asian ethnicities. The largest British Asian group, at 16% of the ward population, claimed British Indian ethnicity, 13% claimed black ethnicities. 6 % of ward residents claimed an illness or disability that had a serious limiting effect on daily life, and a further 9% claimed a disability or long-term health issue that had a minor limiting effect on daily life (source ukcensusdata.com).

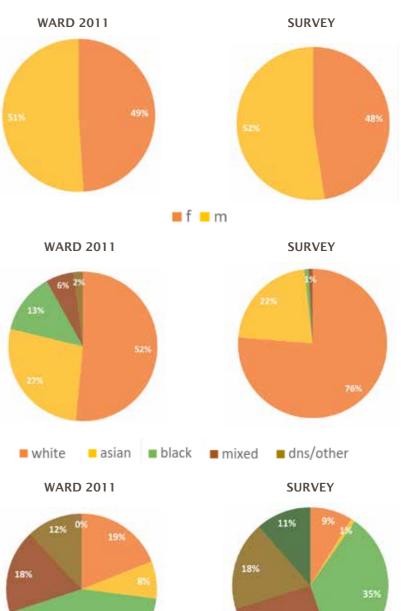
The gender claimed by participants is broadly representative. Male to female being 52% and 48% compared with 51% and 49% in the ward. The ethnicity and age profile however are not representative, which will be reflected on in the analysis.

Of our survey, 76% of returns were from people claiming white British ethnicity, less than 1% claimed mixed ethnicity. less than 1% claimed black ethnicities and 22% claimed Asian ethnicities, with the largest percentage of these claiming British Indian ethnicity. 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.

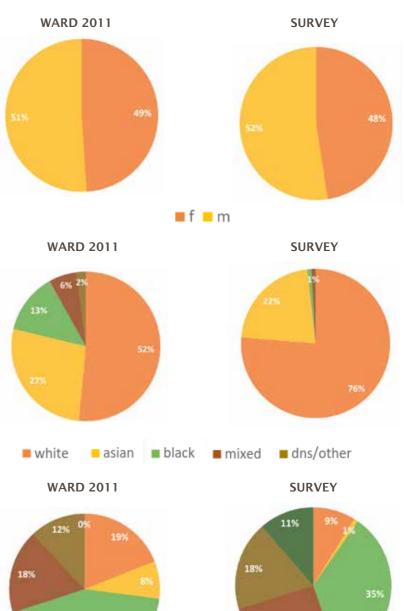
Age of participants, where reported, also varied significantly from the ward profiles. Under 18s and 19-25 are under-represented, 46-64 and over 65s are over-represented.

There were only 3 participants who claimed any long-term health issue or disability that impacted their daily life, compared with an expected level of 15% 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.

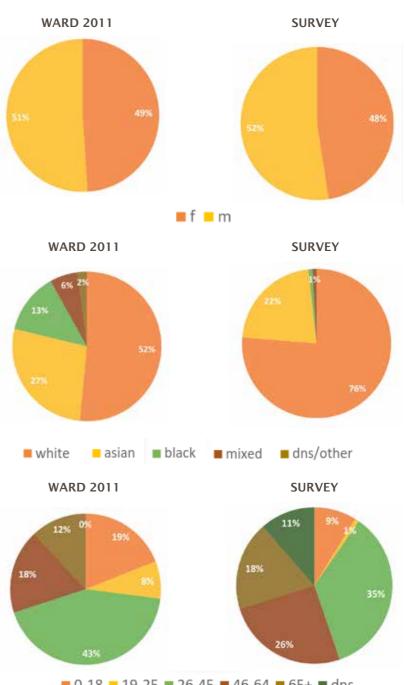
More than half of the participants lived within a 15 minute walk of Lloyd Park. Fifty participants visited the park at least weekly (some more than once a day), and 40 visited between 4 and 15 times a year. The remainder of those who responded were rare visitors to Lloyd Park.











and survey returns





■ 0-18 ■ 19-25 ■ 26-45 ■ 46-64 ■ 65+ ■ dns Figure 5.4.1 - Differences in demographics between ONS census

5.4.3 Key Findings

5.4.3.1 ITEMS THAT WERE WIDELY SUPPORTED

The most widely supported proposal was to protect biodiversity and natural character (100%).

Proposals achieving an overall score above 90 out of a possible 114 include other widely supported: dog fence retained on play area (92), retain all sport (90), café terrace overlooking park (95), lower disabled accessible path (100), accessible nature walk (100). All of the proposals received a lot more support than opposition, however a few items could be considered controversial, and these will be discussed in 5.4.3.3.

When results are split by different demographic characteristics there are indications of some differing priorities. For Asian participants, some different proposals were most popular, with strongest support for improvements to the play area, for more events, and for more attractions. Under 18s also supported improved play, informations signs, and more attractions. This finding shows similar increased interest in play and activities for these demographic characteristics as found in the April engagement in Ashburton Park.

The survey included a question to gauge if there would be support for greater dog control within the park, as uncontrolled dogs have been identified within research as a deterrent to park use for many people, and especially for people who are BME. There was variation along ethnic lines in levels of opposition. The idea was supported by 44% of participants claiming Asian ethnicities, and opposed by only 4%. For participants claiming white ethnicities a similar number supported a dog control area (41%) but 28% opposed this, although retaining a dog fence on the play area was not among the most popular proposals for white people.

Participants were asked to suggest any sports and attractions that might be added to the current offer. The idea of mini-golf suggested in the question was widely supported and other paid for attractions suggested by a number of participants included a paddling/splash pool and tree top walks. One person recalled a concrete paddling/splash pool that was used for skateboarding outside of the hottest months. Suggestions for free-to-use facilities that were made by a number of participants included basketball, a MUGA, exercise bars/ trim trail, climbing wall or bouldering rocks, and table tennis that would be free to use. A trampoline was suggested for the play area.

5.4.3.2 COMMENTS RECEIVED

Space was provided for comments. Many of the comments have been incorporated into the analysis of supported or controversial items. Other suggestions that could be considered in designs / recommendations going forward include:

- muddy paths in winter are an issue
- more seating, furniture and more bins
- better facilities for picnicking and barbecues
- · illustrative signage about wildlife
- · protection of wildlife especially badgers

5.4.3.3 CONTROVERSIAL ITEMS

More people supported (76) than did not support (22) the proposed increase in the number of attractions overall, and as previously noted this was among the most popular proposals for younger people and people claiming Asian ethnicities, however this was 2nd least popular proposal for white people, with one person opposing for every 3 supporting. Only introducing dog controls was more unpopular with white participants as has been discussed in section 5.4.3.1.

There were more people in favour of sports 'self funding', and for low cost and free sports for some groups, with about 6 supporting for every one opposing.

5.4.3.4 EQUALITIES ISSUES AT LLOYD PARK

The survey sample had very low levels of representation for people claiming black ethnicities, and for young people, and an over-representation of people claiming white ethnicities compared to the ward level statistics from 2011.

While the reason for the under-representation of these groups in the survey may be due to sampling error, it was noted by observation on the day of the survey that, despite very good weather, there appeared to be very few teens present in the park. Independent research and the April survey at Ashburton Park indicate that people claiming black ethnicities and young people tend to seek exercise and play: 'structured' activities in park space. Independent research indicates that people claiming black ethnicities tend to be put off by a lack of infrastructure. While there are range of facilities on offer at Lloyd Park, the other parks surveyed to date, which had a better balance by ethnicity, offered flexible use surfaced games courts which are free to access, and surfaced paths, which are not present here.

The greater support for increased attractions and variation in attitude to dog control expressed by Asian participants and young people, combined with indications from other research, tend to suggest that the lack of representation of younger people and from people of black ethnicities may be because under-representation is an issue at the park, where the mix of activities and infrastructure is not yet meeting the preferences of these groups. The potential for sampling 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 further engagement is recommended with under-represented groups in development of further plans.

5.4

Andine Engagement

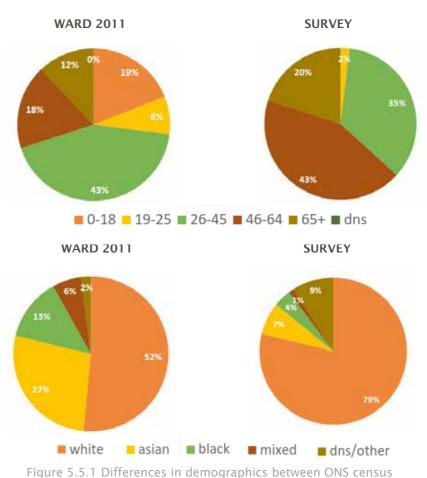
5.5.1 Online Sample Analysis for patterns of park use, locality and user or other group membership

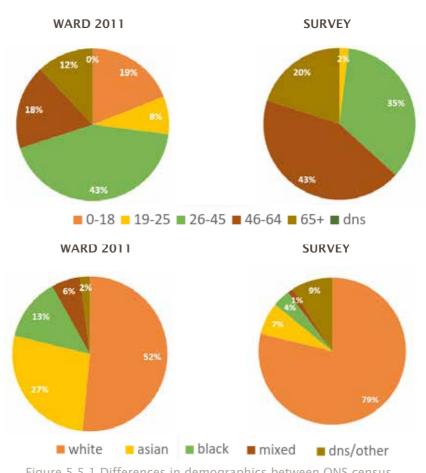
172 returns were received regarding proposals for Lloyd Park from the online survey. 155 answered guestions regarding their proximity to the park and 63% of these returns were from people living within 15 minutes walk of Lloyd Park. A very high number of the participants almost one quarter, were members of user groups, the largest number being runners from "Park Run" and "Croydon Striders", but there were also members of British Military Fitness, walking groups, Cassac and other groups or local sports related organisations. Almost one third of the 155 participants who responded to the question claimed membership of residents groups. Of 79 people who provided information on their visit frequency, 107 reported using the park at least weekly, 30 were less frequent but still regular users, visiting between fortnightly and quarterly each year. The remaining 17 respondents to this question mostly used the park infrequently, only one didn't use it.

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 for example, 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 155 people provided information on their age group, disability, ethnicity and gender. Only 12% of respondents claimed a non white ethnicity compared with circa 46% in the ward, 63% were aged over 45, compared with ward levels of 30%, with only 3 respondents claiming an age under 24 years, there are more respondents claiming male than female gender. We can say then that the sample is weighted towards older people, people who claim a white ethnic group and men. With circa 9% indicating they had day-to-day activities limited because of a health problem or disability compared with circa 15% in the ward, the number of respondents claiming disability is still under represented, though better than in the face to face engagement.







and survey returns



5.5.3 Comparison between online and face to face survey findings

5.5.3.1 DIFFERENCES BETWEEN ONLINE AND FACE TO FACE SURVEY FINDINGS

The online survey results for Lloyd Park did not provide a response to the question "Would you like more sports and attractions, such as mini-golf, or similar near the cafe, tennis and play area (see the plans for location) to help raise revenue?" It also asked what attractions people would like to see following the question on bringing more and larger events to the park. As a consequence of these changes, a number of people responded with ideas for events rather than for permanent features, as had been the emphasis of the question in the face to face survey, and illustrated on the plan. Nevertheless, many people responded with suggestions for permanent attractions and these are included in the discussion below.

5.5.3.2 GENERAL FINDINGS

The sample is skewed and this raises some concerns from an equalities perspective. At the same time there is good representation from current park users and members of local residents groups, and there are more people with disabilities, when compared with the face to face survey, consequently, it is still helpful to reflect on whether the online data shows any differences to the face to face sample.

In this sample all proposals that were supported in the face to face survey were also supported online. The most well supported proposals overall were the same, but for some items, the patterns of support overall are most similar to the 44-64 age group in the face to face survey, and with the views of participants in the face to face survey claiming a white ethnicity.

Although there is no question regarding attractions, where this difference may also have been seen, there was only a small majority online in favour of more and larger events with 4 participants in favour for every 3 against.

Using the sample from the face to face survey, this ratio is very different than had been seen in younger age groups where there was 90% support and no opposition for more and larger events, and for people who claimed Asian ethnicities where more than 85% supported the proposal and none opposed. For both groups this had been one of the most well supported proposals. The sample size for both these groups is guite small, however, as these patterns of association have been seen across all the parks surveyed, and are also

supported by other research it is arguable that they would be seen within the wider population.

There was some variation in that the levels of support for greater dog control were higher than had been found in the face to face survey. The level of support to opposition face to face was around 2 people for controls, for every one against. Online there were circa 3 people in favour of controls, for every one against. This is less typical of the findings of other park surveys for a sample weighted towards older white participants and may well be a reflection of the relatively high number of sports users. There were comments indicating issues of conflict with uncontrolled dogs and with dog faeces.

5.5.3.3 COMMENTS RECEIVED

Space was provided for comments. In the online survey, there were several voicing support for the ideas, especially the proposed accessible paths. Many comments indicated current concerns with:

- a frequent build up of litter, especially in the lowest part children's play area
- a lack of maintenance of existing infrastructure such as benches and concern that new infrastructure would be neglected, and in the case of signage vandalised

There were strongly expressed views both for and against some proposals for example:

- pleas for keeping dogs away from some areas (especially pitches) and higher levels of dog control everywhere, contrasting with strong requests to place no limits on dog owners
- requests for better sports infrastructure e.g. astro turf hockey pitches or hard surface space, and also requests not to introduce anything of this type. It was noted by one participant that there is no space for London Youth Games within Croydon.
- as well as supporting voices, there were several negative views expressed about the idea of signage and of paths, which were represented as 'urbanising' an area of 'unspoiled countryside in the city', however these represent a (potentially vocal) minority view as both proposals were supported by a far larger majority within this sample than those opposing, as there had been at the face to face engagement.

There were several requests for better facilities for young people age 12-18, including safe cycling space. Cycling was one of the most popular additional attractions suggested overall.

sports offer.

5.5.3.4 CONTROVERSIAL ITEMS

The online survey did not cover the issue of attractions, which had been the most controversial in the face to face engagement.

5.5.3.5 EQUALITIES ISSUES

The issues raised in discussion of the face to face engagement are consistent with the findings from the online survey. The under representation of younger people and from people non white ethnicities in these surveys may be because underrepresentation is an issue at the park, where the mix of activities and infrastructure is not yet meeting the preferences of all groups.

5.5.4 Conclusion

Overall the views showed similar overall patterns of support or opposition to 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 increase in support for dog controls may be indicative of wider support within the resident population than was found in the park itself, but it seems possible this may also be due to 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 will be skewed.

5.5

There were also two requests from senior committee members of Sandilands Sports Fields to engage with the adjacent sports club to develop a coordinated





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.





Croydon Destination Parks Masterplanning \\ Lloyd Park Masterplanning Report \\ 08.12.17 \\ Appendices

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Community	10
festyles	10
& Biodiversity	8
& Heritage	В
ucation &	10
& Revenue	9



Remarker Fall's Honds group have successfully taked work filmilities. area 2002 from different sources to invest in improvements. They first Spand Funds, no change detekts tenn courts to a playaround for 3-15, 8 since have developed Rimmin trails ed noture walks, restand has Passer gardens, bretallad inots, & rable tanks. Their community gardener 8 a testeeping project in the park work with greenskills training charry Roots.) Shoots. The park also effers state of th but whiches for signal, just he fields:

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

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Croydon Destination Parks Masterplanning \\ Lloyd Park Masterplanning Report \\ 08.12.17 \\ Appendices

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Standard etters of Contact

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

Dear Stakeholder,

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

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

My role is to lead on engagement and participation.

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

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

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

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

Venues will be confirmed imminently.

The workshops are intended to bring together Tyren's team , and London wide actors, like the GLA, or the London Wildlife Trust, with local actors - Friends

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

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

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

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

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

Best,

Bridget Snaith

Standard Letters of Contact

Below is a standard letter of contact informing Lloyd Park's 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 Lloyd Park Bowlers

I am working for a team of consultants, Tyréns, looking at six parks in Croydon, be represented. This is more of a strategic thinking event about parks, rather including Lloyd Park. 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 Lloyd Park. 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 understand that bowls is a particularly good sport to support active lifestyles for older people, but 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 Bowling Club at Lloyd Park, 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 Lloyd Park on Sunday 9 July 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 Central Croydon on June 13, 3.00-6.30 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

than something dealing with day to day issues. If Croydon Adults Bowling Club would also wish to be involved in this event, please contact me on bridget@ shape.eu.com, and I will provide details of time and venue. If there was a group that represented all Bowling Clubs 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 Lloyd park users to be part of the process.

I look forward to hearing from you,

Bridget Snaith

Stakeholder Contact Record

	STAGE 1 INPUT	STAKEHOLDER INVITE	EVENT INVITE	COMMENTS
LLOYD PARK	·	·	·	·
Archbishop Tenisons CE High School	Invited email & response	Invited email	Yes, and email exchange regarding online engagement	Dan Scott, Head of PE, correspondence & telcons
Trinity School of St John Whitgift	Invited email	Invited email	Yes	Email invitations no response Telephone follow up, and directed email no respo
St Matthews Church	n/a	n/a	Contact to circulate dates for members	Email contact for engagement online
Cedars School			Yes	Email contact for engagement online
Park Hill Infants	n/a	n/a	Contact to circulate dates for members	Email contact for engagement online
Park Hill Juniors	n/a	n/a	Contact to circulate dates for members	Email contact for engagement online
East Croydon Medical Centre	n/a	n/a	Contact to circulate dates for members	Email contact for engagement online
Birdhurst Medical Practice	n/a	n/a	Contact to circulate dates for members	Email contact for engagement online
Friends Road Medical Practice	n/a	n/a	Contact to circulate dates for members	Email contact for engagement online
The Conservation Volunteers	Invited email & phone	Invited email & phone	Invited email	Telcon, not available to attend workshop, no resp Attended engagement day at South Norwood Lak subsequent email contacts elicited no response.
SCCA	Invited email & response	Invited email	Invited	Responses and attendees at Workshop, continued
Chatsworth Residents Association	Action needed	Action needed	Yes	Responses through informal networks (via other
Park Hill Residents Assoc	Invited email & response	Invited email	Yes	Responses and attendees at Workshop, continued
ECCO East Croydon Community Organisation	Invited email & response	Invited email	Yes	Responses and attendees at Workshop, continued

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esponse to request for input regarding any parks. .ake, raised concerns about lack of further contact, e.
ued email engagement
er organisations) and continued email engagement
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	STAGE 1 INPUT	STAKEHOLDER INVITE	EVENT INVITE	COMMENTS
LLOYD PARK				
Croydon Adults Bowling Club	Invited email	Invited email	Response via Croydon's contact	Email exchange & attendance at engagement eve
Park Run at Lloyd Park	Invited email	Invited email	No response	Attendance at engagement event
Disk Golf Club	Invited email	Invited email	Response via Croydon's contact	Email exchange & attendance at engagement even
CASSAC Lawn Tennis Club	Web contact gone	Invited email	Response via Croydon's contact	Email exchange & attendance at engagement eve
Walking for health	Invited email & response	n/a	Email exchange but no representation regarding park	

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	STAGE 1 INPUT	STAKEHOLDER INVITE	NUMBERS TO ATTEND	EVENT INVITE	COMMENTS
STRATEGIC LONDON/ CROYDON GR	UUPS/ORGANISATIONS FOR	EARLY CONTACT/DISCUSS	ION		
Greater London Authority Peter Massini - Katherine Grayson	Invited email	Invited email	1		Presentation made by g
London Wildlife Trust - Matthew Frith	Invited email	Invited email	1 & Happy Valley		Presented to stakeholde
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 Stakeholde
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
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 at Central & North Work
Mind In Croydon	Invited email & phone	Invited email	No Response		
London Play	n/a	Invited email	1		Attended by Croydon ba 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

green infrastructure lead officer Katherine Drayson
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op 1 and asked to be updated on project progress
w Williams at Happy Valley Workshop, by Meike Weiser rkshop
based playworker, asked ot be kept informed of project

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

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