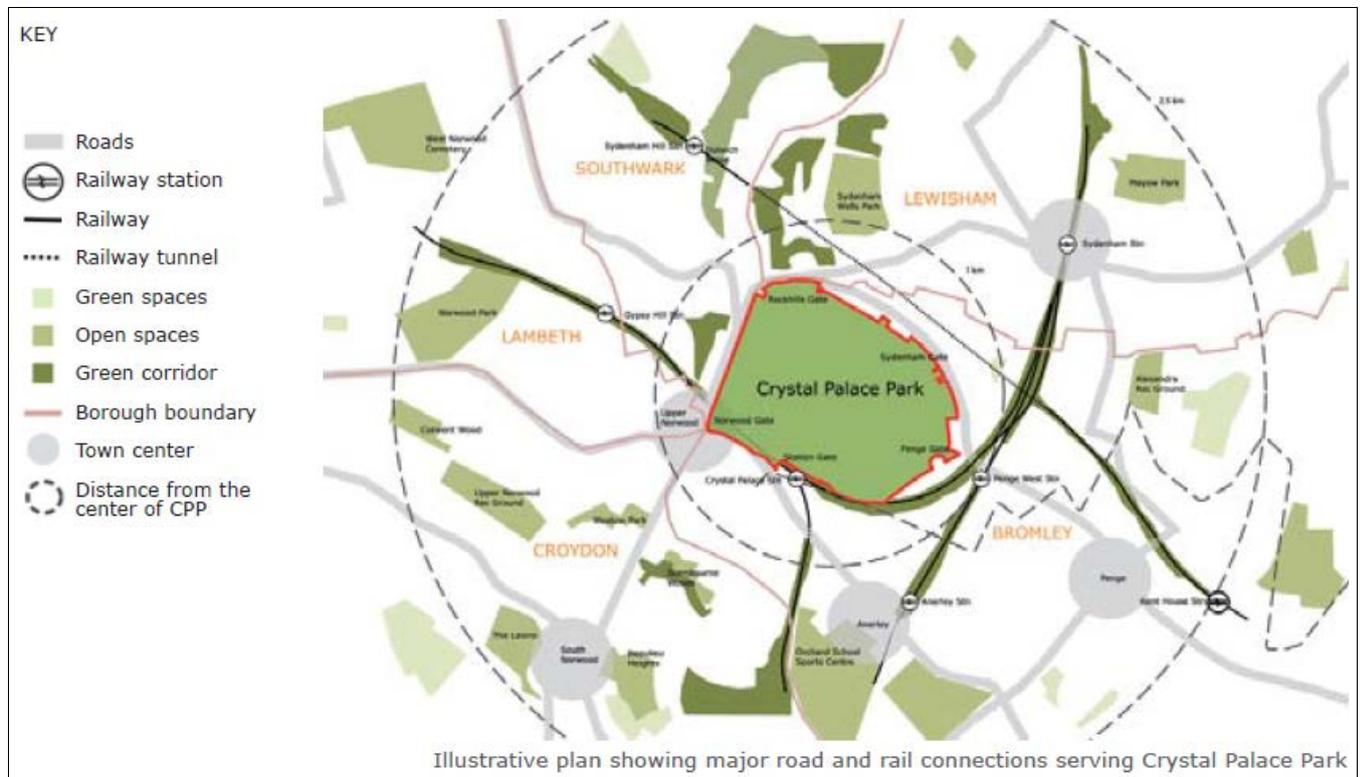


Consultants Brief

The Crystal Palace Area - Regeneration and urban design study



Where is Crystal Palace? Well that depends on who you ask. To some people it is Crystal Palace Park, to others the Upper Norwood 'triangle, then there is Anerley and Penge, are they part of Crystal Palace area? If you google Crystal Palace, Crystal Palace FC pops up first followed by the magnificent Crystal Palace building that burnt down in 1936.

We would like to employ consultants to explore the uncertain identity of Crystal Palace and what the future might hold, with people living and working in the area, those who own land in the area, or provide services or represent the people living there. We are seeking to appoint a suitably experienced team to carry out a regeneration and urban design study that explores future opportunities for the Crystal Palace and its surrounding town centres in light of the potential new designation of Crystal Palace as an Strategic Outer London Development centre with a strategic function around leisure/ tourism/ arts/ culture/ sports and the emerging development proposals within the park boundary.

The study should consider implications and opportunities for regeneration of the area, through a range of potential strategies and interventions, and be flexible enough to be relevant given a range of scenarios regarding the nature of the redevelopment of Crystal Palace Park and the facilities located there.

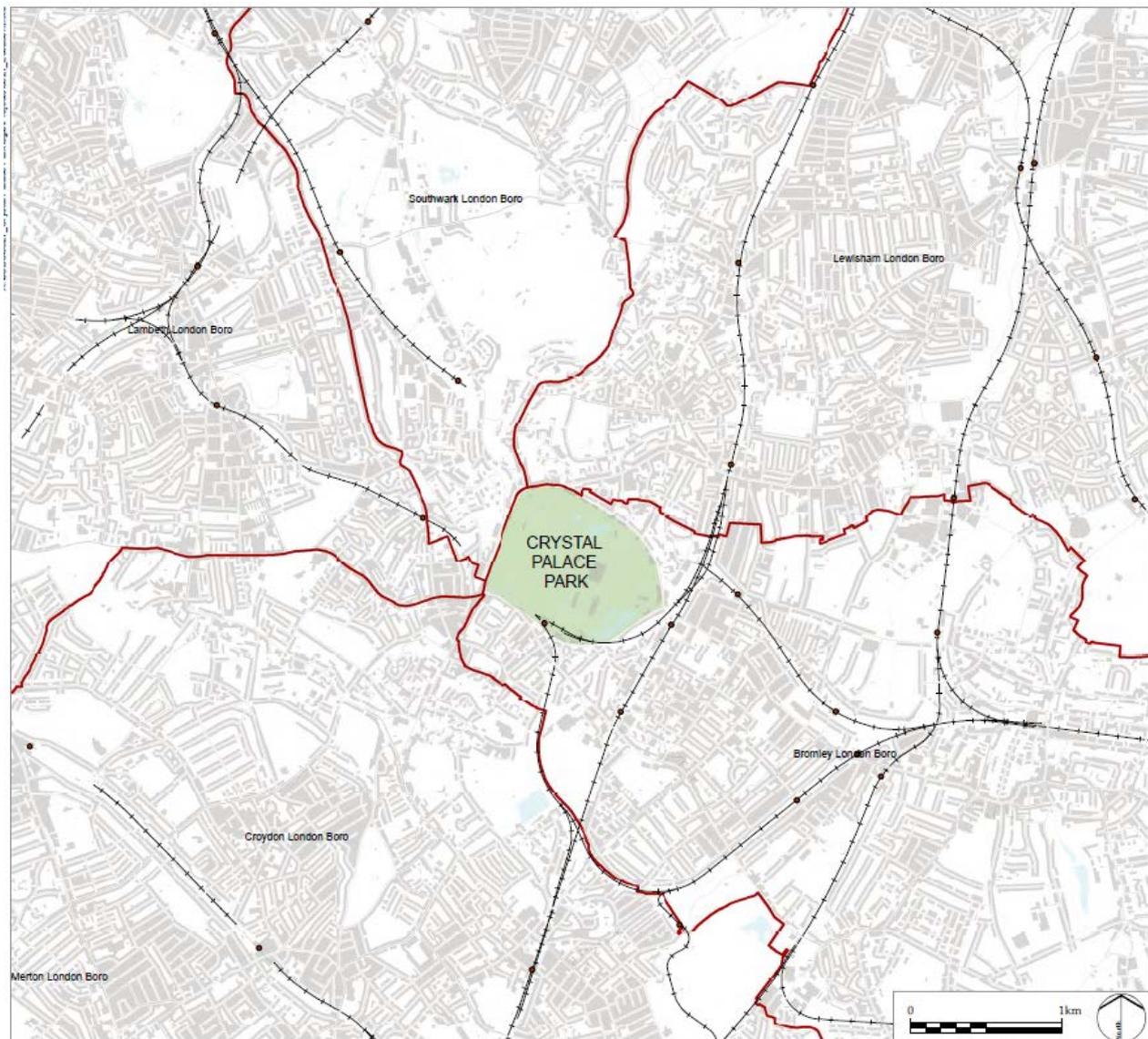
A key requirement of the study is that it is informed by meaningful community dialogue.

The timetable for this procurement and the subsequent delivery of the project is set out in the process section of this document. The deadline for return of tender submissions is **6 June**. Submissions received after this time will not be considered.

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2 Overview



Crystal Palace Park and Five Borough Boundaries

2.1 Overview

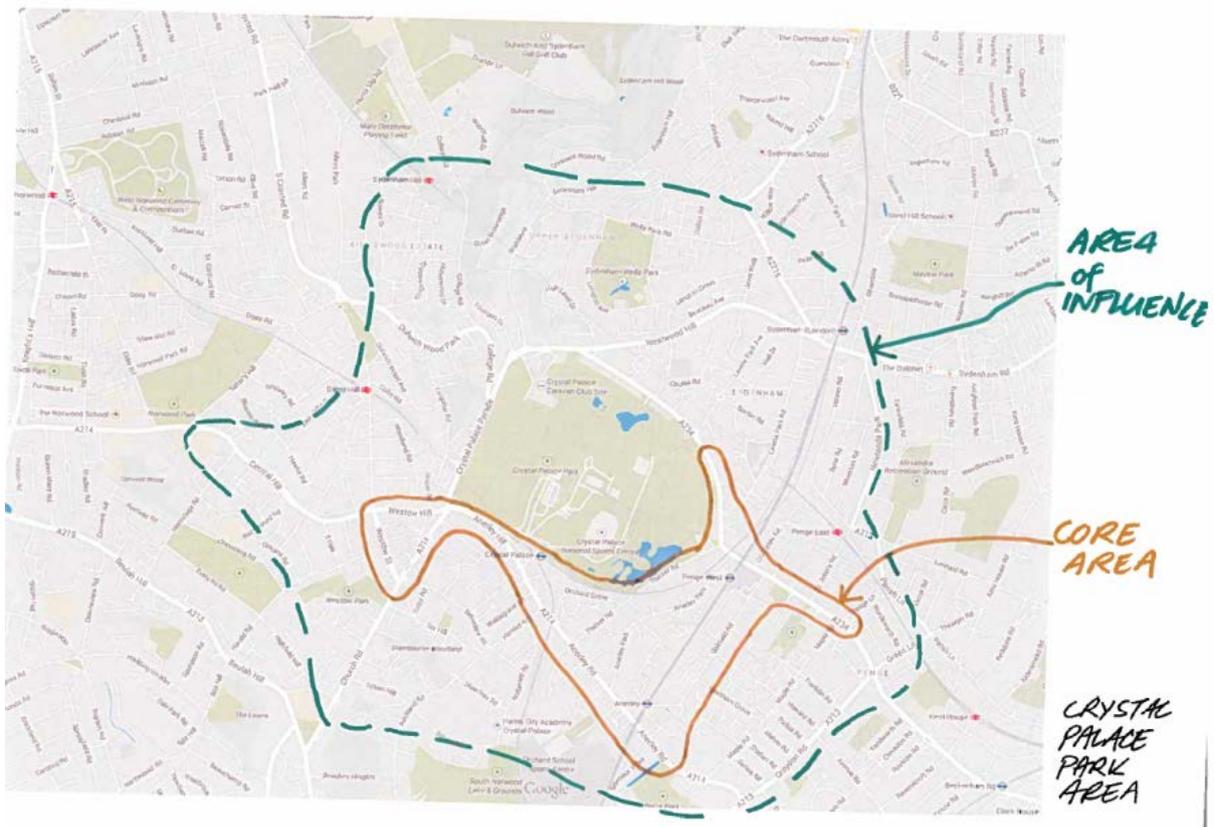
The area around Crystal Palace Park (Upper Norwood, Anerley and Penge area) has a number of unique conditions.

- The area bridges the junction of five different London boroughs. There are well considered adopted plans and strategies in place but this 'edge' situation is perceived to have resulted in a lack of strategic overview of the area as a whole

- The area in recent years has become a property 'hotspot', attracting an influx of professional and urban dwellers due to the relatively cheaper property and improved transport connections, though within the three town centres, and the suburban areas served, there is considerable diversity of community
- The arrival of the London Overground has recast the area as well connected to central and east London
- The history and role of Crystal Palace park, represents both a considerable amenity and a deteriorating environment, and its fate has overshadowed development strategy for the high streets around.
- The proposed redevelopment of the Crystal Palace and accompanying revitalisation of the historical character and potential of the park area is a once-in-a-generation opportunity for the surrounding area to positively develop – many areas surrounding the park have suffered a long standing and problematic relationship to the park, including severance and lack of permeability.
- The topography of the area provides stunning views across London and the Crystal Palace mast is an recognisable London landmark that can be seen across the city

3 Objectives

The study should assess the strengths and weaknesses of the Upper Norwood, Anerley and Penge area and identify current barriers to regeneration which could be overcome through public and



private investment in the area.

The principle objective of this study is to undertake an assessment of the regeneration and growth potential of the Crystal Palace area and develop a strategy and action plan for possible interventions. It will join up existing plans and strategies to enhance opportunity and reduce impediments to positive change and improvement.

Particular attention should be paid to the Upper Norwood Conservation Area Appraisal and Management Plan and the Renewal Strategy for Penge to avoid duplication and provide added value.

The study will not result in a statutory planning document. The findings of the study may be used to inform decision making in respect of the future planning policy and to recommend prioritise areas for regeneration activity.

Regeneration proposals should show how the special character of the three town centres would be preserved and enhanced through their delivery. The study should aim to uncover the facts about the areas and the specialness of them, and identify proposals that build on the character of the three town centres and their particular relationship to Crystal Palace Park and the topography of the area. It should also analyse the possible vehicles to deliver co-ordinated regeneration in an area bridging multiple local authorities.

Currently a significant development is proposed with a rebuilding of the Crystal Palace on the upper terrace of Crystal Palace Park. There is also work underway to consider the future of the National Sports Centre. The study should take account of the potential impact of development in the park on the town centres and the opportunities and threats it might bring.

The study will need to address three key interrelated elements as set out below:

The study needs to :

Review current spatial use in the town centres and identify and set parameters for the development of sites

This should include:

- A review of the existing planning policy context established by the five borough's Local Plans and the London Plan. The priority of this work should be to identify any opportunities or imperatives for regeneration or intensification in the surrounding area.
- Map current land use and diversity of retail and non-retail offer including day time and night time uses
- Identify vacant and underutilised sites that have the potential for growth or change in the area through redevelopment
- Identify locations for additional leisure, cultural and community facilities and social infrastructure
- Identify potential sites for the delivery of new homes in the area.
- Provide a spatial strategy to guide the regeneration, redevelopment, intensification and/or occupation of these sites
- Propose development parameters for opportunity sites, setting guidance for the acceptable height, bulk and massing for new buildings where opportunities for development are identified
- Propose temporary use possibilities – “meanwhile uses” for vacant shops, offices and outdoor areas
- Identifying and engaging with the owners and occupiers of sites within the area that

- appear capable of enhancement and encourage their early improvement
- Identify potential funding sources for new development

Produce an audit of the quality of the public realm and propose potential improvements

This should include:

- Analysis of the state of repair of buildings, shop fronts and building facades
- Detailing of the condition of paving, street furniture and lighting
- Identify deliverable, phased public realm improvement projects across the area that improve the physical character, legibility and enhance permeability taking account of whole life costing in assessing deliverability.
- Identify proposals for a combination of hard and soft landscape including opportunities for new tree planting
- Assess how spatial changes could be made to reduce crime and anti-social behavior in the area for example through increasing natural surveillance
- Propose ways of improving way-finding to and around the area, which could help strengthen the identity of Upper Norwood, Penge and Anerley.
- Propose ways of improving connection between the three town centres and Crystal Palace Park.
- Consider ways to remove barriers to easy pedestrian movement and cycle permeability through the area.
- Include proposals for the public realm that can support more cultural events
- This work should take account of existing transport infrastructure and identify the likely mitigating measures required to support investment in the area.
- Identify potential funding sources for potential improvements

Place the areas heritage and green space assets at the heart of regeneration plans:

This should include:

- Consider the relationship Crystal Palace Park and other green spaces to the All London Green Grid and their role in the local green infrastructure network and the potential for enhancing the town centres
- Propose locations for interpretation material
- Identify significant historic buildings / sites in poor physical condition and explore potential improvements
- Explore possibilities for heritage improvements through private and/or public funding
- Propose ways that the culture and heritage offer of the area could be opened up to attract more visitors
- Explore opportunities to improve access to green space and walking routes
- Identify funding sources for potential improvements

Identify and set out the range of active and nascent organisations to deliver regeneration in the area

This should include:

- Mapping associations and groups in the area - traders, residents associations etc
- The potential to develop a pan-borough Business Improvement District
- Identify case studies/ parallels for similar 'edge of authority' areas delivering regeneration, including identifying what mechanisms were put in place for this to happen.

4 Stakeholders Engagement and Consultation

4.1 Stakeholder Engagement and Consultation

Stakeholder engagement / consultation is a crucial part of this commission and the GLA is looking for teams that can show evidence taking creative approaches to engagement that will both test the potential of the area of Crystal Palace and engage hard to reach members of the community. There may be potential for 'sign-posting' upcoming improvements and building momentum for wider regeneration initiatives.

The various stakeholder groups that the multi-disciplinary design team will be expected to engage include:

5 Boroughs

Close engagement will be required with the five London boroughs - LB Bromley, LB Croydon, LB Lambeth, LB Southwark and LB Lewisham to ensure that proposals are aligned with existing strategies and plans. Engagement with the boroughs will also be vital to ensure that the study takes full advantage of existing planning policy and regeneration initiatives relevant to the area and does not duplicate work that has already been done by the respective boroughs.

GLA

Transport for London

Local community organisations

There is an active and engaged community in the area. –A key part of the commission is to ensure that there is a dialogue with the range of existing community groups and beyond that to groups who are currently not engaged and those who are hard to reach.

Local Businesses across the 5 boroughs

5 Process

5.1 Programme for this piece of work

Tender start date 23 May 2014

Closing date for submissions 6 June 2014

Interview date (if interviews are deemed necessary in the assessment) 12-13 June 2014

Notification of successful tenderer 16 June 2014

Inception meeting 24 or 25 June 2014

Consideration of desktop review

(there is a considerable amount of information that has been produced in particular by local boroughs. It is envisaged that many of the tasks outlined above may be diminished in scale because of this. Therefore this review will be used to confirm the requirements of the brief in the light of the desktop review and to ensure the added value of this commission).

review with GLA 25 Aug

Stakeholder meetings in the subsequent three weeks, scheduled by consultant

Draft report for comments wk7 19 sept 2014

Final report wk9 3 Oct 2014

5.2 **Fee**

The fixed price fee for this piece of work, including all disbursements (eg photography, mapping and printing costs), but excluding VAT, is £50,000

5.3 **Client and governance**

The client for this commission will be the Greater London Authority (GLA).

The appointed consultant will be required to attend an inception meeting with the client, at which the work programme and framework for the project will be confirmed and key baseline information handed over. The appointed consultants will also be required to attend fortnightly progress meetings with the client.

Scheduling of meetings with stakeholders will be the consultants responsibility.
Bilateral discussions will be held during the study period with the key stakeholders listed above.
Round table discussion may be timetabled to assist this.

The project manager for the commission will be: Matthew Turner

5.4 **Deliverables**

The Study should be delivered as a single final illustrated report in PDF form including an executive summary.

In discussion with the GLA, the indicative structure is in three parts, including the following:

A. Mapping and baseline information

Review of current planning policy context

Mapping of land use in three town centre areas

Mapping of deprivation

Environmental quality and public realm review

B. Analysis of Opportunities

Planning Policy recommendations (including Strategic Outer London Development Area)

Development sites

Public Realm improvements

Heritage and Green Space

Delivery mechanisms and funding strategy

C. Forward Strategy

Vision

Action Plan

Costing

5.5 **Quotation**

All quotes are required via the e tendering portal by **10am on 6 June 2014** marked with the reference and should be no more than 15 pages of A4 at size 12 sans serif font, including appendices.

Quotations are limited to the approved budget.

Award of contract will be subject to a competitive process against the requirements outlined in this brief and will take into account cost, quality and experience.

Quotes should include the following information:

- i) A proposal setting out why you wish to undertake this study and what your organisation can offer. The proposal should also contain full details of the proposed approach to this study, an anticipated timetable, key outcomes, and likely work plans for each stage, indicating the personnel involved and their daily rates and the number of days proposed.
- ii) The names, qualifications and experience of all those on the tendering team, with their CVs, details of their specialist involvement, amount of time involved and cost per day. Your submission should clearly identify the name and experience of the person who will be leading and working with the team on a day to day basis and the amount of time they expect to devote to the project.
- iii) The sets of skills required are urban design and place making, planning, architecture, regeneration and economic analysis and mapping.
- iv) The consultant team would also be required to have excellent consultation and community engagement skills.
- v) The previous record of the tendering organisation and the individuals on the team of undertaking similar work. Please submit examples of work and other relevant experience.
- vi) A detailed breakdown of fees and costs relating to the various stages of the study, in the form supplied.
- vii) The contract will be awarded on the basis of the tender that will provide the highest quality within budget. The bids will be evaluated against the following criteria (please ensure these are addressed within your proposal):

Criteria	Weightings (%)
Response to scope of service required	25
Technical capability and resources	25
Evidence of experience on similar projects	25
Value for Money	25
Total	100

5.6 Copyright and conflict of interests

The GLA will retain copyright of all material produced as part of this project. Prior consent in writing will be required for the publication or use of the information by other persons or bodies. The GLA will have the unlimited right to reproduce any material provided or gathered by the consultant for the purposes of the study.

Any potential conflict of interest must be declared as part of the response to tender. In the event of any conflicts, mitigation measures must be explained.

6 Background

Crystal Palace Park

Crystal Palace Park (CPP) is an English Heritage Grade II* listed park. It is one of the most important parks in the country, and is of strategic significance. Created in 1853-5 by Sir Joseph Paxton, it was to be the permanent home for his 'Crystal Palace' that housed the Great Exhibition of 1851 in Hyde Park. Overall, it was to be a celebration of past, present and future, a people's Versailles, a showcase from the prehistoric to the most up to date thinking on park design and use. Crystal Palace Park today has significant remains from Paxton's design, although the Palace itself burned down in 1936. Changing use and status over the years have taken their toll, however, and the Park has lost the coherent vision of its designer. Bromley Council took control of CPP in 1986 from the Greater

London Council. The Park's 200 acres incorporates a number of heritage features and the National Sports Centre, the latter being a separately managed entity.

CPP requires significant financial investment to its infrastructure to ensure that it can be enjoyed by generations to come. Much of the underlying character and richness of the most significant aspects of the site are eroded, obscured and misunderstood. Examples include the fragmentation of the landscape, impact of developments within the site such as the National Sports Centre (NSC), loss of views, quality of hard and soft landscape, and the unrealised potential value of its habitats. Nevertheless the site is well used for a great range of recreational and sporting activities.

In 1999, the park was awarded £4.4m from the Heritage Lottery Fund to restore 40% of the landscape and infrastructure. However, further investment is needed to restore, conserve, protect and develop the remaining elements of the park.

LDA Masterplan process

In 2006 – 07 the London Development Agency (LDA) commissioned Latz + Partner to carry out a stakeholder Dialogue Process and extensive public consultation, resulting in a landscape masterplan for the park (referred to as 'The Masterplan'). The LDA's vision is to rejuvenate Crystal Palace Park as a metropolitan park, heritage asset, cultural, leisure, educational and recreational resource to meet the needs of the local people, sports people whether elite or amateur, and the public at large. It was anticipated that the regeneration and rejuvenation of the Park should act as a catalyst for the wider regeneration of the area.

The Masterplan has received planning permission, Conservation Area Consent and Listed Building Consent. The Masterplan has an estimated delivery cost of £68 million (in 2007, not including a new museum or sports centre) and requires consideration to be given to the mechanism by which it could be implemented.

Extensive consultation was undertaken as part of the Masterplan process. This consisted of two complimentary elements: the Dialogue Process, which ran from 2002 till 2007, and the wider community consultation programme that was run from 2006 – 2007. The Dialogue Process brought together statutory bodies responsible for the park, local-community organisations and park users, and showed overwhelming support for lasting improvements to the park.

Crystal Palace Park Management Board

In 2011 the community held a Crystal Palace Park Conference to discuss the future of the Park and to consider the implementation of The Masterplan, drawing together those involved in The Masterplan dialogue process and public consultation. Out of this conference Bromley Council established the Crystal Palace Park Management Board (Appendix B) to bring together stakeholders to explore long

term opportunities for the management, restoration, development and protection of the Park; recognising the site's multi-faceted historical significance and creating an environment which is valued and admired by local people and visitor's alike.

The Management Board and its stakeholder groups meet regularly throughout the year to discuss the heritage and environment, site management, and community engagement issues in the Park. Resulting in a £100,000 Job Centre Plus learning and skills project in partnership with Living Networks, a second round of funding from the Big Lottery granted to the Thyme Out project to deliver environment training and qualifications for adults with learning disabilities in partnership with Capel Manor College; a community garden delivered by volunteers and supported by Capel Manor College students, tree labels, a planting schemes delivered by Thyme Out participants and students, and other minor infrastructure improvements.

The process has positively engaged the local community and driven forward greater partnership working. Further, the initial feasibility investigations into the sustainability of alternative management models have therefore confirmed the importance of developing a workable long term business model for the park. This may in part be achieved through developing opportunities for income generation in the park. However, it is recognised that investment in the shorter term is necessary to address the immediate need for repair and restoration of the Subway and to continue to develop the visitor offer through capital investment and revenue projects.

6.1 A Proposed New Crystal Palace

The GLA and London Borough of Bromley were approached by Zhong Rong Group (ZRG) with a development proposal for the top site of the Park in early 2013. ZRG announced their proposal to rebuild the Crystal Palace in October 2013. The intention is to rebuild the Crystal Palace on the 'top site' in a way that is faithful to the original building. The new Palace will be a major new cultural asset for London and has the potential to deliver significant investment, jobs and growth opportunities for the area. ZRG has committed to supporting the restoration of the park in line with the approved masterplan to create a modern 21st Century park. The plans for the Palace are in development and will be the subject of consultation with the GLA, LB Bromley, stakeholders and the local community. Designs and firmer proposals for the Palace will emerge following the appointment of a design team in summer 2014.

The scale of the project creates an opportunity to take a fresh look at the rest of the park and the surrounding area to ensure that the whole area is planned in a holistic way which maximises the benefits for local residents and south London.

6.2 The National Sports Centre

The Park houses the National Sports Centre (NSC) complex, built in 1964. In 2005, the Mayor of London and the London Development Agency (LDA) took control of the NSC from Sport England as part of London's bid for the 2012 Olympics and Paralympics and it's now managed by Greenwich Leisure on their behalf.

6.3 The study area

The core study area includes the whole of Crystal Palace Park as well as the Park's immediate environs and neighbouring town centres of Crystal Palace, Penge and Anerley. The park is located within the LB Bromley and in close proximity are boundaries with the London Boroughs of Croydon, Lambeth, Southwark and Lewisham. As such the study area covers multiple boroughs.

The character of the area is determined by its location on a swathe of high ground visible from across London and beyond. The CP Transmitter is readily identifiable as a major landmark today and is a highly visible point of orientation from the surrounding areas. The hilly topography gives it a particular character. In the Park the ground falls steeply away from the high point of the Palace Terrace. There are potentially spectacular views, particularly to the west and east. Most roads within the immediate vicinity are, therefore, also at a steep gradient, creating either restricted or dramatic long views. This is particularly the case around and within the Park due to the high elevation of Sydenham Ridge, on which Paxton sited the Palace. Crystal Palace Parade runs along the ridge and is therefore unusual in its grand width and level gradient. There is a general sense of roads converging on the Park edges, particularly at the top of the Park.

The character of the surrounding areas is suburban, particularly to the north. On Crystal Palace Park Road there are large and impressive arts and crafts style villas, many four or five storeys high and some of which were purpose-built as flats or have been subsequently subdivided. Beyond these, Upper and Lower Sydenham and Dulwich comprise more large-scale houses set within a mature green landscape.

The southern neighbourhoods are more urban in character. All residential areas are interspersed with residential estates of diverse quality, character and socio-economic make up. There are also more recent apartment blocks of varying heights and scales on the edges of the Park.

Crystal Palace Parade to the west still has a sense of the grandeur of the Palace frontage: the Parade is wide enough for buses to u-turn in the road, as they did before the bus terminus was built. But there is little to encourage pedestrians along its length.

Upper Norwood is the town centre that relates most directly to the Park. The other centres in relatively close proximity are - Penge to the east and Anerley to the south - but they have less sense of connection. A vestige of the once dense and vibrant high street of Anerley Hill remains, with a small and rather depleted parade of shops close to the Crystal Palace Station. The Upper Norwood Triangle has a diverse mix of uses, typical of a small town centre, within mainly three storey buildings: the area is vibrant and active. As with all the other parts of the perimeter, however, there is a sense of distance and separation from the Park due to the scale and poor environment of traffic-dominated roads and junctions. Buildings within the Park are not evident from the outside – even the Station has little presence onto Anerley Hill as its main façade faces west toward the Palace site. There is very little sense of the scale and grandeur of the Park from the outside, when 150 years ago all views locally and from some distance were dominated by the sheer scale of the Palace and its water towers.

The Park sits in a cluster of smaller green spaces and local parks, which provide activities and facilities for their immediate communities. While there is considerable interaction between these spaces, Crystal Palace Park is effectively the centre of this group and provides wider-reaching services to the area.

Appendices –

There are a number of documents that concern the area, the main documents being:

Upper Norwood Conservation area appraisal (Croydon)

<http://www.croydon.gov.uk/contents/departments/democracy/pdf/949725/caamps/upper-norwood-triangle.pdf>

Renewal Strategy for Penge (Bromley)

<http://cds.bromley.gov.uk/documents/s10401/PENGE%20TOWN%20CENTRE%20RENEWAL%20STRATEGY%20APPENDIX%201.pdf>