## CONTENTS

1 Executive Summary ............................................................................................................ 3

2 Introduction ......................................................................................................................... 4  
   2.1 The purpose and scope of this report ........................................................................... 4  
   2.2 The importance of consultation .................................................................................. 4  
   2.3 Participation and community involvement principles ............................................... 5

3 Who and how we consulted ............................................................................................... 7

4 Consultation Log ................................................................................................................ 8  
   4.1 Stage 1: Evidence Base ............................................................................................... 8  
   4.2 Stage 2: Vision and Options Public Consultation ....................................................... 10  
   4.3 Subsequent consultation with Carpenters residents ................................................... 35

5 Next Steps .......................................................................................................................... 38

6 Appendices .......................................................................................................................... 47
   Appendix 1: Stakeholder Workshop 1 write up  
   Appendix 2: Stratford Town Centre Survey Questionnaire  
   Appendix 3: Stratford Town Centre Survey Results  
   Appendix 4: Stakeholder Workshop 2  
   Appendix 5: Vision and Options Questionnaire  
   Appendix 6: Business Breakfast write up  
   Appendix 7: TMO Resident Steering Group Minutes  
   Appendix 8: Carpenters Drop-in Consultation Boards 24/25th November 2010
1 Executive Summary

1.1.1 The purpose of this report is to demonstrate the consultation undertaken in developing the Stratford Metropolitan Masterplan.

1.1.2 The importance of consultation in the preparation of plans is recognised in both government guidance (in Planning Policy Statement 1) and at local authority level within Newham’s Statement of Community Involvement, which sets out minimum consultation requirements for documents such as the Stratford Metropolitan Masterplan.

1.1.3 The masterplan team has tailored the approach to consultation according to the level of interest different stakeholders have in the area and the most appropriate way to reach them. Key groups identified are:

- Councillors
- Local agencies
- Regional agencies
- General public
- People particularly affected by the plan

1.1.4 Consultation has taken place at both stages of the plan carried out to date: The Evidence Base and the Visions and Options.

Consultation at Stage 1: Evidence Base

1.1.5 At this stage consultation was held with local agencies through a Stakeholder Workshop and with the general public through a town centre survey.

1.1.6 The Stakeholder Workshop was attended by 68 people who signed up to the 3 proposed aspirations for Stratford and identified priorities for change. Priorities identified included local employment, growing the cultural offer, education and training, integrating existing and new communities, the need for family housing and improved legibility and quality of public realm.

1.1.7 361 people responded to the town centre survey. The survey revealed that the centre is well used by people from a wide area and it meets their daily needs. However, it also revealed that many people had a very negative perception of the town centre in terms of attitude, safety and atmosphere and that there is a lack of things to do in the evenings.

Consultation at Stage 2: Visions and Options

1.1.8 A nine week long programme of consultation was held at this stage along with specific events for stakeholders, businesses and young people. Respondents were asked for their opinion on the 3 Aspirations and 7 ideas for change, relating to particular areas of Stratford. There was generally good support for the ideas, with the exception of the two options for Carpenters Estate. The lack of support shown by Carpenters residents is partly due to the fact that the level of information provided at this stage was not detailed enough for residents to fully understand the implications for them. In response the masterplan team are meeting on a regular basis with the Tenants Management Organisation (TMO) to ensure ongoing involvement with residents as the masterplan developments.

1.1.9 Particularly strong support was shown for a new destination market, independent shops and improved linkages, particularly cycling connections.

Next steps

1.1.10 To ensure that the final Stratford Masterplan is realistic and has the buy-in of those stakeholders who will take a lead role in delivering the masterplan, ongoing discussions will be taking place with individual landowners and regional stakeholders to shape and test the Masterplan as it emerges.

1.1.11 Further public consultation will take place on the draft Supplementary Planning Document for the Stratford Metropolitan Masterplan.
2 Introduction

2.1 The purpose and scope of this report

2.1.1 The purpose of this document is to demonstrate the consultation undertaken in developing the Stratford Metropolitan Masterplan. This report shows who has been consulted, how they were consulted and a summary of the main issues raised during the consultation. The report will demonstrate compliance with the Council’s adopted Statement of Community Involvement (SCI).

2.1.2 This report is structured as follows:

• Section 1: Introduction, purpose of the report, consultation objectives and background to the Masterplan;
• Section 2: Who we consulted and how;
• Section 3: Summary of consultations made and how they were taken into account in development of the Masterplan;
• Section 4: Consultation monitoring; and
• Appendices

2.2 The importance of consultation

Government Guidance

2.2.1 The importance of consultation is highlighted within government guidance at all levels of the planning hierarchy, from the national through to the local level.

2.2.2 Planning Policy Statement 1: Delivering Sustainable Communities (PPS1), for example, highlights the importance of community involvement in the creation of sustainable communities. It states that ‘local communities should be given the opportunity to participate fully in the process for drawing up specific plans or policies and to be consulted on proposals for development’ (paragraph 41). PPS1 also highlights the importance of understanding the characteristics of a community, to ensure that appropriate techniques are devised and successful consultation undertaken. Five requirements for effective community involvement are identified as follows:

• Tell communities about emerging policies and proposals in good time;
• Enable communities to put forward ideas and suggestions and participate in developing proposals and options. It is not sufficient to invite them to simply comment once these have been worked up;
• Consult on formal proposals;
• Ensure that consultation takes place in locations that are widely accessible; and
• Provide and seek feedback.

London Borough of Newham guidance

• At a local level the London Borough of Newham’s Statement of Community Involvement establishes the framework for community involvement in preparing Local Development Documents and planning applications. It is intended that the Metropolitan Stratford Masterplan will be adopted as a Supplementary Planning Document. Therefore it is important to have regard to these guidelines.
• The Statement of Community Involvement emphasises that ensuring full and meaningful public consultation is necessary to meet the Newham Community Strategy
aspiration to build an active and inclusive community, and is a key element in the preparation of planning documents.

- It is recognised that Newham has a wide range of communities and the Council aspires to involve all of these communities, together with those who live, work or seek entertainment in the borough, in the process of determining how to safeguard, change and improve the borough.

- The Statement of Community Involvement sets out the minimum requirements for consultation in relation to the LDF. It also sets out the methods that it will use to ensure that all interested all interested parties are kept informed and have the opportunity to fully participate in the planning process (for example by making available interpreters/translations of documents; using plain English; holding meetings in accessible places; involving the Youth Parliament etc).

### 2.3 Participation and community involvement principles

#### The principles

2.3.1 With the guidance provided at a national and local level in mind, together with the aspirations of the client group, we have identified a series of consultation objectives for the Metropolitan Stratford Masterplan. These are as follows:

- To ensure that we are honest with key stakeholders and the local communities about the nature of our work and our ideas from the very outset – we want to gain people’s respect and trust.

- To ensure that all processes and structures set up to facilitate information giving, consultation and engagement are informed by a thorough understanding of the socio-economic, demographic and cultural characteristics of the communities in the study area.

- To engage only when there is a real opportunity for local people to have an impact and influence decisions on those issues they care about. We will be clear about the aim of the engagement and what can be influenced.

- To offer a range of different participation mechanisms across the stakeholder and community groups.

- To focus more consultation particularly in areas of greater potential change, or where impact on people is particularly high.

- To raise awareness of our work in the area, ensuring that local residents, stakeholders and the wider public are informed of our progress and that, where possible, individuals are able to actively engage in the process, particularly in appraising and refining options and preferred options.

- To seek, where possible, to use the masterplanning process as a means to build capacity and to develop skills amongst the community, so that local people have the confidence, skills and power to shape and influence the nature and scope of the Metropolitan Stratford Masterplan.

- To make use of existing structures, including local and borough wide community groups and community forums to assist in consultation.

- To support the objectives of the Council’s Single Equality Scheme (when published in Spring 2011), particularly in ensuring that under-represented groups and individuals are appropriately and imaginatively involved in the masterplanning process.

- To promote and explain the purposes of the Metropolitan Stratford Masterplan with the intention of creating a positive reputation and image of the area for both residents and the wider public – we want to raise the profile of the area and create a greater sense of pride amongst the local communities.
• To learn from other recent consultation exercises, to avoid duplication and consultation fatigue. We know that there are a number of consultation exercises that will be undertaken by the Council and other governmental bodies (for example the GLA) throughout the year dealing with planning policy for the area – we need to make sure that we don’t duplicate these efforts and that we work closely with the Council’s Communications team to avoid consultation fatigue.

• To ensure that all consultation material is thoughtfully presented, with clear and simple graphics and jargon free text that complies with London Borough of Newham’s overall brand message and guidelines.

• To ensure that all participation activities are properly recorded and documented so that it can be clearly seen who has been involved and how this involvement has helped to shape the emerging masterplan.

• To communicate the results of all community engagement activities to the participants and wider community.
## 3 Who and how we consulted

### 3.1.1 In light of the stakeholder mapping work carried out for the Consultation analysis, and our own understanding of the Metropolitan Stratford masterplan area, we consider that there are five main groups of individuals and organisations that we should engage with throughout the preparation of the masterplan. These groups are as follows:

<table>
<thead>
<tr>
<th>Stakeholder Type</th>
<th>Description/role</th>
<th>Engagement method(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Councillors</td>
<td>Community engagement in Newham is Councillor led. Therefore it will be critical to review our approaches with Councillors throughout the process, building on the work that they already do and getting their input and approval both in terms of consultation itself and in terms of masterplan proposals.</td>
<td>Series of Members and Mayor’s briefings, including Ward Members and Portfolio Holders throughout the project. Members attendance at key events (particularly Carpenters events/meetings).</td>
</tr>
<tr>
<td>Local agencies</td>
<td>Stakeholders operating locally, such as council officers, landowners, local business forums, tenant and resident associations, representatives from the market, and representatives dealing with social and community facilities.</td>
<td>Stakeholder workshops throughout the process. One-to-one meetings where required.</td>
</tr>
<tr>
<td>Regional agencies</td>
<td>Stakeholders operating at a regional / national scale, such as Transport for London, the Greater London Authority and statutory undertakers amongst others.</td>
<td>Monthly steering group meetings. Stakeholder workshops.</td>
</tr>
<tr>
<td>General public</td>
<td>The public encompasses all those who live and work in the area. This also includes ‘seldom heard’ people who, for a range of reasons, are often not reached by general consultation and communication methods.</td>
<td>Consultation events. Questionnaires (online, postal and face-to-face). Focus groups (e.g. with young people).</td>
</tr>
<tr>
<td>People particularly affected by the plan</td>
<td>These groups have been identified as the plan has progressed and include Carpenters residents and town centre businesses.</td>
<td>Carpenters residents. Consultation events on the estate. Attendance at TMO meetings. Businesses. Business breakfast(s).</td>
</tr>
</tbody>
</table>
4 Consultation Log

4.1 Stage 1: Evidence Base

Introduction

4.1.1 The main purpose of consultation at this stage of the process was to raise awareness of the masterplan to ensure that all relevant stakeholders were aware of the process. It was also important to understand the issues in Stratford from the point of view of those living and working in the area.

Analysis of consultation responses

Stakeholder Event 1

4.1.2 The first stakeholder event for the Metropolitan Stratford Masterplan was held on 23rd March 2010. It was attended by 68 participants from a wide range of organisations. The event was structured around a number of workshop sessions, facilitated by members of the consultant team and by members of the Council and the steering group. The workshop sessions covered three aspirations for the area:

- Stratford as a stable and balanced community
- Stratford as London’s future Third City
- Stratford as an alternative, innovative, local place and economy

4.1.3 Participants were asked to identify moves that were needed to achieve these aspirations and to identify some priorities for their area (in terms of a range of themes). Key headlines were:

- There was agreement in terms of the aspirations for the area
- Participants stressed the importance of jobs that will provide local employment (e.g. through employment programmes by Westfield for local people) and, additionally that will encourage people to move into the borough (e.g. white collar / managerial jobs).
- Participants stated that awareness of the existing cultural offer needed to be raised and that existing cultural and leisure assets should be built on (e.g. theatre) to create a niche for Stratford (‘not the West End?’).
- It was stressed by participants that building the cultural offer of Stratford could also be used as an economic driver.
- The importance of high quality schools (at all age levels) and vocational training came across as one of the most important issues across all the aspirations and themes. Good schools and training was seen as a fundamental driver of change.
- Participants stressed the importance of thinking in terms of both existing and new communities. A key opportunity is that the scale of change means that new models of care and support can be introduced.
- As with skills and education, housing was seen as a fundamental driver of change. Some key points were identified: Need for more family housing which might encourage people to stay in the area; Need for mixed tenure (with equal quality for social and private housing); Reduce multiple occupation and buy to let; Create facilities to support housing (e.g. corner shops etc).
- Improving legibility, accessibility to public transport and the quality of the public realm emerged as key priorities.
- Participants raised the need for the strategy for Stratford to be developed in relation to the Royal Docks.
Town Centre Survey

4.1.4 A face to face survey was undertaken in Stratford town centre in early June 2010 to inform the evidence base of the Metropolitan Stratford Masterplan with local intelligence.

4.1.5 A total of 361 responses were gathered by researchers stationed at key points in the town centre; outside the station, inside the shopping centre, on the Broadway and Theatre Square. Surveying shifts covered the hours of 10am – 8pm six days a week (excluding Sunday).

4.1.6 The survey captured information about what kind of people are using the town centre and why, their spending habits, what would encourage them to spend more time and money, the best and worst things about the town centre. The survey questionnaire can be found in Appendix 2 and the full results in Appendix 3.

4.1.7 In drawing up the proposed masterplan, the information gained has been used for the following:

- to back up anecdotal indications
- to underpin the current role of the centre
- to identify any early wins

4.1.8 Stratford town centre is clearly well-used and certainly not just by those in the local area. It is favoured because of its shops and transport links. Although it lacks clubs, bars and upmarket stores it does seem to be suited to the needs of the people that go there in the day – very few respondents wanted widespread changes.

4.1.9 However, despite noting Stratford’s positive features, respondents who did not live in Stratford, had a very negative perception of the town centre in terms of its attitude, safety and atmosphere. Many felt that the area is crowded and unsafe and changes to these negative aspects were often highest on the list of improvements that respondents would make to the area. In the opinion of most respondents the town centre is not a popular place to spend evenings because of a lack of things to do. The opportunity for regeneration was only mentioned once. Also, despite the opportunity presented by the Olympics in Stratford, the 2012 Games were only mentioned by 10 people, of which 2 mentioned it as a negative.
4.2 Stage 2: Vision and Options Public Consultation

Introduction

4.2.1 Following the production of the evidence base report a series of three ambitions were developed for Stratford to act as guiding principles for the future of Stratford and to shape the development of the masterplan.

4.2.2 These ambitions are:

- **Stable and balanced communities** - Stratford Metropolitan will counter the churn of new residents who start in the borough and move on when their economic circumstances improve. Stratford Metropolitan represents an ideal process to build a more stable and balanced community where people can live and possibly work in the area throughout their lifetimes.

- **London’s Third City** - Stratford Metropolitan Centre will be seen as London’s Future ‘Third City’ after the City and Westminster, surpassing Croydon’s ambitions developing a London-scale offer for business, education and the arts.

- **Alternative and diverse economy** - Stratford Metropolitan will become an alternative, diverse and innovative economy and place that builds on its local strengths.

4.2.3 At the same time seven ideas were developed, relating to particular areas of Stratford with opportunities for change or particular themes to be addressed. The ideas are as follows:

Idea 1: One Centre Two Hearts
Idea 2: Extending the Town Centre
Idea 3: The Stratford Spectrum
Idea 4: Great Neighbourhoods
Idea 5: Active and Connected Stratford
Idea 6: Visit Stratford
Idea 7: Smart Stratford

4.2.4 The purpose of consultation at this stage in the process was to test these seven ideas with stakeholders and the general public to gauge the general appetite for change, draw out priorities and to seek contributions for developing these ideas further.

4.2.5 The key elements of each idea are covered in the Analysis of Consultation Responses section below, and the consultation questionnaire in Appendix 5.

- **Timing and Programme of events**

4.2.6 The period of consultation ran between 26\textsuperscript{th} June 2010 and 1\textsuperscript{st} September 2010.

4.2.7 During this time a consultation leaflet incorporating a questionnaire (see Appendix 5) was available for people to download from the Newham Council website, or people could request a questionnaire to be sent to them by post if they were not able to pick one up from one of the events.

Objectives of events

- To raise awareness of the Stratford Masterplan
- To inform people of the process and current thinking
- To engage people in considering options for the future of Stratford
- To get buy-in and support for the process and ideas
• To engage with a wide variety of residents, workers, businesses, people from different ethnic groups and different ages

Consultation publicity

4.2.8 The period of consultation was widely advertised in a range of ways.
• Adverts in the Newham Mag, a Council publication distributed to every household in the Borough
• Over 600 individual emails or letters to all businesses in the Ward, all community groups, stakeholders and major landowners.
• On the Council website (www.newham.gov.uk/stratfordmasterplan).

Summary of events

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
<th>Location</th>
<th>Target audience</th>
<th>Specific event objectives</th>
<th>Attendees</th>
<th>Questionnaires completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stakeholder Workshop 2</td>
<td>14th June 2010</td>
<td>Stratford Circus</td>
<td>Public and private sector stakeholders</td>
<td>To engage stakeholders in early stages of optioneering</td>
<td>62</td>
<td>n/a</td>
</tr>
<tr>
<td>Launch</td>
<td>Saturday 26th and Sunday 27th June</td>
<td>Discover Centre, Stratford High Street</td>
<td>Children attending the centre and their parents</td>
<td>To engage children in thinking about their built environment and what types of buildings are needed in a town centre in the future To engage parents in considering the future of Stratford and the 7 ideas</td>
<td>222 adults and 198 children</td>
<td>22</td>
</tr>
<tr>
<td>Meridian Square Exhibition</td>
<td>Friday 9th and Saturday 10th July 2010</td>
<td>Meridian Square, Stratford (the square outside Stratford Station and bus station)</td>
<td>General public (including commuters and visitors)</td>
<td>To understand the views of the General Public on the emerging masterplan, vision and options</td>
<td>Over 1000</td>
<td>50</td>
</tr>
<tr>
<td>Event</td>
<td>Date</td>
<td>Location</td>
<td>Target audience</td>
<td>Specific event objectives</td>
<td>Attendees</td>
<td>Questionnaires completed</td>
</tr>
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</tr>
<tr>
<td>Newham Show</td>
<td>Saturday 17th and Sunday 18th July 2010</td>
<td>Central Park East Ham</td>
<td>General public – particularly Newham residents</td>
<td>To understand the views of the General Public on the emerging masterplan, vision and options</td>
<td>Over 250</td>
<td>43</td>
</tr>
<tr>
<td>Business Breakfast</td>
<td>Tuesday 13th July 2010</td>
<td>Old Town Hall, Stratford</td>
<td>Businesses based in Stratford and New Town Ward</td>
<td>To ensure an understanding of existing business issues, needs and aspirations in Stratford To host an event that would encourage businesses to participate in consultation</td>
<td>36</td>
<td>n/a</td>
</tr>
<tr>
<td>Youth Council Workshop</td>
<td>Thursday 22nd July 2010</td>
<td>Newham Town Hall, East Ham</td>
<td>Youth Council members aged 13-17</td>
<td>To ensure that young people have an opportunity to understand the potential for change in their area and influence the process To ensure that the masterplan understands the needs and aspirations of young people in Stratford</td>
<td>20</td>
<td>n/a</td>
</tr>
</tbody>
</table>
### Analysis of Consultation Responses

4.2.9 A total of 407 questionnaires were received during the consultation period and the level of support and statistical analysis is taken from these questionnaires. A further 11 letters were received providing more detailed responses to the ideas, including 4 letters from Stratford landowners. Comments from other consultation events, such as the business breakfast, stakeholder workshop and Carpenters Primary School consultation have also been included as commentary to give a more rounded overview of reactions to the options. Given their confidential nature and promotion of specific sites responses from landowners have not been summarised in this report, though their content has been considered by the masterplanning team in the development of the preferred option.

4.2.10 Of the 407 questionnaires, 7 people submitted more than one questionnaire. The duplicate questionnaires have not been included in the analysis. The questionnaire with the most blanks was discarded, where both questionnaires contained the same number of blanks the earliest questionnaire received was discarded. Comments from both questionnaires have been recorded.

4.2.11 The key message to take from this is that there are a number of people who are disenfranchised from the process and unwilling to engage, despite the fact the plans could have quite serious implications for them. Further details on how the masterplan process addresses this issue can be found in Sections 4.2.105 and 4.2.106.

### Who responded

4.2.12 39% of respondents were White British (compared with 38% in the ward), 1% White Irish and 3% White East European and 6% Other White. White residents are considered to be adequately represented in the consultation.
4.2.13 11% were Black British, 9% Black Caribbean, 5% Black African and 1% of other Black origin (26% in total). The census does not have a separate category for Black British but the overall percentage of people of Black origin in the ward is 30%. It therefore appears that Black residents were marginally under-represented in the consultation. However, the census data is very out of date and anecdotal evidence from stakeholders suggests that there is a high level of transience in the area with the ethnic make up of the population changing from year to year. Therefore it is entirely possible that the ethnic make up of the population has changed substantially since the census. Therefore the extent (if at all) to which this group is actually under represented is very difficult to ascertain.

4.2.14 9% of respondents were Asian Bangladeshi, 8% Asian Indian, 2% Asian Pakistani and 2% of other Asian origin, which is comparable with the ward demographics.

4.2.15 4% of respondents were from mixed ethnic origin, or Chinese origin with a roughly equal split between individual groups.
4.2.16 Of those who provided their age, 26% of respondents were under 30 years of age (assumed to be aged 16-29), 55% aged 30 to 60 and 19% over 60.

4.2.17 In Stratford and New Town Ward 34% of people over 16 years of age are aged 16-29, 50% are aged 30-60 and 16% are over the age of 60 (Census 2001), suggesting that young people were somewhat under-represented in the consultation responses.

4.2.18 Of those who stated their gender, 47% of respondents were male and 53% were female. This compares with a gender split in the ward of 49% male and 51% female at the time of the 2001 Census.

4.2.19 It is recognised that the Census is now out of date due to the length of time since it was taken and the high level of population turnover within the area, however it was the only comparable data available at the Ward level – the target area of the consultation.

4.2.20 69% of respondents live in the Stratford area, of which half live on the Carpenters Estate (35% of all respondents). 6% work in the area, 2% run a business in the area, 8% were visitors, 2% were students, 3% were passing through and 11% did not state their interest in Stratford.

Response to the Ideas

4.2.21 The consultation leaflet outlined seven ideas for the future of Stratford (some with sub-ideas) and included a questionnaire asking respondents to rate how much they supported each idea and to provide additional comments if wished (see full leaflet and questionnaire, appendix 5).

4.2.22 In summary, the ideas were as follows:

- Idea 1: One Centre Two Hearts – combining old and new Stratford
  - a. Diversifying Stratford Centre
  - b. Celebrating the Broadway
Idea 2: Extending the Town Centre – accommodating Stratford’s growth and mending the fringe
   a. A better Great Eastern Road
   b. Enhancing the Education Quarter
   c. Carpenters Quarter Option 1
   d. Carpenters Quarter Option 2


Idea 4: Great Neighbourhoods – Chobham family neighbourhood and Sugar Pudding Quarter
   a. Chobham Family Neighbourhood
   b. Sugar Pudding Quarter

Idea 5: Active and Connected Stratford – walking, cycling, sport and leisure
   a. Transforming Stratford High Street
   b. Access to Sporting Opportunities
   c. New and improved links across Stratford

Idea 6: Visit Stratford – a unique visitor experience

Idea 7: Smart Stratford – securing environmental sustainability

4.2.23 People were asked to tell us whether they ‘strongly like’ ‘like’ ‘dislike’ ‘strongly dislike’ the ideas or whether they ‘don’t know’ at this stage.

4.2.24 There was generally good support for the ideas, with all but the options involving Carpenters Estate receiving over 60% support (people either liking or strongly liking the idea). Examples of positive comments include:

   ‘A lot of exciting ideas…let’s see some improvement early so we can accept the upheaval that may be needed. Good luck – keep us in the picture’ (resident)
   ‘I am looking forward to the future and I would like to see all the changes at Stratford’ (Carpenters’ resident)
   ‘We support the ambitions for the Stratford Metropolitan area. In particular we support the vision that would see Stratford Metropolitan become the centre of London’s future growth and become a centre for business, education and the arts.’ (local landowner)
   ‘We strongly welcome the scale of the ambition in the draft masterplan and we are excited by the opportunity that it offers.’ (local landowner)

4.2.25 However, the Masterplan process has generated opposition from a number of residents of the Carpenters Estate who are concerned about the future of the estate. These concerns have been forcefully expressed to the Council through letters, a petition and at meetings of a joint Tenant Management Organisation/Council Steering Group for local residents. 61 of the questionnaires from Carpenters residents stated ‘strongly dislike’ to each of the 14 propositions, which equates to 15% of the total responses. Whilst these may be genuine responses, they may also be a ‘protest vote’ from people who want to resist all change without fully considering the ideas presented and engaging properly in the consultation process. The Council is working closely with Carpenters residents to understand and address the concerns of those who completed these responses.

4.2.26 These ‘protest’ responses have skewed the overall results and because they have come from Carpenters residents they fall within the ‘Live in Area’ category and particularly distort
this analysis. For almost all of the analysis in this report, these ‘protest’ responses have been included, but Figure 10 shows that the impact of excluding these ‘protest’ returns would be to raise support for most of the ideas to over three quarters of respondents who expressed an opinion.
Idea 1: One Centre Two Hearts – combining old and new Stratford

a. **Diversifying Stratford Centre** (371 responses)

This idea offers:

- new open air streets linking Theatre Square, the Broadway and Great Eastern Road and making more space for shops and businesses
- a major new ‘destination’ market (in addition to the existing indoor market) to draw visitors from across London on weekends
- a larger, replacement supermarket with parking above
- more flats and offices to add more life at all times of the day and evening.

4.2.27 Diversifying Stratford town centre was strongly supported with 63% of people who expressed an opinion either liking or strongly liking the idea and 37% of people disliking or strongly disliking the idea.

4.2.28 The idea was much more strongly supported by respondents who did not live in the area with 6% more workers supporting the idea than people who live in the area. 11% more white respondents than black respondents supported the idea and 15% more people under 30 supporting than those over 60 years of age.

4.2.29 The comments received and discussions at the consultation events and stakeholder workshop showed very strong support for a destination market in Stratford (6 written comments) as well as support for independent shops. It was suggested that shops should be supported by cafés, community and civic functions so people have lots of reasons to visit the centre. Camden was suggested as a model by one respondent. The opinion that an additional/larger supermarket was seen as unnecessary was expressed by 5 people in comments on the questionnaires as well as being voiced during consultation events, the reason being that there is already plenty of choice already in the area and the idea seemed at odds with increasing the number of independent stores.

4.2.30 Whilst people wanted to retain small, affordable shops for low income households they didn’t want the town centre to become dominated by them.

4.2.31 Some people were confused by the idea and wanted to see a single ‘heart’ for Stratford as two ‘hearts’ could be seen as divisive, creating ‘them and ‘us’ environments. The masterplan could therefore emphasise a single centre for Stratford with different quarters, or areas, to it.

4.2.32 Stakeholders expressed the view that the town centre can only effectively compete with Westfield by offering something different and that the level of transformation achievable will depend on how much the Council can influence the new owners of the shopping centre. Also, the capacity of the town centre to take more retail will need to be investigated further. They also thought that the plans could be more ambitious for the ‘island site’ but recognised the limitations for change due to the shopping centre.

b. **Celebrating the Broadway** (351 responses)

- Turning the Broadway into a great public space
- improved pedestrian areas
- a two-way street that’s easier to cross
- more quality cafes, bars and restaurants open throughout the day and evening
- ensuring any new buildings are of a similar size and complement existing heritage
- new streets and paths to link the Broadway better to surrounding areas.
4.2.33 Celebrating the Broadway was also strongly supported, with 66% of respondents who expressed an opinion liking or strongly liking the idea. 28% strongly disliked the idea and 6% disliked it.

4.2.34 Opinion was divided between those living in the area with 31% strongly disliking the idea of an improved Broadway and 33% strongly liking the idea, though 29% of residents did like the idea. Generally the idea was more supported by those not living in the area, with 23% more workers and 24% more business supporting the idea than residents.

4.2.35 Comments received suggested that the Broadway could be made for buses and taxis only or pedestrian only and Kensington High Street was recognised as a good model. People wanted to see the local atmosphere retained and thought it was a good location for the market.

4.2.36 The Youth Council event focused on short term change in Alice Billings House Courtyard (just off Broadway) which has been identified as an opportunity for ‘meanwhile uses.’

4.2.37 Each group was shown a picture of the courtyard and Alice Billings House and asked ‘If there was a café here, what would make you visit?’

4.2.38 The responses were:
  * Improve the appearance to make it more attractive
  * Open space to sit and relax, with benches and a fountain (such a space does not currently exist)
  * Climbing wall
  * Outdoor events - open mic nights, live performances, movie nights, comedy, poetry, theatre
  * Community building to rent out, with different themes in each room to cater for different age groups, for birthdays, fairs, parties etc., for classes (English lessons, dancing, singing, karate etc)
  * Advertise events through flyers offering special offers
  * Madame Tussauds – make the most of its gothic, eerie, haunted appearance!
  * Glass kiosk/dome to host ‘outdoor’ events in bad weather
  * Café with a stage to host live performances/theatre
Idea 2: Extending the Town Centre – accommodating Stratford’s growth and mending the fringe

a. **A better Great Eastern Road** (348 respondents)

   This idea will:
   - make Great Eastern Road a more pedestrian friendly and welcoming two-way street that’s easier to cross
   - create space for a mix of shops, modern offices, apartments, educational and cultural facilities
   - possibly make room for a new public space and landmark building next to the rail and tube station (by moving the bus station).

4.2.39 Improvements to Great Eastern Road were supported by 66% of respondents who expressed an opinion.

4.2.40 The improvements were particularly supported by students, workers and business respondents receiving 25%, 21% and 10% more support than from residents. The support from students is understandable given that the route from Stratford Station to the Cultural Quarter and the UEL Campus involves walking along Great Eastern Road. Stakeholders also felt that improving the gyratory was a key priority for the regeneration of Stratford and improved pedestrian movement was supported. The improvements were supported by 11% more White respondents than Black respondents and 30% more White respondents than Asian respondents. The improvements were supported by 15% more respondents aged under 60 than those over 60.

b. **Enhancing the Education Quarter** (352 respondents)

   This idea will increase Stratford’s educational offer and create a “University Town” ambience by:
   - supporting a proposal from University of East London (UEL) and Birkbeck College (University of London) for a new teaching and performance centre on Salway Place, next to Stratford Picturehouse
   - creating better walking routes between UEL and the town centre
   - creating space on the edge of the town centre for existing Newham schools, colleges and training centres to expand
   - encouraging new universities to locate faculties and student facilities in the area.

4.2.42 Enhancing the education quarter was supported by 69% of respondents. The idea was particularly strongly supported by businesses and workers, receiving 21% and 17% more supportive responses than from residents. The idea was more supported by White respondents than Black or Asian respondents (by 10 and 18 percentage points respectively). The idea was supported more by the under 60s than over 60s (by 17 percentage points), perhaps because they feel less able to benefit from investment in education facilities.

4.2.43 The comments indicated that the proposed investment by Birkbeck College and UEL is welcomed, but stakeholders warned of overreliance on this option given that the provision of future higher education facilities could be undermined by budget cuts.

4.2.44 Newham College of Further Education and Newham Sixth Form College submitted a joint response to the consultation expressing their general support, but seeking greater
recognition in the masterplan of the role that further education (as distinct from schools and higher education) has in meeting the skills needs of local people and businesses. They also express concern that a coherent education quarter that includes new further education premises can be achieved within the town centre sites proposed. Alternative sites suggested are Chobham Farm South and Carpenters. Finally, they recommend a more consistent approach to education in the final masterplan, rather than covering it under three different ideas.

4.2.45 The proposals for the future of the Carpenters Estate were the most controversial element of the consultation, which resulted in a special consultation event being held as part of the Carpenter’s Fun Day. The results have therefore been analysed in greater detail for these two options.

c. **Carpenters Quarter Option 1** (336 respondents)
   - replacing the existing three towers and some of the estate housing with a mixture of homes, educational or community facilities, offices and green space
   - retaining the rest of the existing housing
   - providing a new southern entrance to Stratford Station and improving routes through the area.

4.2.46 Overall 15% of people strongly liked Option 1 for Carpenters (the minimum intervention option), 22% liked it, 12% disliked it and 51% strongly disliked it.

4.2.47 Of Carpenters residents, 10% strongly liked it, 8% liked it, 6% disliked it and 77% strongly disliked it.

4.2.48 Of respondents who are not residents of Carpenters, 19% strongly liked it, 31% liked it, 16% disliked it and 34% strongly disliked it.

Figure 4: Responses to Carpenters Option 1 by Carpenters residents and other respondents

4.2.49 It was widely felt by stakeholders that a new southern station entrance was critical to achieving change in Carpenters and that creating links through the area to the Olympic Park is important.
d. **Carpenters Quarter Option 2** (350 respondents)
   - redeveloping more or all of the estate to provide sites for more homes, educational or community facilities, offices and a local park
   - providing a new southern entrance to Stratford Station, new routes through the area and an improved bridge over the Jubilee Line to Great Eastern Road
   - making Carpenters a core part of the town centre and a great entrance to the Olympic site after the Games.

4.2.50 Overall 26% of people strongly liked Option 2 for Carpenters (the greater level of intervention), 17% liked it, 6% disliked it and 52% strongly disliked it.

4.2.51 Of Carpenters residents, 7% strongly liked it, 7% liked it, 7% disliked it and 80% strongly disliked it.

4.2.52 Of respondents who are not residents of Carpenters, 38% strongly liked it, 23% liked it, 5% disliked it and 34% strongly disliked it.

![Figure 5: Responses to Carpenters Option 2 by Carpenters residents and other respondents](image)

4.2.53 Out of the 335 people that responded to both questions 178 (53%) disliked or strongly disliked both options. Non-Carpenters residents want to see a greater level of change on Carpenters. Residents of the estate are clearly opposed to either level of change, but are particularly against the higher level change.

4.2.54 The people that came to the Carpenter’s Fun Day were asked the degree to which they supported a series of 9 principles to shape the future of the estate. The principles are:
   - A better connected place
   - Creating a mixed use area
   - Improved access to the station
   - Family-focused homes to replace the towers
   - Good playing, walking and cycling
   - Overlooked streets and spaces
   - Diverse community
   - Tenure mix to meet local requirements
4.2.55 16 people responded to the questionnaire. Generally the principles were well supported with no less than 64% support for any of the principles. Preserving the community (100%), Creating a diverse community (93%), good playing, walking and cycling (87%) and family focused homes to replace towers (93%) were particularly strongly supported. There was a greater level of concern over creating overlooked streets and spaces with 36% disliking or strongly disliking the principle, and creating a mixed use area, which 31% strongly disagreed with.

4.2.56 The future of Carpenters’ Estate was picked up in some of the postcards from 2035 completed by pupils of Carpenters’ Primary School. The aspirations on two postcards were:

“I hope there are more houses with bigger gardens”

“Carpenters shouldn’t be boring it should be colourful and exciting so that you can persuade children and adults to work there”

<table>
<thead>
<tr>
<th>Previsioned</th>
<th>Creating a mixed use area</th>
<th>Improved access to station</th>
<th>Family-focused homes to replace towers</th>
<th>Good playing, walking, cycling</th>
<th>Overlooked streets and spaces</th>
<th>Diverse community</th>
<th>Tenure mix to meet local requirements</th>
<th>Preserving the community</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly dislike</td>
<td>13%</td>
<td>31%</td>
<td>14%</td>
<td>7%</td>
<td>13%</td>
<td>21%</td>
<td>7%</td>
<td>7%</td>
</tr>
<tr>
<td>Dislike</td>
<td>7%</td>
<td>0%</td>
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<tr>
<td>Like</td>
<td>33%</td>
<td>23%</td>
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<td>50%</td>
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<tr>
<td>Strongly like</td>
<td>47%</td>
<td>46%</td>
<td>50%</td>
<td>64%</td>
<td>53%</td>
<td>43%</td>
<td>43%</td>
<td>36%</td>
</tr>
</tbody>
</table>

Total responses=16
4.2.57 In the majority of cases those people who responded ‘strongly dislike’ to all of the options do not give specific reasons for their opinion or offer alternative ideas. However, many include general comments about liking the estate as it is and feeling settled there. Some people have lived there for a very long time, have established friendships and do not wish to move at their stage in life. One comment was that the estate was a sink estate 30 years ago, but is now a place people choose to live.

4.2.58 One person commented that ‘the seven proposals may seem good on the surface, but I suspect ‘the devil will be in the detail’ for residents of Carpenters Estate….give us a proposal showing nuts and bolts, saying who will have to go, and who, if any, will stay.’ This comment has obviously been circulated locally and supported because the same/similar comment was made on 29 responses. It therefore appears that part of the reason that people have strongly disliked the Options for Carpenters is because the proposals are not detailed enough at this stage for them to know how it will affect them, they therefore feel that their only option is to reject it.

4.2.59 The main message from Carpenters residents who rejected both options seems to be that expressed in 11 individual comments as well as a petition and a letter sent to the Mayor of Newham: that the plan should protect existing stable and balanced communities, such as that on Carpenters Estate rather than seeking to redevelop the estate for other uses.

4.2.60 This comment from one resident seems to sum the general opinion on Option 1 ‘With the tower blocks and flats gone Carpenters Estate could be renamed Carpenters Village and with little effort and cost could be made into a highly desirable place to live. The existing houses are of great quality and are excellent sized family homes.’

4.2.61 One person in support of Option 2 commented that Option 1 seemed limited and shouldn’t go ahead if it is only a temporary measure that will require further investment in another 10 years. A couple of Carpenters residents in support of change wanted to see Carpenters identified as a Great Neighbourhood and transformed.
4.2.62 A couple of people commented that the Council needs to make a decision and then follow it through with action, otherwise people will have been decanted needlessly and the area will become blighted.

4.2.63 Overall, it is important to note that neither of the options for Carpenters were met with approval from Carpenters residents, despite the fact that option one is, broadly speaking, an option for putting in place what has already (previous to this masterplan) been decided by the Council. This is a clear indication that Carpenters residents feel that there is a lack of clarity about what is going to happen on the estate and that they are not being involved enough or given enough information to participate meaningfully in the process. Some ways of addressing this are dealt with in the Conclusions and Subsequent Actions section.

- This idea will create a wide range of employment-led locations to attract investment and enterprise, and grow existing business.

4.2.64 The Stratford Spectrum idea received strong support, with 66% of those who expressed an opinion supporting the idea, including 38% who strongly supported the idea. Creating a wide range of opportunities for employment uses was most strongly supported by students (83%), people who work in the area (74%) and businesses (71%). The lower level of support from residents (54%) is consistent with the fact that there was less support for creating a mixed use area in Carpenters, which is partially covered by the Stratford Spectrum.

4.2.65 The Stratford Spectrum received more support from White and Black respondents and from those under the age of 60, but particularly from those of working age.

4.2.66 The comments revealed that there was uncertainty over whether the Stratford Spectrum would create jobs which local people could access. Other more positive comments suggested training to ensure local people can access jobs, particularly apprenticeships for young people. One person suggested that Hoxton/Clerkenwell could be an appropriate model, where older, less desirable buildings were converted into artists studios and kickstarted the transition of the whole area.

4.2.67 Feedback from the stakeholder workshop and business breakfast revealed:

- Strong support for creating an environment for independent businesses to flourish
- Stratford needs more high-quality space of between 2,000-5,000 sqft at a competitive price
- It was felt that better provision could be made for visitors to Stratford and capturing business opportunities from the 800+ people per week visiting the Olympic Park construction site. Lack of coach parking is one example of this.
- Stratford is well connected strategically but there are disconnections at the local level and more emphasis needs to be placed on advantages of the high speed rail line in marketing Stratford as a business location.
- Changes to licencing arrangements (the ‘Cumulative Impact Zone’) could prevent the development of a successful night-time economy in the existing town centre.
- There is an opportunity to further develop and promote media assets with the plan area
- It is important to promote the development of the emerging growth economies such as leisure, culture and the arts.

4.2.68 The children from Carpenters’ School commented on what type of jobs they are hoping to see in Stratford by 2035. A couple of examples include:

“my job is fantastic. I’m an artist…painting is so much fun…they put some of them in the Art Museum on display in the best area”

“my job is a vet. I help all kinds of creatures”
Idea 4: Great Neighbourhoods – Chobham family neighbourhood and Sugar Pudding Quarter

a. **Chobham Family Neighbourhood** (330 respondents)

This neighbourhood would:
- bring together the Olympic Athletes Village and new homes to be on the Olympic site after the Games with existing parts of Stratford New Town and Leyton South.
- be supported by high quality local facilities concentrated on a high street along Angel Lane / Leyton Road
- accommodate the Chobham Academy and Olympic Polyclinic
- provide a refurbished neighbourhood park at Drapers Field
- raise the energy efficiency of existing houses and prevent them being divided up into flats
- improve the quality of local streets.

b. **Sugar Pudding Quarter** (311 respondents)

This neighbourhood would:
- combine Pudding Mill and Sugar House Lane to create one new neighbourhood for homes and businesses
- create new links across the High Street (A11)
- create a new neighbourhood centre on the High Street
- include creative businesses and attractions, restaurants and cafes in a superb historic waterside setting
- be linked to the Olympic parklands and down to the Thames through improved footpaths along the River Lea.

4.2.69 The responses to the creation of both neighbourhoods were virtually identical. The creation of both neighbourhoods was supported by at least 63% of respondents who expressed an opinion, with 37% disliking the Chobham neighbourhood idea and 34% disliking the Sugar Pudding idea. People who do not live in the area generally supported the neighbourhoods more than those who live in the area. Those aged under 60 were also more supportive of the new neighbourhoods. This idea less strongly supported by Asian people than Black or White respondents (by 13 percentage points). There is no easily identifiable explanation for this, and it may be because a higher proportion of Carpenters residents are Asian, but given that 18% of the ward is of Asian origin, the masterplan will need to make sure that it is creating neighbourhoods that are attractive to Asian residents.

4.2.70 Seven comments mentioned support for family houses, across Stratford not just in Chobham. There were various and conflicting comments on who the housing should be for – homeowners, social tenants, local people or attracting higher income households. The London Thames Gateway Development Corporation (LTGDC) in particular supported the concept providing it delivers a successful Olympic legacy and provides a neighbourhood integrated with its surroundings.

4.2.71 During consultation and in written comments a number of people mentioned the need to improve safety and security around Maryland Station as there is little activity and it is not overlooked. Stakeholders emphasised the need to deliver links between existing and new neighbourhoods to ensure the Olympic Park is of benefit to existing communities.

4.2.72 Only 2 people commented on Sugar Pudding Quarter suggesting that the area should be a mixture of existing and new buildings and its role should be dictated by the market. One stakeholder questioned whether Sugar Pudding could genuinely be brought forward as a single neighbourhood in the short to medium term given the difficulty in overcoming the
barrier of Stratford High Street and the likelihood of development coming forward at different timescales to the north and south and the proximity of Sugar House Lane to Bromley-by-Bow and of Pudding Mill Lane to the Olympic Park.

4.2.73 The pupils of Carpenters’ Primary School made various comments on the types of homes and other facilities they wanted to see in Stratford neighbourhoods by 2035. Larger homes, more play space and more trees were common themes. Comments on the built environment included:

“there is a curvy building and I live at the curviest part, you should come and live on that building”
“the houses are much wider and taller”
“I would like to see more glass buildings”
“I hope there are more houses with bigger gardens”
Idea 5: Active and Connected Stratford – walking, cycling, sport and leisure

a. Transforming Stratford High Street (360 responses)

This idea will improve the High Street further by:

- creating a pleasant urban boulevard, with lots of trees and places for pedestrians to cross.
- limiting further tall buildings to locations where they are needed to balance the street or create a landmark.

4.2.74 71% of respondents who expressed an opinion supported the transformation of Stratford High Street.

4.2.75 This idea is particularly supported by businesses and workers (by 18 and 16 percentage points more than residents). White respondents supported the idea more than Black and Asian respondents (by 13 and 14 percentage points).

4.2.76 One person commented that it was a great idea, especially if more housing is planned along it, as few people walk along it at the moment.

b. Access to Sporting Opportunities (337 responses)

This idea will offer better sporting opportunities by:

- ensuring that the Olympic parklands and sports venues are open to local people as soon as possible after the Games
- ensuring that these venues offer a wide range of high quality, affordable, sports and leisure activities
- providing a variety of sporting events
- making it easy to walk and cycle to the Olympic facilities, building on improvements to the Greenway and the Lea Valley Path.

4.2.77 Improved access to sporting opportunities is supported by 73% of respondents. Again the idea was very strongly supported by people running a business and working in the area (by 16 and 15 percentage points more than residents). Stakeholders showed broad support for the idea.

4.2.78 Sport, particularly the Olympics and football, was also a theme running through the postcards from 2035 completed by the Carpenters’ Primary School pupils. Quotes from the postcards include:

- “There are lots of people learning how to become an athlete for the next Olympics”
- “The Olympic Park is not only for Olympians but for ordinary children and people. It is really exciting and a lot has changed since 2010”
- “there is a beautiful pathway to the Olympic stadium”

4.2.79 The idea was more strongly supported by White respondents than Black or Asian respondents (by 10 and 21 percentage points respectively). The reason for the lack of support by Asian respondents is unknown, but may be explained by the higher proportion of Carpenters residents being Asian. Access to sport is supported by all age groups, but is one of the ideas most supported by the over 60s. It was seen as important in helping reducing crime and restlessness of young people.
c. **New and improved links across Stratford** (345 responses)

This idea will offer:

- a series of new walking and cycling paths to improve routes either parallel to the High Street or between the Olympics and surrounding areas.
- improvements to existing streets, creating new streets and paths, building new bridges, creating new pedestrian crossings and/or linking roads up where there are currently dead ends.

4.2.80 New and improved links throughout Stratford are supported by 74% of respondents. This idea was most strongly supported by people passing through the area, businesses, students and workers (71%). Improved linkages are most strongly supported by White respondents by 11 and 12 percentage points over Black and Asian respondents. This idea was the third most supported idea by the over 60s.

4.2.81 Improvements to linkages was one of the most commented on of all the ideas and many suggestions were received. The most requested improvement was better cycling links, followed by better cycling and walking links to the west, connecting in with the canal and River Lea. Segregated cycle lanes were also requested.

4.2.82 Stakeholders thought that there was a good opportunity to improve connectivity through Carpenters to open up the area and introduce new land uses and the LTGDC commented specifically regarding the need for walking and cycling connections through and beyond the Olympic Park. British Waterways highlighted the potential of the canals in linking different parts of the area through walking, cycling and water borne transport.

4.2.83 One suggestion was better links with Waltham Forest to give Stratford a bigger catchment and give access to Epping Forest for Stratford residents.

4.2.84 One business owner recommended a high speed connection with Stanstead airport and better advertising of the existing link as a way of attracting investment to Stratford.

4.2.85 Whilst it was recognised the Greenway has been improved, further improvements were suggested including continuing the Greenway over the High Street and railway and better access onto the Greenway, including signposting.
Idea 6: Visit Stratford – a unique visitor experience

4.2.86 This idea will promote a range of attractions and visitor facilities (such as hotels) in existing Stratford in order to benefit from the reputation and spending that visitors will bring.

4.2.87 The idea to improve Stratford as a visitor destination was supported by 68% of people who expressed an opinion. This idea is more strongly supported by businesses, students and people that work in the area over people who live in the area, or were actually visiting the area at the time of the survey. Stakeholders commented that improving the visitor experience will need to take place alongside improving the image of Stratford as a whole.

4.2.88 The idea is supported more by White respondents (by 17 and 15 percentage points more than Black and Asian respondents respectively) and by those under 60.

4.2.89 Many ideas were put forward in the comments and stakeholder letters for ways to encourage visitors and provide cultural facilities. These include:

- Greater choice of hotels to attract different types of visitors
- Convert Old Town Hall into a hotel or art gallery
- Reopen The Rex as a cultural venue
- Hold a carnival to celebrate cultural diversity
- Improve the Picturehouse
- Create activities for young people and the over 60s
- Create activities along the River Lea
- Ideas Stores like Tower Hamlets
- Children’s summer camps on the Olympic Park
- Attractions based on the area’s past heritage
- The potential of rejuvenated waterways to attract visitors given the dense canal network

4.2.90 Providing better cultural and leisure facilities was a distinct theme in the postcards completed by Carpenter’s Primary School pupils, such as cinemas, museum, art factory and even a sea life centre. One pupil wrote on the postcard from Stratford in 2035 “it’s really different here now, there’s the best museum in the world.”

Idea 7: Smart Stratford – securing environmental sustainability

4.2.91 Ensuring that new development minimises its impact on the environment was supported by 75% of respondents who expressed an opinion.

4.2.92 The idea was most strongly supported by people who live in the area and students. Businesses show the lowest level of support for this idea (18 percentage points lower than the workers), presumably as they consider there to be a cost implication of becoming more ‘green.’ The idea is supported more by White respondents than Black or Asian respondents. There is strong support for better environmental sustainably across all age groups, but particularly from the over 60s.

4.2.93 Several suggestions were made as to how Stratford could become more sustainable. These included grasping the opportunity for Combined Heat and Power, incentives to reduce waste and better information within homes to monitor energy/water use.

4.2.94 Some people suggested that Smart Stratford should start with the traditional meaning of smart – clean and tidy!

4.2.95 Stakeholders showed broad support for the idea. The LTGDC commented specifically that this idea should build on the legacy of Green Games to ensure the sustainable benchmark of
the buildings and facilities in the Olympic Park is reflected in new development outside the Park.

Other issues raised

4.2.96 A number of the comments received [34 comments] indicate that people do not think that the benefits of the plan to existing residents are made sufficiently clear, whether this be how they can access new jobs or new homes. The masterplan should therefore endeavour to meet the needs of the existing community to secure/improve the level of support for the final plan.

4.2.97 Other general concerns included the level of disruption to residents during the implementation of the ideas (4 comments) and how the ideas would be delivered in the recession (5 comments). The theme of delivery was also discussed with stakeholders and the points raised during the workshop include:

- Agencies needed to work together (e.g. GLA, OPLC, LB Newham etc).
- Phasing is critical so that the market is not flooded.
- Delivery depends on deals that can be done (for example in relation to the shopping centre).
- Need to identify levers that will kickstart regeneration.

4.2.98 5 comments were raised about car parking ranging from safe car parking at a reasonable price to a CPZ to protect residents’ parking.

4.2.99 4 comments were also raised regarding the public realm, with strong support for more plants and trees, particularly street trees, high quality surfaces that are maintained, including smooth surfaces for wheelchair users.

4.2.100 Miscellaneous other comments included the following:

- Involving the third sector/social enterprise in delivering the masterplan (1 comment)
- Better law enforcement/security to deal with gangs (4 comments)
- Resistance to further tall buildings in Stratford (3 comments)
Conclusions and subsequent actions

4.2.101 There was generally a positive response to the proposals for Stratford, with more people supporting all the ideas than disliking them, with the exception of the two options for Carpenters.

4.2.102 If the ‘protest’ responses (questionnaires where respondents ticked ‘strongly dislike’ to every idea) are removed from the analysis the picture is even more in favour of the proposals.

4.2.103 Both Carpenters options were disliked by over 50% of respondents and it is clear that Carpenters residents are generally more against the proposals than other respondents. Carpenters residents showed particular dislike for options that included changes to the estate or the town centre or bringing more visitors to the area. However, broader concepts such as transforming the High Street, access to sport, better linkages and Smart Stratford were more supported. However, only Smart Stratford and Improved Connections received more support than objection particularly because 61 respondents simply ticked ‘strongly dislike’ to all ideas.

4.2.104 In response to the clear disillusion and disenfranchisement of some Carpenters residents and their unhappiness with proposals for their estate, a lot of further work is being done with this particular group (see Section 4.3 below).

4.2.105 In addition to improvements in the process of consultation with Carpenters residents, the seven ideas have been amended in response to concerns raised. Most importantly the point that Carpenters is already a strong family neighbourhood with a close community has been taken on board. The seven ideas now include the proposition for a ‘greater Carpenters neighbourhood’ which looks to accommodate existing residents in a new and improved residential neighbourhood but also links with the new neighbourhoods that are proposed through the Legacy Masterplan Framework and wider Stratford masterplan so that Carpenters is no longer a community isolated from the areas around it.

4.2.106 Options that include improving the road network and connections in general are particularly well supported by businesses, indicating that getting access and the public realm right could improve the viability of existing businesses and potentially help to attract new investment.

4.2.107 With the exception of Idea 7: Environmental Sustainability, all of the ideas were supported more by people aged under 60 than those over 60 years of age. It should be borne in mind that 26% of Carpenters respondents, including protest responses, were over 60 (compared to 14% overall), which may skew the overall picture. However, this response is not entirely unexpected, given that over 60s are more likely to have emotional ties to the area and benefit the least from the long-term changes whilst still suffering from short-term disruption. However, the aim is to create a place which meets the needs of people whatever their stage in life, the masterplan will need to consider how best to meet the needs of the over 60s. Analysis of these consultation results suggests that access to sport, a transformed high street and better walking and cycling links would be welcomed.

4.2.108 All of the ideas are more supported by White respondents than the other ethnic groups, with Asian respondents often showing the lowest levels of support. Carpenters’ residents had generally more negative responses to all the ideas and a greater proportion of Carpenters’ residents are of Asian origin, (31% compared to 18% in the Ward) which indicates that their lack of support is due to where they live rather than their ethnic origin. However, this does not explain why there is generally a lower level of support from Black respondents and there is no other obvious explanation. Given the relatively small numbers of people involved further analysis of the responses would not yield statistically significant results. However, given that people of Black origin were possibly underrepresented in the responses and gave less positive responses to the questions the masterplan should consider how it can best meet the needs of Black people in Stratford. This could be done
by targeting particular groups in the next stages of consultation (likely to be when the
document is being developed as an SPD) perhaps in collaboration with the Council Access
Officer.

Actions

4.2.109 In response to the comments received during consultation the masterplan team are taking
the following specific steps to inform the preferred option, along with developing in more
detail those ideas that were strongly supported:

• The seven ideas now include the proposition for a ‘greater Carpenters neighbourhood’
  (see paragraph 4.2.105);
• The bus station will remain adjacent to Stratford station to maintain an efficient
  interchange between trains/DLR/tube and buses;
• A destination market will be included in the preferred option;
• Negotiation with the Porsche garage on Stratford High Street with a view to improving
  the connections over the High Street required to make the proposal for a ‘Sugar
  Pudding Quarter’ viable;
• Further dialogue will be held with further and higher education colleges to refine the
  approach to education facilities in Stratford;
• Negotiation with the shopping centre owners to keep the supermarket size to a
  minimum to help smaller, independent retailers to flourish.
4.3 Subsequent consultation with Carpenters residents

4.3.1 Particularly given the negative response to the public consultation options from Carpenters residents, Council officers have undertaken additional actions to attempt to engage with residents on the estate and address residents’ concerns in the masterplan proposals.

4.3.2 The Council’s intention was to give residents a clear and transparent opportunity to input to the process leading up to a Cabinet decision about the future of the estate that will give residents more certainty about what is going to happen in the future (one of the key concerns raised). In addition the Residents Charter that was put in place for previous changes on the estate is being revisited in order to try to ensure that people on the estate do not lose out as a result of changes.

Carpenters’ Tenant Management Organisation Meetings

4.3.3 LBN housing and major sites teams, along with representatives from Urban Initiatives have been meeting with a Carpenters Estate TMO Resident Steering Group on a monthly basis since May 2010. It was recommended the TMO extend the membership of the steering group to ensure fair representation of all the interests on Carpenters Estate, not just council tenants.

4.3.4 Minutes of the meetings can be found in Appendix 7 of this report and a short summary of each meeting is provided below.

27th May 2010

4.3.5 The purpose of the meeting was to discuss the form and role of the steering group with regard to informing the masterplan process, along with the best way to engage with other residents. Urban Initiatives gave a presentation on the masterplan process and timescale and some early ideas for change.

14th July 2010

4.3.6 Urban Initiatives presented the draft exhibition boards and questionnaire/leaflet proposed for use at the forthcoming Carpenters Fun Day and sought the views of the steering group. A written response was received by Urban Initiatives from the TMO a few days later and the comments were incorporated into the final versions of the boards/questionnaire.

3rd August 2010

4.3.7 The purpose of the meeting was to discuss feedback from the Fun Day and provide a training session on the masterplan process. Urban Initiatives explained the benefits of change happening within the context of a plan rather than being brought forward on an ad hoc basis by developers. Residents were concerned that their opinions would be lost amongst the wider responses to consultation and were reassured that separate analysis of Carpenters residents’ responses would be undertaken. There were many general questions on the timescale, flow of information, level of influence etc. and the TMO requested a detailed plan of how they will be involved in the process and how this relates to actions/decisions by the Council.

14th September 2010

4.3.8 The purpose of the meeting was to discuss the programme for the masterplan in detail, as requested by TMO members at the previous steering group, and the information was well received. Urban Initiatives presented the initial findings from the consultation and it was
agreed that feedback from the consultation would be included in a residents newsletter. Key messages from residents were:

- Want to retain the community
- Need for more family housing
- Need to upgrade existing facilities e.g. school
- Need to consider a Charter - to identify improvements and provide information so people can make informed choices

5th October 2010

4.3.9 The council gave an update on the masterplan programme. Urban Initiatives gave a presentation on the various options proposed for transforming the Carpenters Estate into a ‘Greater Carpenters Neighbourhood.’ The presentation elicited a broad range of questions (see minutes), and the Council requested a written list of questions to which they could consider and respond in full (this was subsequently provided by the TMO Steering Group and responded to by the Council). There was also discussion about wider consultation and involving residents and other stakeholders, such as the school, college and businesses.

 Residents Drop-in session 24th and 25th November 2010.

4.3.10 Following presentations to the TMO Residents Steering Group of a number of options for phased redevelopment of the estate to secure regeneration objectives while keeping the community together, residents of the Estate and local community organisations were invited to a drop in session on 24th and 25th November 2010 to give their views on three options.

4.3.11 The options presented had been tested for indicative financial viability and were all believed to be viable. All options aimed to develop the area as a low-medium rise residential neighbourhood maintaining the existing community, better integrated with adjacent residential areas and offering improved routes through the area. They offered progressively greater scales of redevelopment, with Option B incorporating and extending Option A and Option C incorporating and extending Option B. The consultation boards describing the options in more detail are included as Appendix 8 of this report.

4.3.12 **Option A:** Demolition and redevelopment of Lund Point, James Riley Point, Rowse Close industrial area, Carpenters Arms Public House and the TMO building, to be replaced with a mixture of terraced houses, flats and maisonettes. No additional homes would be demolished in this option other than those already identified for demolition.

4.3.13 **Option B:** Phased redevelopment of the southern half of the estate as a low-medium rise residential neighbourhood with new community facilities. Achieved by completion of Option A, decanting of residents of the low-rise properties on the estate into the new homes built under Option A, followed by redevelopment of the remainder of the estate south of Wilmer Lea Close for medium density apartments, mews houses and/or commercial, educational or other uses.

4.3.14 **Option C:** Phased redevelopment of the whole estate and adjacent industrial areas as a low-medium rise residential/mixed use neighbourhood with new community facilities and an improved local park. Achieved by implementing Option B, decanting all remaining residents in the existing low rise properties into the new homes built under Option B then redeveloping the area north of Wilmer Lea Close (closest to the Station) for medium density apartments, mews houses and/or commercial, educational or other uses.

4.3.15 A total of 37 questionnaires were completed by residents attending the drop-in.
22 of the questionnaires stated ‘strongly dislike’ to all three options. In the majority of cases those people who responded ‘strongly dislike’ to all of the options did not give specific reasons for their opinion. However, many included general comments about liking the estate as it is. Some people have lived there for a very long time and do not wish to move. Examples of general concerns raised include:

‘Because I have been brought up in this environment and I’d prefer everything to be the same.’

‘I have been living here since 1995 and we don’t want to move from this area. I personally believe these options are not workable for local residents at all.’

‘What’s going to happen to us who have no mortgage and are retired?’

12 people ticked ‘like or strongly like’ to one or more of the three options, of whom 10 supported Option A, 5 supported Option B and 3 supported Option C.

Option A

A total of 10 respondents either ‘strongly liked’ or ‘liked’ Option A. Examples of positive comments include:

‘Prefer Option A because of minimal impact.’

‘It will improve living condition. More housing on low rise. Well planned.’

‘I think it will improve the area and the way it looks.’

‘I have decided to like this because the towers are now like a waste of space and money to keep them.’

Option B

A total of 5 respondents either ‘strongly liked’ or ‘liked’ Option B. Examples of positive comments include:

‘Ability to improve the area without moving people out.’

‘Brings a more community environment to the estate.’

Option C

A total of 3 respondents either ‘strongly liked’ or ‘liked’ Option C. Examples of positive comments include:

‘I think it will improve the area and the way it looks’

Negative comments around this option include:

‘What is the point of demolishing perfectly good homes to waste time and money building new ones.’

‘Too commercial. Stratford is too busy. Do not want it this was and it has become too congested.’

‘Don’t see the benefit for local people.’

This feedback, along with the responses to the wider consultation over the summer, have been considered as part of an options appraisal for the Carpenters Estate which is
available as a supporting document to the Stratford Metropolitan Masterplan. The preferred option for the Carpenters Estate aims to achieve a balance between achieving the Council’s broader vision and objectives for Stratford (including high quality homes, jobs, environmental quality, community facilities and walking and cycling routes) and resident concerns to keep the community together in a family-oriented low-medium rise neighbourhood.

5 Next Steps

5.1.1 This consultation report covers the preparation of the Stratford Masterplan from the Evidence Base stage to the end of the Vision and Options stage, including how comments made at this stage will be taken forward into the preferred option. To ensure that the final Stratford Masterplan is realistic and has the buy-in of those stakeholders who will take a lead role in delivering the masterplan, ongoing discussions will be taking place with individual landowners and regional stakeholders to shape and test the Masterplan as it emerges.

5.1.2 The intention is for the Masterplan to become a Supplementary Planning Document (SPD) to Newham’s Core Strategy, in which case, further public consultation will take place on the draft SPD.
Figure 8: Overall analysis of responses (including don't knows and blanks)
Figure 9: Overall analysis of responses (excluding don’t knows)
Figure 10: Overall analysis of responses excluding don’t knows and protest responses.
Figure 11: Analysis of responses by Carpenters’ residents (excluding don’t knows)
Figure 12: Analysis of responses by interest in Stratford (excluding don’t know)
Figure 13: Analysis of responses by ethnic group (excluding don't knows)
6 Appendices

Appendix 1: Stakeholder Workshop 1 write up
Appendix 2: Stratford Town Centre Survey Questionnaire
Appendix 3: Stratford Town Centre Survey Results
Appendix 4: Stakeholder Workshop 2
Appendix 5: Vision and Options Questionnaire
Appendix 6: Business Breakfast write up
Appendix 7: TMO Resident Steering Group Minutes
Appendix 8: Carpenters Drop-in Consultation Boards 24/25th November 2010
Appendix 1:
Stakeholder Workshop 1 write up
### 23rd March stakeholder workshop write up

<table>
<thead>
<tr>
<th>Version</th>
<th>Written by</th>
<th>Signed Off by</th>
<th>Issued to</th>
<th>Date</th>
<th>Notes/Changes</th>
</tr>
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<tr>
<td>1</td>
<td>Oci Stott</td>
<td>Daniel Hill</td>
<td>Matthew Nimmo</td>
<td>1st April 2010</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Oci Stott</td>
<td>Daniel Hill</td>
<td>Steering group</td>
<td>20th April 2010</td>
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EXECUTIVE SUMMARY

The first stakeholder event for the Metropolitan Stratford Masterplan was held on 23rd March 2010. It was attended by 68 participants from a wide range of organizations. The event was structured around a number of workshop sessions, facilitated by members of the consultant team and by members of the Council and the steering group. The workshop sessions covered three aspirations for the area:

- Stratford as a stable and balanced community
- Stratford as London’s future Third City
- Stratford as an alternative, innovative, local place and economy

Participants were asked to identify moves that were needed to achieve these aspirations and to identify some priorities for their area (in terms of a range of themes). Key headlines were:

- There was agreement in terms of the aspirations for the area
- Participants stressed the importance of jobs that will provide local employment (e.g. through employment programmes by Westfield for local people) and, additionally that will encourage people to move into the borough (e.g. white collar / managerial jobs).
- Participants stated that awareness of the existing cultural offer needed to be raised and that existing cultural and leisure assets should be built on (e.g. theatre) to create a niche for Stratford (‘not the West End’?).
- It was stressed by participants that building the cultural offer of Stratford could also be used as an economic driver.
- The importance of high quality schools (at all age levels) and vocational training came across as one of the most important issues across all the aspirations and themes. Good schools and training was seen as a fundamental driver of change.
- Participants stressed the importance of thinking in terms of both existing and new communities. A key opportunity is that the scale of change means that new models of care and support can be introduced.
- As with skills and education, housing was seen as a fundamental driver of change. Some key points were identified: Need for more family housing which might encourage people to stay in the area; Need for mixed tenure (with equal quality for social and private housing); Reduce multiple occupation and buy to let; Create facilities to support housing (e.g. corner shops etc).
- Improving legibility, accessibility to public transport and the quality of the public realm emerged as key priorities.
- Participants raised the need for the strategy for Stratford to be developed in relation to the Royal Docks.

The next steps will involve defining options for the area which will seek to take on board these comments and, where incompatibility between the aspirations has been identified, present a range of options which will be open for further consultation. The next stakeholder workshop is planned for the 14th June 2010 (details to follow).
INTRODUCTION

Background

1.1 Urban Initiatives has been commissioned to produce a masterplan for Stratford to support the area’s transition into a new Metropolitan Centre for east London over the next 20 years.

1.2 The fundamental aims of the plan are:
   • To articulate a clear and deliverable vision for the future of Stratford
   • To plan for the ways in which Stratford town centre can be integrated with Stratford City and the Olympic site
   • To create a strategy for the social and economic role of the existing town centre
   • To guide development in the area (the intention is that the plan should become a statutory planning document or be used to inform the LDF)

1.3 Some of the key questions the project will need to answer are:
   • What kind of place will Stratford Metropolitan Centre be?
   • Why will it change and what are the drivers of change?
   • How will we make a plan that offers local benefits?
   • When can we expect change to happen and how will it be funded.

1.4 Consultation will be an important part of the masterplanning process and our approach will be outlined in a consultation strategy, which is currently in draft. The event and its findings (summarized below) is the first step in this process of consultation.

Stakeholder Consultation event

1.5 On 23rd March, Urban Initiatives held the first stakeholder workshop for the Metropolitan Stratford Masterplan. The aim of the workshop was to build consensus around aspirations for the area and understand what high level moves need to be made in order to achieve those aspirations. This report summarises the views expressed during the workshop. A verbatim write up (of the notes from the individual tables of the workshop is contained at appendix 1).

Who attended?

1.6 There are a huge number of stakeholders who have an important part to play in the future of Stratford and this was reflected in the excellent attendance to the event (68 in all). The workshop brought together representatives from all the key governmental organizations in the area, as well as a range of service providers, land owners and a number of residents. A list of attendees can be found at appendix 2.

Structure of the day

1.7 The day was structured around a number of sessions. Participants were organized into tables with two facilitators on each table to guide and capture comments:
   • A brief welcome from Clive Dutton and Councillor Conor McAuley
   • Aims of the event and a brief summary of evidence base material
   • Exercise: Envisioning Stratford – a 10 minute exercise asking participants to brainstorm aspirations for Stratford
   • Presentation (UI) on the aspirations for Stratford that have emerged through the brief and the evidence base work and some initial thoughts on places that might be useful comparators to provide lessons for Stratford
23rd March stakeholder workshop write up

- Exercise: to explore moves that need to be made to achieve the aspirations for Stratford. A template matrix was used to structure discussion around the three aspirations in relation to a number of themes

- Exercise: to prioritise points made through the discussion

- Summing up by Kelvin Campbell / Philip Singleton
2.0 KEY FINDINGS

Exercise: Envisioning Stratford

2.1 In this exercise, participants expressed their vision of Stratford for 2030. Key themes that emerged were that:

- Stratford should build on its existing strengths
- Development should enable the creation of a more stable population
- Stratford should be a place that people want to live and to stay
- Stratford should be diverse (in people, in retail offer, in housing offer)
- Stratford should be safer and cleaner with a more attractive environment
- Stratford should build on and respect its history and heritage
- Stratford should be less fractured, more integrated and more coherent with a cohesive design framework
- Stratford should drive the economy of East London and play a strategic role for Newham and neighbouring boroughs
- Stratford could play a part in the international community
- Stratford should be a place where people want to work
- Stratford should be a place where people can improve their life chances

2.2 The clear themes that emerged through this exercise helped to confirm that the aspirations that Urban Initiatives has been developing based on the brief and on the evidence base are broadly going in the right direction. The points that stakeholders have raised can be used to refine and develop these aspirations.

Exercise: Exploring the aspirations

2.3 In this exercise, participants discussed the moves that need to be made to achieve three aspirations for Stratford. These aspirations are:

- A: Stratford as a stable and balanced community
- B: Stratford as London’s future third city
- C: Stratford as an alternative, innovative, local place and economy

2.4 The kind of moves that needed to be made were discussed in terms of a range of different themes:

- Jobs, Economic sectors and Investment
- Culture, Leisure and night life
- Skills and education
- Community facilities and assets
- Housing
- Transport (public transport, vehicles, cycling and walking)
- Urban form (streets, open spaces, scale of buildings, uses, heritage)

2.5 As the discussion progressed, it became clear that much of the discussion could be applied to all of the aspirations (rather than being specific to A, B or C). Key points are therefore summarized under the themes. Where points were made with regard to specific aspirations, this has been highlighted. In addition, where participants felt that there were contradictions between particular aspirations, this has also been raised.

Jobs, Economic sectors and Investment

2.6 Participants stressed the importance of jobs that will provide local employment (e.g. through employment programmes by Westfield for local people) and, additionally that will encourage people to move into the borough (e.g. white collar / managerial jobs).
Ideas about specific sectors were varied, however key points that emerged were:

- The importance of flexibility of buildings to accommodate a range of business sizes (and to act as incubators for larger business)
- The importance of micro business and SMEs
- The potential for cultural / media / leisure driven employment (this was often particularly in relation to aspiration C)
- The potential for additional public sector employment: a new ‘Eastminster’?
- The potential for banks / support services to drive employment
- The potential for a conference centre
- Explore possibility of biotech industries

Participants stressed the links between education and jobs and the importance of upskilling existing communities by investment in education.

A key risk that was raised (in relation to aspiration B) was that if you promote back office uses, there is a lot of competition (e.g. King’s Cross). With HQ type uses, you would also be in direct competition with Canary Wharf, where participants stated that there was available space. Participants questioned whether Stratford is in danger of chasing the same investors.

There was also concern about the compatibility of the aspirations: for example, if a ‘Third City’ ambition is pursued, will this create an economy in which there is a mismatch in terms of local skills? In addition, for aspiration C, there is a need for cheap employment accommodation, whereas aspiration B might aspire to achieving higher rents in the area.

Critically, participants stated that awareness of the existing cultural offer needed to be raised and that existing cultural and leisure assets should be built on (e.g. theatre) to create a niche for Stratford (‘not the West End’?). As set out in the economy sections it was stressed by participants that building the cultural offer of Stratford could also be used as an economic driver.

Further ideas to develop the cultural / leisure / nightlife offer were as follows. Many of them focused around building on the existing offer:

- Create a café culture (building on student population)
- Art galleries / museums
- Live music
- Market (ethnic focus?)
- Build on the local heritage
- Use the waterways to attract visitors
- Connect with the Olympics

Participants stressed the importance of the physical environment when it comes to this theme: buildings need to be of the right scale with active frontages and attractive public realm.

In relation to aspiration B in particular, the possibility of building on the ‘work hard play hard’ culture was raised – in this context, a casino would be an option. This perhaps is in conflict with the smaller scale leisure moves associated with other aspirations.

The importance of high quality schools (at all age levels) and vocational training came across as one of the most important issues across all the aspirations and themes. Good schools and training was seen as a fundamental driver of change.
2.16 Other suggestions in terms of improving skills and education were as follows:

- Promote relevant training with links to main employers e.g. sports academy, retail academy
- Create a centre of excellence (Unique Selling Point for Stratford) e.g. sports focussed university (e.g. like Loughborough)
- Build on existing skills e.g. languages

**Community facilities and assets**

2.17 Participants stressed the importance of thinking in terms of both existing and new communities. A key opportunity is that the scale of change means that new models of care and support can be introduced.

2.18 Key priorities emerged as:

- Improvements to GPs
- Well managed parks (and links to the Olympic park)
- More joined up asset use
- Explore possibility for community ownership

**Housing**

2.19 As with skills and education, housing was seen as a fundamental driver of change. Some key points were identified:

- Need for more family housing which might encourage people to stay in the area
- Need for mixed tenure (with equal quality for social and private housing)
- Reduce multiple occupation and buy to let
- Create facilities to support housing (e.g. corner shops etc)

2.20 Some challenges were raised in terms of housing provision. The first was that Stratford town centre cannot be the place to provide everything – provision of housing must be understood in terms of the surrounding area. Also it was recognized that some of the changes envisaged for Stratford may put the provision of housing that is affordable at risk – prices will rise and local people will not be able to afford to live there – there is a risk of gentrification.

**Transport (public transport, vehicles, cycling and walking)**

2.21 Some important changes in terms of transport emerged:

- Reduce the dominance of the car (e.g. through dealing with gyratory and also car clubs, cycle hire, move away from old models of family house = a car)
- Improve the walking environment
- Promote accessibility to Europe / internationally – through Eurostar and airports (particularly in relation to aspiration 2)
- Potential for Venice of the East? Promote water transport (e.g. there used to be a boat from 3 mills to Limehouse basin)
- Address barriers and provide better connectivity e.g. through shopping centre, to Carpenters, Victoria Park, between Stratford City and town centre, to Olympic Park, to residential areas
- Improve navigation and wayfinding (especially for public transport links e.g from the station to key points of interest)

**Urban form (streets, open spaces, scale of buildings, uses, heritage).**

2.22 Key moves identified were:

- Improve the public realm
• Carefully manage the relationship between the old and new town in terms of scale and linkages
• The number of tall buildings should be carefully managed (these should be of high quality)
• Importance of well managed public spaces and parks – places to informally meet and encounter others
• Take a view on what is worth keeping (e.g. churches, buildings with heritage value)

**General points and themes**

2.23 Among the ideas focussed around themes, some more general points emerged:
• The need for the strategy for Stratford to be developed in relation to the Royal docks
• Need for realism – can’t have the best of all worlds
• Distinctiveness important (Croydon may be successful but it is boring)
• Management critical
• Change must happen organically (particularly in relation to aspiration C)
3.0 EMERGING PRIORITIES AND CONCLUSIONS

Participants’ priorities

3.1 As part of the exercise we asked participants to identify some overall priorities, which were as follows:

- High quality of schools (this was identified the most across all themes and aspirations)
- Stable jobs for local people
- Complementary actions (e.g. training that can link in with major employers)
- Major economic role in London (East London offer)
- Accessibility and Eurostar high speed rail (particularly in relation to aspiration 2)
- Improving legibility
- Improve the public realm
- More pedestrian friendly
- More family dwellings
- Improved safety and security

Conclusions and next steps

3.2 This workshop has been hugely helpful in confirming some of the aspirations that were emerging for Stratford, as well as providing clear priorities for action. The next steps will involve defining options for the area which will seek to take on board these comments and, where incompatibility between the aspirations has been identified, present a range of options which will be open for further consultation.
APPENDIX 1

3.3 Set out below is a ‘verbatim’ write up of the notes recorded from the stakeholder event. Those points highlighted in yellow are the ones that participants identified as priorities. Where boxes are left blank, this is because these topics were not covered by that particular table.

Table 1

**Facilitator: Philip Singleton**

**Support: Euan Mills**

Andrew Hargreaves (English Heritage)
Nick Bishop (English Heritage)
Jonathan Leadbetter (JWL Associates)
Carol Richards (Stratford Town Centre Forum)
Mike Lampart (ODA)
Philip Badman (Newham College)
Roger Taylor (5 Host Boroughs Unit)

**Stratford 2030**

- Build on existing strengths
- Capitalise on things unique to Newham – including the people and families
- Human scale
- Need to plan for the next generation of Stratford – the new people that will come to live here by 2030
- Strong Communities
- Reinforce role of Stratford
- Cosmopolitan
- Variety of new – public sector employess
- Place people aspire to live in

<table>
<thead>
<tr>
<th>Jobs, Economic sectors &amp; Investment</th>
<th>Aspiration A (Stratford as a stable and balanced community)</th>
<th>Aspiration B (Stratford as London’s future third city)</th>
<th>Aspiration C (Stratford as an alternative, innovative, local place and economy)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Local jobs and economy</td>
<td>• Risk – back office competition – Kings Cross</td>
<td>• SMEs</td>
</tr>
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<td></td>
<td>• Will retain people</td>
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<td>• Micro business</td>
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<tr>
<td></td>
<td>• Easy to commute out</td>
<td></td>
<td>• Fashion (Asian)</td>
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<tr>
<td>Culture, Leisure and Nightlife</td>
<td>• Existing offer but no</td>
<td>• Market (east end, afro)</td>
<td>• Science + manufacturing</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• “edge” attracts business</td>
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</table>

- 11 -
| Skills & education | • 3rd generation of worklessness  
• Quality of schools | • Retail academy  
• International tunnelling academy – construction  
• Quality of schools | • University has little impact on rest of area  
• Quality of schools |
| Community facilities and assets |  |  |  |
| Housing |  |  |  |
| Transport (public transport, vehicles, cycling and walking) |  |  |  |
| Urban form (streets, open spaces, scale of buildings, uses, heritage) | • Public realm needs improvement  
• Scale and grain of old town – relationship between old and new  
• Town hall courtyard needs to be sorted out | • Same as A  
• Same as A |  |

**Table 2**

**Facilitator:** Dan Hill  
**Support:** Rachel Hamilton  
Victoria Geoghegan  
Tee Fabikun (Carpenters TMO)  
Jennifer Currier (LB Newham)  
Michael Flanagan (LB Newham)  
Ralph Luck (ODA)
### Jobs, Economic sectors & Investment

Types of businesses, types of jobs?

<table>
<thead>
<tr>
<th>Aspiration A (Stratford as a stable and balanced community)</th>
<th>Aspiration B (Stratford as London’s future third city)</th>
<th>Aspiration C (Stratford as an alternative, innovative, local place and economy)</th>
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<tbody>
<tr>
<td>• Providing local jobs that will retain people locally— or that will encourage people to move into the borough</td>
<td>• Mixed jobs, white collar managerial and professional jobs</td>
<td>• Facilitating self employment</td>
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<tr>
<td>• Important for all scenarios to consider fear of crime and reducing this, including drugs and including in parks (and Stratford has a poor image currently)</td>
<td>• Would need critical anchors</td>
<td>• Flexibility on uses at vacant / underused buildings</td>
</tr>
<tr>
<td></td>
<td>• But space at canary wharf and Greenwich</td>
<td>• Relaxation of planning policies to encourage this i.e. local development orders</td>
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<tr>
<td></td>
<td>• Stratford has shopping and transport links — this will make it attractive</td>
<td>• Working with landowners also or capitalising on publicly owned sites</td>
</tr>
<tr>
<td>Culture, Leisure and Nightlife</td>
<td>Attract price sensitive occupier) • Another type of company – a European one? Building on link to Paris? – realistic to attract 30,000, 40,000</td>
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<td>-------------------------------</td>
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<tr>
<td>Skills &amp; education</td>
<td>• Schools of a quality enough to retain families • Primaries are good we need to improve secondaries • Will help to integrate – mix community • Schools as a driver of change • Child care – so that people can use education facilities</td>
<td>More schools (only one secondary but there will be two good schools and two academies) Higher education research – high tech • UELs / Birkbeck etc. will support this – wide curriculum • (private colleges)</td>
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<tr>
<td>Community facilities and assets</td>
<td>• Facilities for children • Schools • Doctors surgeries (very poor provision currently) • Dentists • Improve Newham general! • Dog walking facilities • Existing community,</td>
<td>• Cultural assets – evening economy • Building on existing offer</td>
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<tr>
<td>New community and business community – provision for all • To encourage a vision of the area as more than just business</td>
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<tr>
<td><strong>Housing</strong> All housing in Newham band A&amp;B. No diversity of stock. Market will be flooded with Olympic units</td>
<td>• Family houses – 3+ beds – we lack this • Mixed tenure housing around primary schools • Deal with private rental and houses in multiple occupation • Can anything be done to reduce buy to let and encourage more stable communities</td>
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<td><strong>Transport (public transport, vehicles, cycling and walking)</strong></td>
<td>• Reducing the dominance of the car • Mile End Road • Improving the walking environment along major routes</td>
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<td><strong>Urban form (streets, open spaces, scale of buildings, uses, heritage)</strong></td>
<td>• Improving the legibility of the TC – making the area feel safe • Engendering a sense of belonging</td>
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<tr>
<td></td>
<td>• This aspiration will require / involve tall buildings – this will involve/ needs framework.</td>
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</tr>
<tr>
<td></td>
<td>• Improving the legibility of the TC – connectivity improved • Preserve heritage assets – local</td>
<td></td>
</tr>
</tbody>
</table>

- 15 -
through the environment
• Direct connections
• Softening public realm
• Conserve heritage assets, quality of place
• If there are to be high density flats, they have to be great places to live and family sized, not corporate feel (the existing new flats are far too small)
• Shops to serve living n’hoods – café, newsagents
• Newham is well provided with parks and open spaces

Location – around existing Town Centre and transport hub away from conservation areas.
• From banding perspective high but there would have to be a control on this.
• Newham is well provided with parks and open spaces

distinctiveness
• Needs to happen organically – can’t be dictated
• Choice of spaces
• Diversity
• Queens market is already strong and can be capitalised on
• Unique ideas
• Protect spaces to allow local innovative things to happen
• Short term uses
• Newham is well provided with parks and open spaces

Table 3
Facilitator: Jo Negrini
Support: Lawrence Chadwick
Lorraine Cavanagh (Docklands and Carpenters Centre)
Tom Venner (Land Securities)
Dominic West (LB Newham)
LDA representative
Len Conway (Building Crafts College)
Kay Hughes (ODA)
Ralph Ward (DCLG)

<p>| Aspiration A (Stratford as a stable and balanced) | Aspiration B (Stratford as London’s future third city) | Aspiration C (Stratford as an alternative, innovative, local) |</p>
<table>
<thead>
<tr>
<th>community)</th>
<th>place and economy)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Jobs, Economic sectors &amp; Investment</strong></td>
<td>• Relocations – public sector – Lyons report • Local investment • London transport council / public sector • Housing Assoc</td>
</tr>
<tr>
<td></td>
<td>• Banks • Corporate • Support services • Eastminster</td>
</tr>
<tr>
<td></td>
<td>• SMEs • Low rent • Cultural • Media • BBC</td>
</tr>
<tr>
<td><strong>Culture, Leisure and Nightlife</strong></td>
<td>• Heritage • Local artist • Open space / parks • Managed activity • Impact on residents</td>
</tr>
<tr>
<td></td>
<td>• Work hard play hard • Art Galleries • Casino • Focussed • Michelin star dining</td>
</tr>
<tr>
<td></td>
<td>• Art • Temp venues • Cultural development art • Alternative • Scale! Small • Streets, frontages activity • waterside</td>
</tr>
<tr>
<td><strong>Skills &amp; education</strong></td>
<td>• education range • vocational • high performing primary and secondary • free • Training / skills</td>
</tr>
<tr>
<td></td>
<td>• Further and higher education</td>
</tr>
<tr>
<td></td>
<td>• Training skills • Workshops • Craft uses • Enterprise SME • Sports academy • Music</td>
</tr>
<tr>
<td><strong>Community facilities and assets</strong></td>
<td>• Family • 3rd sector org playground • parks • medical support • town hall</td>
</tr>
<tr>
<td></td>
<td>• Regional medical education</td>
</tr>
<tr>
<td></td>
<td>• Sporting / academy • Health • Music / arts</td>
</tr>
<tr>
<td><strong>Housing</strong></td>
<td>• Affordable and range of housing • Unique • +ive policy • keep people in the area</td>
</tr>
<tr>
<td></td>
<td>• 2nd house • buy to let – try to deter</td>
</tr>
<tr>
<td></td>
<td>• green • sustainable • neighbourhood</td>
</tr>
<tr>
<td><strong>Transport</strong></td>
<td>• Bikes,</td>
</tr>
<tr>
<td></td>
<td>• International</td>
</tr>
<tr>
<td></td>
<td>• Water</td>
</tr>
</tbody>
</table>
23rd March stakeholder workshop write up

<table>
<thead>
<tr>
<th>(public transport, vehicles, cycling and walking)</th>
<th>walking buses</th>
<th>links</th>
<th>transport</th>
</tr>
</thead>
<tbody>
<tr>
<td>• East – west</td>
<td>• East – west</td>
<td>• Airport links</td>
<td></td>
</tr>
<tr>
<td>• Venice of the East</td>
<td>• Cross Rail</td>
<td></td>
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<tr>
<td></td>
<td>• CPZ</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Venice of the East</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Urban form (streets, open spaces, scale of buildings, uses, heritage)</th>
<th>• Squares</th>
<th>• High rise</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Traditional</td>
<td>• Density high</td>
<td></td>
</tr>
<tr>
<td>• Height restricted</td>
<td>• Tall / landmarks</td>
<td></td>
</tr>
<tr>
<td>• Use of existing stock</td>
<td>• High quality public realm</td>
<td></td>
</tr>
<tr>
<td>• Public art</td>
<td>• Connectiveness</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>(Stratford as a) Aspiration A</th>
<th>(Stratford as a) Aspiration B</th>
<th>(Stratford as an) Aspiration C</th>
</tr>
</thead>
</table>

Table 4

Facilitator: Kelvin Campbell
Support: Susan Clarkson
Sue Wooldridge (Carpenters TMO)
June Barnes (East Thames Homes)
Councillor Conor McAuley
Irene Mann (OPLC)
Colin Whitelow (HSBC)
David Reay (Lend Lease)

Stratford in 2030

- Shops / transport
- Attractive to people who don’t live here - Leisure - New destination
- Stable population
- Retain diversity
- Stop churn by making Stratford somewhere they want to stay e.g. better housing offer, job offer, transport linkages
- Diversity of offer
- Less fractured
- Clean & better cared for
- Safe especially at night
- Old buildings repaired
- Mix of housing and gardens
- Pleasant environment
23rd March stakeholder workshop write up

<table>
<thead>
<tr>
<th>stable and balanced community)</th>
<th>London’s future third city)</th>
<th>alternative, innovative, local place and economy)</th>
</tr>
</thead>
<tbody>
<tr>
<td>* Aspirations not exclusive</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Jobs, Economic sectors & Investment**

- Biotech industries
- Multifaceted approach to encouraging a thriving commercial district
- Mix of uses vital (ensure lively at the weekend)
- Mix of office space

**Culture, Leisure and Nightlife**

- Use of waterways for residents & to attract visitors e.g. Falkirk wheel
- Must see attraction in town centre, getting town centre to work
- Avoid Stratford City feeling like a soulless place – sanitised and theme park like
- Museum or attraction in town centre
- Important to keep a sense of community – new residents don’t talk to each other.

**Skills & education**

- Mix of uses
- Private school (11 – 18)
- Private schools would need to be near good transport – would also attract kids from other boroughs
- Good nursery (but have these)
- Location of schools important
- People access schools out of borough
- Timing of schools important – in line with Legacy Masterplan Framework developments
- Choice of schooling
- Prestigious university (linked to sports)
- Sports focus academy
- Something related to sports (sports science)
- Research science
- Education offer linked to cultural / economic prospects

**Community facilities and assets**

- Good range to meet needs of population
- Match community facilities to the needs of the population
- Well managed parks

**Housing**

- Need housing typology which is attractive & price is fundamental
- 50K less than elsewhere
- Value for money
- Social housing model should match private
- New housing
- Private rented
- Family housing
- Why would people live somewhere else when location is so good
- Need housing and facilities to be in place & good
### Urban form (streets, open spaces, scale of buildings, uses, heritage)

- Not all high density towers – few & v. good.
- Coherent & well managed spaces and urban form
- Garden squares
- Well managed parks at the right scale

### Transport (public transport, vehicles, cycling and walking)

- Safer / more pleasant walking environment
- Better connectivity between Stratford City and Town Centre – become one
- Break barriers
- Tram to west end (high street)
- Parallel road for pedestrians
- Connections to car parks
- Connections to Victoria Park e.g. like Mile End green bridge does
- Transport on Stratford High Street not good. Need to get buses moving more quickly. Not pleasant to walk.
- Two way road and underneath (gyratory)
- Rick Roberts Way – important for factories but not a pleasant environment
- Better connections to Carpenters. At moment caters for car owners only. Not only imp for getting to town centre but also supermarkets etc.
- More obvious routes
- Quick win – connection from station to Carpenters
- When come out of the station nothing attracting people to town centre (versus Westfield) – all you see is Burger King
- Improve waterways and spaces next to them – a big asset. Ensure well used – visitor attraction and for local residents
- Used to be a boat which went from 3 Mills to Limehouse basin.

### Quality (families won’t take risk to move up front)

- Mix of tenure and housing types
- If housing quality and price is right, it may be enough to make people move
- Getting developments in athletes village is important – like a test as interesting typology
- Shops to support housing important – need to be careful what they are: Costcutter etc badly managed
### General

- Transformation overload
- Polarisation – locals – families
- Interface – big business – little business
- How the Council wants to play!
- Broadway is non negotiable – get it right tomorrow
- Are interim uses really future uses?
- Stop the churn!
- Better education
- Keep people here
- Better housing
- Transport linkages
- Cross rail
- Major employers
- Keep diversity
- Less fractured – better connected
- Need to belong
- Better cared for
- Old buildings repaired
- Family housing + gardens
- Pleasant

### Table 5

**Facilitator: Matthew Nimmo**  
**Support: Janet Townsend**  
Roberto Bruni (LB Newham)  
Pauline Pappoe (Carpenters TMO)  
David Joy (LCR)
Simon Baxter (London and Quadrant Housing)
Kevin Whittle (LTGDC)
Councillor Richard Crawford

Stratford 2030
- Place that families can grow
- More stable
- Reverse move away
- Entertainment
- Preserve history / heritage
- Controlled design / cohesive common character / style guide
- Integration between sites

<table>
<thead>
<tr>
<th></th>
<th>Aspiration A (Stratford as a stable and balanced community)</th>
<th>Aspiration B (Stratford as London’s future third city)</th>
<th>Aspiration C (Stratford as an alternative, innovative, local place and economy)</th>
</tr>
</thead>
</table>
| Jobs, Economic sectors & Investment | • Jobs for local residents  
• Invest in primary education | • Jobs for local residents  
• Invest in primary education  
• Creates jobs that draw in wider community  
• Major economic role in London  
• Training and skills need to be enhanced to match jobs | • Jobs for local residents  
• Invest in primary education  
• Build on cultural offer  
• Strong links with culture and leisure and economic |
| Culture, Leisure and Nightlife | • Picture house will revert to arts house  
• People come to shop  
• Guggenheim museum | | • Live music venues?  
• Local culture  
• Pedestrianised areas  
• Develop on success of theatre  
• Leisure beyond 7pm |
| Skills & education | • Good university and schools | • Needs skilled population | |
| Community | • Rebalance of | | • Carpenters |
### Facilities and Assets

<table>
<thead>
<tr>
<th>E. Stratford and W. Stratford</th>
</tr>
</thead>
<tbody>
<tr>
<td>More GPs</td>
</tr>
</tbody>
</table>

and Docklands Centre moved? More Central?  
Strengthen existing town centre

### Housing

| Planning policy to influence density – lower land values  
| Bigger dwellings  
| Family housing  
| Restrict/control buy to let  
| Public land  
| Parking with reference to PTALs |

| Buildings that last – better design  
| Lower parking provision |

A mix of low rise and high rise  
But houses with gardens? Where appropriate  
Tenure blindness

### Transport

(public transport, vehicles, cycling and walking)

### Urban Form

(streets, open spaces, scale of buildings, uses, heritage)

### Other comments

- Will existing consents be implemented?  
- Evening classes  
- Crime rates  
- Planning policy to influence density and land value

---

**Table 6**

**Facilitator:** Milly Camley  
**Support:** Katherine Flower (Quattro)  
Sophie Donaldson (LB Newham)  
Eddie Playfair (New Vic)  
Cathy Lowe (Stratford Renaissance Partnership)
Stratford 2030

- Getting beyond the stereotype
- Place to drive economy of east London
- Life chances
- Respecting heritage and culture
- New Vic campus
- Place where young people play a full part
- International community
- Strategic role to play within other boroughs
- Coherence / togetherness
- Place where people **choose to stay** – social – economic

<table>
<thead>
<tr>
<th>Aspiration A (Stratford as a stable and balanced community)</th>
<th>Aspiration B (Stratford as London’s future third city)</th>
<th>Aspiration C (Stratford as an alternative, innovative, local place and economy)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jobs, Economic sectors &amp; Investment</td>
<td>Complimentary p/s rev &amp; customs</td>
<td>Complimentary p/s Arts Council</td>
</tr>
<tr>
<td></td>
<td>International HQs</td>
<td>Education led</td>
</tr>
<tr>
<td></td>
<td>2nd tier accountancy &amp; law, mgt consultancy</td>
<td>Incubator large business</td>
</tr>
<tr>
<td></td>
<td>Incubator large business</td>
<td></td>
</tr>
<tr>
<td>Culture, Leisure and Nightlife</td>
<td>Not the west end – the east end</td>
<td>Create niche</td>
</tr>
<tr>
<td></td>
<td>Showcase</td>
<td>Working with requirements and independents</td>
</tr>
<tr>
<td></td>
<td>‘captive audience’</td>
<td>Smaller scale venues</td>
</tr>
<tr>
<td></td>
<td>balance ‘vs’ ASB</td>
<td>Olympic Park connectivity</td>
</tr>
<tr>
<td></td>
<td>University campus offer</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Smaller focus / local hubs</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Olympic Park connectivity</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Public realm, wayfinding</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Unique offer</td>
<td></td>
</tr>
<tr>
<td></td>
<td>University campus offer</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Olympic Park connectivity</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Oscar then</td>
<td></td>
</tr>
<tr>
<td></td>
<td>To suit range of incomes</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Cluster the offer</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Public realm, wayfinding</td>
<td></td>
</tr>
<tr>
<td></td>
<td>University campus offer</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Olympic Park connectivity</td>
<td></td>
</tr>
</tbody>
</table>
| Skills & education | • Link between suppliers and providers  
• Build on existing skills – languages  
• Break education stereotypes – aspirations are high  
• Connecting people into skills and education  
• Acknowledge latent skills  
• Focus on entrepreneurship | Same as A | Same as A |
|-------------------|---------------------------------------------------------------------------------|------------|------------|
| Community facilities and assets | • More joined up asset use  
• Well designed buildings and spaces  
• Inclusive assets  
• Making better use (public and private)  
• Physical links to Olympic park  
• Open spaces / squares well maintained  
• Marketing of different wares  
• Drawing in more people. Don’t alienate residents | Same as A | Same as A |
| Housing | • Mix of size and tenure | | |
| Transport (public transport, vehicles, cycling and walking) | • More pedestrian friendly (landlocked issue)  
• Navigation, | • More pedestrian friendly (landlocked issue)  
• Navigation, | • More pedestrian friendly (landlocked issue)  
• Navigation, |
wayfinding routes to school | wayfinding routes to school | wayfinding routes to school

**Gut reactions**
- Meeting place / encounter
- Opportunities to share – where are they?
- The human bit
- Mixed and integrated not the same as balanced
- Don’t forget what’s unique about Stratford
- Not 1 size fits all
- Barrier of gyratory / district line issue
- **Realism**
  - Interconnectivity Olympic Park & Stratford City & High Street
  - Chasing same investors
  - Where do you go for a stroll?
  - Management regime
  - Aspiration C needs to be organic

**Table 7**

**Facilitator:** Tim Johnson  
**Support:** Ann Griffin  
Sarah Rowntree (John Lewis)  
Clive Dutton (LB Newham)  
Richard Bearman (HSBC)  
Paul Evans (Host Boroughs Legacy)  
Byron Davies (Westfield)  
Andrew Billany (LB Newham)

<table>
<thead>
<tr>
<th>Aspiration A (Stratford as a stable and balanced community)</th>
<th>Aspiration B (Stratford as London’s future third city)</th>
<th>Aspiration C (Stratford as an alternative, innovative, local place and economy)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Are these compatible?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jobs, Economic sectors &amp; Investment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Conference</td>
<td>• Conference</td>
<td>• Conference</td>
</tr>
<tr>
<td>• Need a focus</td>
<td>• Need a focus</td>
<td>• Need a focus</td>
</tr>
<tr>
<td>• Employment initiatives for local people (e.g. from Westfield)</td>
<td>• Mismatch with local skills</td>
<td>• Cheap accommodation</td>
</tr>
<tr>
<td>• Complementary actions by other</td>
<td>• Would draw on wide labour market (not just Stratford)</td>
<td>• Sugar House Lane</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Edgy</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Risk of</td>
</tr>
<tr>
<td>Culture, Leisure and Nightlife</td>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>Skills &amp; education</td>
<td>• Use existing assets + focus on service industries</td>
<td>• Skills mismatch with sectors like FBS</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>23rd March stakeholder workshop write up</th>
</tr>
</thead>
<tbody>
<tr>
<td>institutions e.g. medical • sporting centre of excellence • use existing assets eg stadium • Education • Importance of projects such as the retail academy for local jobs • Need to create a centre of excellence e.g. sports, medical etc – not one of everything. Focus.</td>
</tr>
<tr>
<td>• Deliverability? (Hard to get pre-let) • Clarify media centre future • Education • Links to sector targets eg retail academy – reinforce future strengths through education skills – enhance skills over a generation (applies to all) • What is the incentive to build offices – struggle to sell in Stratford • Impossible to build industrial / commercial in current climate without clear idea of who / what is going in there • Useful to partner up with larger scale orgs eg high tech model</td>
</tr>
<tr>
<td>gentrification as values go up? • Education • Distinctive identity – can’t be both commercial &amp; residential! Or commercial and edgy – tensions between aspirations. • Gritty urban needs to be cheap or will move on</td>
</tr>
<tr>
<td>Community facilities and assets</td>
</tr>
<tr>
<td>---------------------------------</td>
</tr>
<tr>
<td>Housing</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Transport (public transport, vehicles, cycling and walking)</th>
<th>- links / signage from public transport</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>- links across railway</td>
</tr>
<tr>
<td></td>
<td>- car clubs</td>
</tr>
<tr>
<td></td>
<td>- cycle routes across town that mirror Olympics</td>
</tr>
<tr>
<td></td>
<td>- Night time – how does transport work (pedestrian routes?) – safety and</td>
</tr>
<tr>
<td></td>
<td>- Confirmation of future public transport improvements (otherwise a risk)</td>
</tr>
<tr>
<td></td>
<td>- High speed rail</td>
</tr>
<tr>
<td></td>
<td>- Access routes across whole of the Olympic Park</td>
</tr>
<tr>
<td></td>
<td>- Not all high level offer yet confirmed e.g.</td>
</tr>
<tr>
<td></td>
<td>- Connections through the shopping centre - reconfigure</td>
</tr>
<tr>
<td></td>
<td>- Tame ring road</td>
</tr>
<tr>
<td></td>
<td>- Signage from rail station to rest of town centre</td>
</tr>
<tr>
<td></td>
<td>- Access routes across whole of the Olympic Park</td>
</tr>
<tr>
<td>Security</td>
<td>High Speed Link</td>
</tr>
<tr>
<td>---------------</td>
<td>----------------------</td>
</tr>
<tr>
<td>• Access routes across whole of the Olympic Park</td>
<td>• If transport so good, why live in Stratford? (but good transport network encourages people to stay)</td>
</tr>
<tr>
<td>• Risk if wider offer of education etc not there could end up with people commuting in but not staying</td>
<td>• Can you have a commercial and a residential area in the same place?</td>
</tr>
<tr>
<td>• Need to move away from old models e.g. family house = car</td>
<td>• Does not fit well with aspiration for Stratford as area to stay</td>
</tr>
<tr>
<td>• Connectivity to residential areas is crucial</td>
<td></td>
</tr>
<tr>
<td>• Nothing to draw you to old town centre when you leave station</td>
<td></td>
</tr>
<tr>
<td>• ‘strip out’ Great Eastern Road – make the Broadway the barrier</td>
<td></td>
</tr>
<tr>
<td>• How will you get to the legacy buildings to use e.g. stadium etc past Olympics</td>
<td></td>
</tr>
<tr>
<td>• Transport must be much more integrated</td>
<td></td>
</tr>
<tr>
<td>• Real danger of south side of station becoming a wilderness</td>
<td></td>
</tr>
</tbody>
</table>

**Urban form (streets, open spaces, scale of buildings, uses, heritage)**
General

Interestingness important e.g. Croydon may be successful but it is boring

Table 8

Facilitator: Simon Doyle  
Support: Lyndon Fothergill  
Tim Gregson (Carpenters Company)  
Rod Constanti (East Thames Homes)  
Peter Minoletti (LTGDC)  
Victoria Stonebridge (OPLC)  
Roy Wayre (LB Newham)  
Maeve Clements (TfL)  
MET police (?)

<table>
<thead>
<tr>
<th>Jobs, Economic sectors &amp; Investment</th>
<th>Aspiration A (Stratford as a stable and balanced community)</th>
<th>Aspiration B (Stratford as London’s future third city) Unnecessary strapline?</th>
<th>Aspiration C (Stratford as an alternative, innovative, local place and economy)</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Range of jobs</td>
<td>• Needs a different brand</td>
<td>• USP that people also live in Stratford (unlike other centres?)</td>
<td></td>
</tr>
<tr>
<td>• Stability of jobs</td>
<td>• What is the offer?</td>
<td>• Need to look at SMEs as well</td>
<td></td>
</tr>
<tr>
<td>• Importance of building skills</td>
<td>• How quickly will Westfield build out their consent</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Needs one or two large scale</td>
<td>• What is the focus – stadium or elsewhere</td>
<td></td>
<td></td>
</tr>
<tr>
<td>employers to act as a pull / kick</td>
<td>• Massive single transport hub</td>
<td></td>
<td></td>
</tr>
<tr>
<td>start</td>
<td>• Whole environment needs improvement</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• How to break down barriers</td>
<td>• What will attract investment?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>between Westfield and the rest of</td>
<td>• Will Stratford be a business district or</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stratford</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Culture, Leisure and Nightlife</strong></td>
<td><strong>Skills &amp; education</strong></td>
<td><strong>Community facilities and assets</strong></td>
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<td>• Well run, well licensed</td>
<td>• High achieving schools and education facilities</td>
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<td>• Well policed</td>
<td>• Life time training</td>
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<td>• Skills escalation</td>
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<td>• Generational strategy (primary schools)</td>
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<td>• Local opportunities</td>
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<td><strong>Scale and offer of legacy</strong></td>
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<td>• Training relevant to employment opportunities</td>
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<td>• Links to major employers</td>
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<td></td>
<td>• National promotion strategy + east London offer</td>
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<tr>
<td></td>
<td><strong>Build on existing and entrepreneuri al skills</strong></td>
<td></td>
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<tr>
<td></td>
<td>• Provide structure and support to focus energy and ambitions</td>
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<td></td>
<td><strong>Build on theatre, UEL</strong></td>
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<tr>
<td></td>
<td>• How can existing business uses be retained?</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>• Make better use of existing ‘unique’ facilities</td>
<td></td>
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</table>

- **Community facilities and assets**
  - How funded and knock on demands / needs from population growth
  - Need to integrate old and new facilities
  - Community ownership and social enterprise
  - Long-term revenue streams – ‘community chest’
  - Local access to Olympic facilities
  - Need to break down
  - Connectivity is 2 way
  - Stratford is only 1 of LBN’s regeneration opportunities
  - Take advantage of Olympic facilities
  - Massive language skills in area – not fully utilised
  - How can the ‘innovators’ tie in to new facilities
  - What is the USP
  - Scale of change allows new models of care / support
<table>
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<tr>
<th>Housing 3+4+5 bed houses need</th>
<th>enclaves</th>
<th>Transport (public transport, vehicles, cycling and walking)</th>
<th>Urban form (streets, open spaces, scale of buildings, uses, heritage)</th>
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<tbody>
<tr>
<td>• Needs new affordable family housing + ‘executive housing’</td>
<td>• Needs new affordable family housing + ‘executive housing’</td>
<td>• Newham + OPLC use this land to set highest standards</td>
<td>• Range of tenures and styles (live work)</td>
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<td>• Need to improve existing communities / housing as well</td>
<td>• Need to improve existing communities / housing as well</td>
<td>• LBN needs to be more robust with developers</td>
<td>• Flexi house model</td>
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<td>• Balance, consistency of quality of existing and new homes</td>
<td>• Balance, consistency of quality of existing and new homes</td>
<td>• High aspirations on design and quality</td>
<td>• Built in IT</td>
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<tr>
<td>• Need to change, housing typology, high – lower density</td>
<td>• Need to change, housing typology, high – lower density</td>
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<td>• Promote and require green technologies linked to existing housing</td>
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Transport (public transport, vehicles, cycling and walking)

Urban form (streets, open spaces, scale of buildings, uses, heritage)
### APPENDIX 2

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23rd March stakeholder workshop write up
Appendix 2:
Stratford Town Centre Survey Questionnaire
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<td>Time/Date of interview</td>
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<tr>
<td>Location of interview</td>
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<tr>
<td>Main reason for being here today?</td>
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<tr>
<td>Do you live in Stratford?</td>
</tr>
<tr>
<td>If YES for how long (years)</td>
</tr>
<tr>
<td>If NO would you consider living here?</td>
</tr>
<tr>
<td>If NO why not?</td>
</tr>
<tr>
<td>How did you travel here today?</td>
</tr>
<tr>
<td>Where have you come from? (name of place rather than home/work etc)</td>
</tr>
<tr>
<td>What do you think of Stratford Town Centre in three words?</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>How often do you use the shops in Stratford Town Centre? (TICK ANSWER)</td>
</tr>
<tr>
<td>EVERY DAY</td>
</tr>
<tr>
<td>2-3 TIMES A WEEK</td>
</tr>
<tr>
<td>FORTNIGHTLY</td>
</tr>
<tr>
<td>MONTHLY</td>
</tr>
<tr>
<td>OTHER (please state)</td>
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<tr>
<td>How long do you usually stay when you visit Stratford Town Centre? (TICK ANSWER)</td>
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<td>LESS THAN 30 MINUTES</td>
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<td>30 MINS - 1 HOUR</td>
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<td>1-2 HOURS</td>
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<td>2-4 HOURS</td>
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<tr>
<td>MORE THAN 4 HOURS</td>
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<td>In which 3 shops do you spend most of your money?</td>
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<tr>
<td>What would you say you spend the most money on in Stratford Town Centre (TICK ANSWER)</td>
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<td>EATING OUT</td>
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<td>SPORTS ACTIVITIES</td>
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<td>OTHER (please state)</td>
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<tr>
<td>How much have you spent here today (ROUGHLY)?</td>
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<td>Where else do you go to do your shopping?</td>
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<td>What would you say are the 3 BEST things about Stratford Town Centre?</td>
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<td>What would you say were the 3 WORST things about Stratford Town Centre?</td>
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**What one thing would improve Stratford Town Centre during the daytime?**

**Do you spend time in Stratford Town Centre during the evenings? (tick box then fill in reason)**

<table>
<thead>
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<th>YES</th>
<th>What do you do?...</th>
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<tr>
<td>NO</td>
<td>Why not?...</td>
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**Where else do you go in the evenings and what for?**

**What one thing would improve Stratford Town Centre during the evening?**

**What is your postcode?**

**What is your annual income?**

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<td>Over £60,000</td>
<td>Prefer not to say</td>
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**THANK YOU**

THE COUNCIL REQUESTS THAT WE COMPLETE A SHORT EQUALITIES SURVEY

IS THAT OK?

<table>
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<th>YES</th>
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<tbody>
<tr>
<td>NO</td>
<td>SUGGEST FILL IN AT HOME AND FREEPOST RETURN.........</td>
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Appendix 3:
Stratford Town Centre Survey Results
Introduction and methodology

A face to face survey was undertaken in Stratford town centre to inform the evidence base of the Metropolitan Stratford Masterplan with local intelligence.

A total of 361 responses were gathered by researchers stationed at key points in the town centre; outside the station, inside the shopping centre, on the Broadway and Theatre Square in May 2010. Surveying shifts covered the hours of 10am – 8pm six days a week (excluding Sunday).

The survey captured information about what kind of people are using the town centre and why, their spending habits, what would encourage them to spend more time and money, the best and worst things about the town centre. The survey questionnaire can be found in full in appendix 2.

In drawing up the proposed masterplan, the information gained has been used for the following:
- to back up anecdotal indications
- to underpin the current role of the centre
- to identify any early wins

Reasons for being in Stratford town centre

Q 1.1 Main reason for being in Stratford today?

The main reason given for being in the town centre at the time of the survey was for shopping with 42%* of respondents citing it. 18% said that they were there to work, 6% were meeting a friend and 5% said that they were there because they were a student. The remaining 29% gave mixed and various reasons for being in the town centre such as ‘passing through’, ‘optician visit’, ‘getting out of the house’ and having a job interview.

Q 1.2 Do you live in Stratford?

69% of respondents did not live in Stratford and 31% were residents of Stratford.

1.2.1 If Yes….for how long?
Those living in Stratford gave residency times ranging from 1 week to 72 years.

1.2.2 If No…would you consider living here?
Of the 250 respondents who did not live in Stratford, 165 said they would not consider living in Stratford (66%).

1.2.3 If No why not?
The main reason cited for not considering living in Stratford was crime.

* figures in the report have been rounded up to the nearest whole number.
Reasons for being in Stratford town centre continued…

Of those who did not live in Stratford, 45% were in the town centre for shopping, 30% for work and 6% for university. 19% gave other reasons - the main given was that they were meeting someone.

Of those respondents living in Stratford, 68% were in the town centre for shopping, with 12% for work and 5% for study.

Travel

Q 2.1  How did you travel here today?

Of the respondents who gave an answer to this question, 96% (342/355) listed a single means of travel - 37% by bus, 19% by underground rail, 19% walked, 14% travelled by car with 10% citing ‘train’. The remaining 1% used taxi, bicycle or scooters to travel.

17 respondents listed two or more means of travel to the town centre at the time of the survey and one respondent listed three means.

Q 2.2  Where have you come from?

When respondents gave the name of a place (other than home or work); Stratford was the most popular with 31 mentions, followed by Plaistow (17 mentions), East Ham, Leyton and Walthamstow (11 mentions each) and Bow and Forest Gate with 10 mentions. Single mentions of places from further afield include; Bristol, Cambridge, Brighton and Reading.

Perceptions of Stratford town centre

Q3  What do you think of Stratford Town Centre in three words?

The overall impression of the town centre from the survey response was mixed. ‘Busy’ was the most used word with 76 mentions – with a mix of respondents citing busy as a positive as well as a negative. There were 54 mentions of ‘good’ and 34 mentions of ‘ok’ or ‘alright’.

Other words with around 20 mentions included: nice, convenient, lively, cheap, dirty, crowded, vibrant and old.

Those who live in Stratford were more likely to be positive about the area and were less likely to mention crime, or fear of it. This was the opposite for visitors who were more negative about the area.

When respondents mentioned the choice available in the town centre they were nearly always positive about it with 59 respondents saying that there was plenty of variety and choice compared with 4 who wanted more choice or more upmarket stores.
Perceptions of Stratford town centre continued…

Typical resident positive comments:
- Busy, eclectic, transitional
- Cheap, cheerful, handy

Typical resident negative comments:
- Crowded, noisy, hassle
- Unsecure, busy, troublesome

Typical non-resident positive comments:
- Cool, good, exciting
- Busy, diverse, interesting

Typical non-resident negative comments:
- Shabby, cluttered, depressing
- Awful, unsafe, tacky

How often and how long?

**Q4 How often do you use the shops in Stratford Town Centre?**

When it came to how often the respondents used the shops in Stratford town centre, the most popular answer was 2-3 times a week (34%) with 24% citing every day. 12% went fortnightly and 10% went monthly. 21% gave ‘other’ as a response with the most popular answers including ‘first time’ ‘weekly’ and ‘occasionally’.
The answers were broadly similar for both those who lived in the area and those who didn’t with the only major difference coming in the number of people who came monthly to use the shops in Stratford; 13% of non-residents visited monthly compared to under 3% of residents.

**Q5  How long do you usually stay when you visit Stratford Town Centre?**

54% of visitors spent under an hour at the town centre (30% between 30 mins to one hour, and 24% less than 30 mins). 26% spent between one and two hours. 18% spent more than two hours (6% over four hours and 12% between two and four hours).
Shops

Q6  *In which 3 shops do you spend most of your money?*

The shops in which respondents cited spending most of their money included Sainsbury’s (37%), The 99p and Poundland stores (24% listed one or other), New Look (14%) and Peacocks (12%).

Other popular mentions were:
Morrison’s (10%)
Market (9%)
McDonalds (9%)
JD Sports (9%)
Boots (8%)
Superdrug (8%)
Inshops (8%)

Q7  *What would you say you spend the most money on in Stratford Town Centre?*

The answers were ranked as to which respondents cited spending most money on in the town centre because many answered in more than one category. Food shopping was highest ranked with 198 mentions, followed by clothes shopping (96), entertainment (52), household (46), health and beauty (32), eating out (13) and sports activities (7).

Q8  *Where else do you do your shopping?*

The survey results showed no single competing shopping area to the town centre. When asked where else respondents went to go shopping there was a mix of responses.

Central London/West End was a popular alternative with 50 mentions. Lakeside had 28 mentions and Bluewater 15 mentions. East Ham and nowhere else/Stratford only had 19 mentions each.

Spend

Q9  *How much money have you spent today?*

When asked roughly how much money respondents had already spent in the town centre on the day of the survey, of those 265 respondents who had spent money, the average spend was £24.35.

The lowest spend was 99p and the highest £350.

116 people had spent £10 or less equating to 44% of those 265 people who had spent money.

17% had spent nothing when surveyed.
When divided into residents of Stratford and non-residents - the average spend for non Stratford residents was £26.49 and for residents £18.82.

**Best and worst things about the town centre**

**Q10  What would you say were the 3 best things about Stratford Town Centre?**

When respondents were asked to list the best aspects of Stratford 35% (128/361) mentioned the shops. 25% said the location/convenience of the town centre was one of its best features. 18% mentioned that the town centre had good transport links. When mentioning a place by name, the top answers were the market (32 mentions), the theatre (21 mentions) and the cinema (16 mentions).

Cleanliness and security were mentioned positively by 4% of respondents.

**Q11  What would you say were the three worst things about Stratford Town Centre?**

By contrast, the negative answers were focused on the atmosphere of the town centre and the attitude of the people in it. 21% of respondents said the area was overcrowded or busy. 11% said that they feared crime, felt unsafe or threatened. The issue of gangs was brought up by over 1 in 10 respondents (11%).
Improvements to the town centre in the daytime

Q12  *What one thing would improve Stratford Town Centre during the daytime?*

Given the feelings of insecurity portrayed above, the most common daytime improvement that respondents wanted to see was an improvement in security and policing with 15% mentioning this. 20 respondents mentioned more public toilets/free toilets.

Many of the other suggested improvements also focused on improving the atmosphere and perceived attitude problems of the town centre. These included open air cookery and stalls, more buskers, more seating or benches and a range of aesthetic improvements.

A sample of responses includes:
- ‘A quiet, open air eating place’
- ‘A make-over, better stalls in the centre’
- ‘An area where teenagers can chill’
- ‘Architectural overhaul’
- ‘Quality independent clothes shops, cafes, gift shops, like a village feel’
- ‘Should cater more to young professionals in the evening’
Stratford Town Centre in the evenings

Q13  Do you spend time in Stratford Town Centre during the evenings? If yes... What do you do?

Stratford town centre in the evenings is much less popular than in the daytime. Of those surveyed, only 33% said that they use Stratford in the evenings. The main attractions in the evenings are the cinema/theatre and eating out.

Q14  Do you spend time in Stratford Town Centre during the evenings? If not... Why not?

65% of respondents said they do not use the town centre in the evenings. 2% did not answer the question.

22% of respondents who said they did not use the town centre during the evening (52/235) said it was because they don’t go out in the evenings. Nothing to do/better places to go was cited by 15% (35 respondents). Other popular answers were that the respondent lived too far away from Stratford or that the area had too much crime or a reputation for crime.

Q15  Where else do you go in the evenings and what for?

When asked where else respondents went in the evenings, and for what purpose there was a mixed response with no clear single favoured destination. Central London and the West End was mentioned by 74 respondents for entertainment, clubs and eating out. Other responses ranged from the O2 to bellydancing in Walthamstow.
33 respondents said that they preferred to stay in and 31 mentioned that they preferred the pub. A huge variety of alternative locations were mentioned including 6 respondents who mentioned Romford and 4 who mentioned Canary Wharf.

**Q16 What one thing would improve Stratford Town Centre during the evening?**

Improvements that would make the town centre better during the evening focused on providing a wider range of facilities and later shopping, alongside improvements to the general area such as better lighting, policing/security. One of the main themes was that the Town Centre did not seem welcoming or safe and that there did not seem to be much going on.

![Pie chart showing responses]

79 respondents wanted to see better security or policing and less crime in the Town Centre, 44 wanted to see better bars or nightlife, 27 wanted to see shops opening later.

Of the responses mentioned by a smaller number of respondents many related to the atmosphere of the Town Centre or the lack of facilities or certain types of shops. 23 wanted to see more restaurants in the Town Centre, whilst 19 wanted to see more events or entertainments in the public areas that would attract people and give the Town Centre a better feel in the evenings. 8 listed a number of different kinds of shops or facilities that they would like to see including a fish and chip shop, a hotel and a gym. 7 wanted the transport links or parking facilities to be improved.
Q17 Postcode
279 respondents gave central London postcodes – 102 from E15 area.

Outside of London there were 50 respondents - 14 responses from Ilford, 10 from Romford and from further afield responses from Birmingham, Norwich, Tunbridge Wells, Liverpool, Manchester, Bournemouth, Brighton, Bristol, Dartford and Durham amongst others. 31 respondents did not give a postcode.
Q18  Income
59% of respondents said they earned under £20,000 per year and 10% of respondents earned over £40,000.

Of those earning under £20,000, 31% earned under £9,000 many of these also added they were either on benefits or a pension. 28% earned between £10,000 and £19,000.

There was very little difference between incomes of those who are residents of Stratford compared to those who are not residents of Stratford. These results excluded those respondents who preferred not to give their income.
Conclusions

Stratford town centre is clearly well-used and certainly not just by those in the local area. It is favoured because of its shops and transport links. Although it lacks clubs, bars and upmarket stores it does seem to be suited to the needs of the people that go there in the day – very few respondents wanted widespread changes.

However, despite noting Stratford’s positive features, respondents who did not live in Stratford, had a very negative perception of the town centre in terms of its attitude, safety and atmosphere. Many felt that the area is crowded and unsafe and changes to these negative aspects were often highest on the list of improvements that respondents would make to the area. In the opinion of most respondents the town centre is not a popular place to spend evenings because of a lack of things to do.

The opportunity for regeneration was only mentioned once. Also, despite the opportunity presented by the Olympics in Stratford, the 2012 Games were only mentioned by 10 people, of which 2 mentioned it as a negative.
Appendix 4:
Stakeholder Workshop 2
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<th>Issued to</th>
<th>Date</th>
<th>Notes/Changes</th>
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<td>1</td>
<td>Oci Stott</td>
<td>Dan Hill</td>
<td>Tomas Kozlowski &amp; Matthew Nimmo.</td>
<td>11th August 2010</td>
<td>Minor amendments to stakeholder list.</td>
</tr>
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<td>2</td>
<td>Oci Stott</td>
<td>Dan Hill</td>
<td>Stakeholder workshop participants and steering group.</td>
<td>1st September 2010</td>
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EXECUTIVE SUMMARY

The second stakeholder event for the Stratford Metropolitan Masterplan was held on 14th June 2010. The workshop was split into two main sessions. In the first session the masterplan team presented the 10 ideas for the masterplan area and there was a short session to get feedback from participants. The second session involved more detailed discussion around three draft options for the town centre and surrounds (which themselves drew on the 10 propositions).

There were 62 attendees and the following key points were fed back in relation to the 10 ideas:

- There was broad support for the 10 ideas.
- Participants stressed the importance of the LB Newham and the masterplanning team working with the Olympic Park Legacy Company and GLA to ensure that the plans tied in with each other and resources were targeted effectively.
- Key elements of the 10 ideas that gained particular support were: the town centre must have a different offer from Westfield; changing the gyratory to a two-way street; a destination market; increase links through the area.
- Some elements which participants questioned were: whether or not the infrastructure barriers could be overcome to link Sugar House Lane and Pudding Mill to create a true neighbourhood.

In relation to the options key points that emerged were:

- The options presented seemed like phases not options.
- Overall, the majority of the groups supported high levels of intervention apart from in the Carpenters area where there were more widely diverging opinions. There was however widespread concern regarding funding.
- There was widespread support for the approach to the ‘Island site’ in terms of improving its permeability. Participants generally felt that influencing who bought the shopping centre and changing the gyratory to a two way working road were vital early steps.
- Participants felt that if student accommodation is proposed this needs to be accompanied by a faculty to reduce population churn and create jobs.
- There was a strong feeling that the area needed to provide a wide housing choice.
- Some participants felt the details of the Chobham Farm proposals needed to change (in particular with relation to the approach to green space).
- There was diverging opinion with regard to the future of the Carpenters area, with some participants feeling strongly that there was not the rationale for high levels of redevelopment in the area and others arguing that significant change was important in order to respond to the significant changes that Stratford is undergoing.
- Creating a plan that is viable and deliverable was emphasized by numerous participants. They stressed the need for links to be made with other masterplans in particular in relation to phasing.

The views and comments of participants at this workshop will be fed back into the masterplanning process.
1.0 INTRODUCTION

Background

1.1 Urban Initiatives has been commissioned to produce a masterplan for Stratford to support the area’s transition into a new Metropolitan Centre for east London over the next 20 years.

1.2 The fundamental aims of the plan are:

• To articulate a clear and deliverable vision for the future of Stratford
• To plan for the ways in which Stratford town centre can be integrated with Stratford City and the Olympic site
• To create a strategy for the social and economic role of the existing town centre
• To guide development in the area (the intention is that the plan should become a statutory planning document or be used to inform the LDF)

1.3 Some of the key questions the project will need to answer are:

• What kind of place will Stratford Metropolitan Centre be?
• Why will it change and what are the drivers of change?
• How will we make a plan that offers local benefits?
• When can we expect change to happen and how will it be funded.

1.4 Consultation will be an important part of the masterplanning process and our approach is outlined in a consultation strategy. This event was the second stakeholder consultation event in this process.

Stakeholder Consultation event

1.5 On 14th June, Urban Initiatives held the second stakeholder workshop for the Metropolitan Stratford Masterplan. The aim of the workshop was to build consensus around ten ideas for the area and to understand what level of intervention stakeholders would support. This report summarises the views expressed during the workshop.

Who attended?

1.6 There was excellent attendance to the event with representatives from key governmental organizations in the area as well as a range of service providers, land owners and a number of residents. There were 62 attendees, about 50% of whom had also attended the first event. A list of attendees can be found at appendix 2.

Structure of the day

1.7 The event was structured around two sessions. Participants were organized into tables with two facilitators on each table to guide and capture comments

• Presentation 1: Kelvin Campbell (Managing Director, Urban Initiatives) gave a presentation on the wider economic strategy for Stratford. He then set out the 10 ideas for Stratford which had been developed over the past few months building on the evidence base and input from stakeholders.

• Workshop 1 - the 10 ideas: In six groups, participants brainstormed around the 10 ideas for Stratford.

• Presentation 2: Kelvin presented three options for the town centre and surrounding areas focusing on delivery. These ranged from low to high intervention.

• Workshop 2: delivering Stratford Metropole: Groups carried out a more structured discussion on these options.

• Plenary: Groups fed back their thoughts from the previous session and Councillor McAuley summed up for the day.
2.0 KEY FINDINGS

Workshop 1: the 10 ideas

2.1 The 10 ideas that were presented are as follows:

• **Idea 1**: Stratford Metropole (One centre – two hearts): Two complementary centres working together for East London

• **Idea 2**: Stratford town and city (Mending the fringe): An education – led mixed use intensified zone of change

• **Idea 3**: Stratford Spectrum (A workplace for London): A unique range of higher order economic activities

• **Idea 4**: Chobham Neighbourhood (A place for families): Creating the critical mass for a healthy and sustainable neighbourhood

• **Idea 5**: Sugar Pudding Quarter (A place for live and work): Creating the critical mass for a diverse and creative urban neighbourhood

• **Idea 6**: Parallels and stitches (Links and spaces): Connecting people across Stratford

• **Idea 7**: Smart Stratford (the sustainability agenda): Sustainable infrastructure to support Stratford’s long term growth

• **Idea 8**: Active Stratford (the health agenda): Wellness through health, activity and access to parks and world-class sports facilities

• **Idea 9**: Visit Stratford (the destination agenda): creating a unique visitor experience

• **Idea 10**: Stratford Meanwhile (interim uses): what can be achieved in time for the Olympics

2.2 Overall there was a positive response to the 10 ideas and most participants broadly supported them (more detailed discussion set out below). However, some participants felt that there was too much information to digest all at once. Other general points were:

• A number of participants welcomed the fact that all the different parts of Stratford were being considered as a whole.

• The importance of working with the Olympic Park Legacy Company and GLA to ensure that the plans tied in with each other and resources were targeted effectively.

• There was concern across the board about the possible effect of public sector funding cuts on the deliverability of the plans. There was also concern that money would run out once the Olympics was over.

• The importance of identifying timescales for change was emphasized.

2.3 Detailed comments on the 10 ideas were as follows:

<table>
<thead>
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<th>Idea</th>
<th>Comments</th>
</tr>
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</table>
| Idea 1: Stratford Metropole | • Agreement that the Town centre can only compete with Westfield by offering something different.  
• The importance of influencing whoever buys the shopping centre. |
| Idea 2: Town and City | • It was stressed that it was important to influence the new owners of the Stratford shopping centre.  
• Concern that the approach to expanding HE offer could be undermined by budget cuts. |
| Idea 3: Stratford Spectrum | • Participants noted the importance of regional connections for |
| Idea 4: Chobham Neighbourhood | There was some scepticism relating to whether links could be made between the new Olympic development and the existing residential area to the east. 
- However others felt that it was critical to emphasise these links in order to ensure that new Olympic development benefits existing communities (this is already happening in the way that the Polyclinic is being designed). |
| Idea 5: Sugar Pudding Quarter | Some participants felt that the idea of Sugar Pudding as a coherent neighbourhood is improbable because of existing physical barriers. 
- Participants felt that there was a need for a stronger rationale behind this idea. |
| Idea 6: Parallels and stitches | Fixing the gyratory was seen to be a key priority. 
- Generally the importance of increasing links through the area was felt to be important. 
- There doesn’t appear to be a balance between permeability and ‘seclusion’. 
- Carpenters ‘connectivity’ considered to be an opportunity, all can see benefits in opening up that area and changing its use. |
| Idea 7: Smart Stratford | This idea was generally supported. |
| Idea 8: Active Stratford | This idea was generally supported. |
| Idea 9: Visit Stratford | Support for a destination market. 
- Emphasis that the image of Stratford will need to improve in order to attract. 
- Support for destination market to complement existing market offer. 
- There is a need to try to understand what the capacity for hotels will be after the Olympics. |
| Idea 10: Stratford Meanwhile | This idea was generally supported. 
- The need to make the most of the run up to the Olympics to get transitional uses happening was stressed. |

**Workshop 2: Delivering Stratford Metropole**

2.4 This session considered three options for Stratford town centre and surrounds. Discussion was facilitated around 4 main questions as follows:
- Do you agree with the broad scope of the options?
- How realistic is each option?
• How well does each option meet each of the aspirations?
• Ranks options in terms of preference.

2.5 It became clear through the discussion that participants felt that the ‘options’ read more like phases and therefore it was difficult to respond specifically to the above questions. Therefore comments have been grouped according to the places and themes around which the discussions focused.

General Comments

2.6 Overall, the majority of the groups supported high levels of intervention apart from in the Carpenters area where there were more widely diverging opinions. There was however widespread concern regarding funding. Further general points about the options were as follows:
• Some participants felt that Stratford needs ‘something big’ and ‘iconic’ to draw in the new generation and that ‘brand ambassadors’ could be used to create the right dynamic.
• In relation to the fact that the options seemed more like phases, the point was made that some wider ranging options (rather than phases) could be explored for areas such as Carpenters and Chobham Farm.
• Some participants felt that there should be more emphasis on existing assets.
• The point was made that the graphics and the plans could be presented in a clearer way to enable better communication of the ideas and proposals.
• Some key areas needed further consideration, for example the area around Maryland, south of the Aquatic centre and the connections

Town Centre

2.7 There was widespread support for the approach to the ‘Island site’ in terms of improving its permeability. Participants generally felt that influencing who bought the shopping centre and changing the gyratory to a two-way working road were vital early steps. Further points around the town centre options were:
• Town Hall and court house are priorities for refurbishment.
• Plans could be more ambitious, especially in terms of the island site.
• Cultural proposals need more thought, especially viability and links with OPLC.
• There needs to be careful thought about who would be best to buy the shopping centre: it was felt that we could explore the idea of lots of small developers buying it or work with a venture capital fund rather than a shopping centre owner.
• Need to focus on existing assets e.g. ‘Inshops’ and be mindful of the unit sizes needed by smaller retailers/eateries etc.
• Some support for demolition of Morgan House.
• Need to retain convenience shopping.
• Upper levels of housing in the town centre were supported.

Education

2.8 A number of points were made in terms of the options for education related uses:
• Student accommodation needs to be accompanied by a faculty to reduce population churn and create jobs.
• Importance of improving links between existing educational institutions and the town centre.

Housing

2.9 Along with housing comments relating to specific sites, there were some more general comments regarding housing:
• There was a strong feeling that the area needed to provide a wide housing choice.
• It was stressed that further work needed to be done to identify the kind of people we want to attract to Stratford (like was done for business).
• It was noted that OPLC/LBN and others will all be releasing homes, this needs to be coordinated to prevent flooding the market.

Chobham

2.10 There was broad support for proposals at Chobham, however a number of points were raised in terms of the details of the proposals:

• Some participants felt that the Chobham proposals need to include employment uses as well as residential, as there are viable existing businesses there.
• There was concern about the position of the green space. In the proposals it is currently located as a buffer to the high speed rail line, but maybe better located at the heart of the community.
• There is a need for clarity as to what is happening on the travellers site.
• The importance of ensuring that existing communities to the east and new communities to the west are linked.

Carpenters

2.11 Discussions around what should happen in the Carpenters area produced the most diverging opinions:

• A number of participants questioned the rationale behind high level intervention in the Carpenters area. They also highlighted concerns that if a masterplan suggested long term change in the area, it could blight existing homes and that the area could become too expensive for affordable housing.
• There was concern from some participants regarding wholesale change at Carpenters and they suggested instead an architectural-led solution that blends old and new.
• Other participants felt that it was important to make extensive changes in Carpenters in order to fit in with all the other development taking place around Stratford and that the benefits of opening up the area and introducing a mix of uses were clear.
• The point was made that the proposed green space in Carpenters is considered too large.
• It was widely felt that the new station entrance is critical.
• Participants stressed the need to involve the community in planning.
• There is a need for a concentration on the links between the Carpenters area and the Olympics.

Delivery

2.12 Throughout the workshops, the issue of how the plan would be delivered was at the forefront of participants’ minds, particularly in the light of likely future funding cuts. Key points were that:

• Agencies needed to work together (e.g. GLA, OPLC, LB Newham etc).
• Phasing is critical so that the market is not flooded.
• Delivery depends on deals that can be done (for example in relation to the shopping centre).
• Need to identify levers – find stories about where similar projects have worked before.
3.0 CONCLUSION AND NEXT STEPS

3.1 Councillor Conor McAuley summed up the event by stating that he was looking forward to the time when he can stop using terms like ‘estate’ ‘site’ and ‘gyratory’ and start talking about neighbourhoods, town centre shops and streets.

3.2 The comments from all participants were gathered, written up and are now summarized in this report. The comments will be used to feed into the next stage of the masterplan, which will be a development framework with some more detailed masterplanning work on a number of priority projects.
APPENDIX 1: PARTICIPANTS
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<tr>
<td>Len Conway</td>
<td>Building Crafts College Stratford</td>
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<td>Fidel Persaud</td>
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<td>Adriana Marques</td>
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<td>Carol Richards</td>
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<td>Katherine Flower</td>
<td>Quattro</td>
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Appendix 5:
Vision and Options Questionnaire
Why a Masterplan for Stratford?

In January 2010, Newham Council commissioned Urban Initiatives to produce a masterplan for Stratford to transform the area into a new Metropolitan centre for East London.

The masterplan is a document that sets out how we will build on the development that will happen as a result of the 2012 Games, Westfield, Stratford City and other projects that will come forward over the next twenty years, and ensure that they contribute to a better environment for all, and a more prosperous Newham.

Newham Council and partners still have a lot of work to do to complete the plan, and have many options to choose from. We want your opinions to help us decide what direction to take, and shape the future of Stratford. Please read this booklet and complete the questionnaire at the back or give your views online at www.newham.gov.uk/stratfordmasterplan.

The wider picture

Stratford is just one part of the borough which will experience a period of development and investment. Newham Council is investing in many communities to ensure they benefit from modernised buildings, transport links and facilities but still keep their unique diversity, culture and ambitions. Stratford is also a key part of Newham’s strategy to improve its economy (Economic Development Strategy), alongside Canning Town, Custom House and the Royal Docks. Together these places form an Arc of Opportunity’ that can give Newham’s economy the spark needed to achieve its goal of becoming a place to ‘work, live and stay’.

The Stratford Metropolitan Masterplan will also help to deliver the ambition we share with the other Olympic Host Boroughs and the government that within twenty years the communities who host the 2012 Games will have the same opportunities as their neighbours across London.
Our Ambitions for Stratford

Stratford Masterplan
This will help support the transformation of Stratford into a metropolitan centre.

Stratford City
This is a new development providing a massive new retail complex, offices and homes.

2012 Games
The 2012 Games will bring state of the art sports facilities as well as leisure and homes to the area.

Stratford Metropolitan
We want to integrate these developments, making the sum of the parts greater than the whole.
No other place in London is changing at the same scale and pace as Stratford. We must embrace this change and build on the strengths of Stratford – the incredible public transport access, the young multicultural population, the fine buildings on the Broadway, the buzzing shopping centre and market. We also want to use this opportunity to bring about improvements economically, socially and to the physical environment.

Building a place where people choose to live, work and stay is not an overnight dream, rather a dedicated plan which will be seen through over the next 20 years.

Our Ambitions for Stratford

- Stratford Metropolitan could provide a stable and balanced community where people want to live, work and stay in the long term;
- Stratford Metropolitan could be the centre of London’s future growth. Based on its development potential it could become a major location for business, education and the arts; and
- Stratford Metropolitan could be a unique place with a different economic offer, by building on its local strengths and looking to new, exciting industries to offer better work opportunities for residents.

Stratford Seven Ideas

We would like to hear your views on seven key ideas for the Stratford area:

1. **One Centre Two Hearts:** combining old and new Stratford (page 4)
2. **Extending the Town Centre:** accommodating Stratford’s growth and mending the fringe (page 6)
3. **The Stratford Spectrum:** a workplace for London (page 9)
4. **Great Neighbourhoods:** Chobham Family Neighbourhood and Sugar Pudding Quarter (page 10)
5. **Active and Connected Stratford:** walking, cycling, sport and leisure (page 12)
6. **Visit Stratford:** a unique visitor experience (page 14)
7. **Smart Stratford:** securing environmental sustainability (page 15)
Idea 1: One Centre, Two Hearts

To thrive alongside Westfield's massive shopping and entertainment centre, Stratford Old Town needs to provide an alternative offer by mixing everyday shopping needs with alternative and independent shopping, culture and night-life. This idea would create jobs and homes and would encourage people to spend more time in the town centre, supporting local shops and businesses. It would also help to improve the quality of the environment within the town centre.

Later this year the Council will start installing new paving, lighting and water features on the Broadway and outside the Station and an amazing moving sculpture, the Stratford Shoal, along Great Eastern Road.
A: Diversifying Stratford Centre
Short to medium term

This idea offers:

- new open air streets linking Theatre Square, the Broadway and Great Eastern Road and making more space for shops and businesses
- a major new ‘destination’ market (in addition to the existing indoor market) to draw visitors from across London on weekends
- a larger, replacement supermarket with parking above
- more flats and offices to add more life at all times of the day and evening.

B: Celebrating the Broadway
Short term

Turning the Broadway into a great public space

- improved pedestrian areas
- a two-way street that’s easier to cross
- more quality cafes, bars and restaurants open throughout the day and evening
- ensuring any new buildings are of a similar size and complement existing heritage
- new streets and paths to link the Broadway better to surrounding areas.
Idea 2: Extending the Town Centre

To support Stratford’s growth into a major new centre for London, we believe that the town centre could expand to incorporate not only Westfield, but also the ‘fringe’ areas between the existing centre and Westfield, along Great Eastern Road and potentially into the Carpenters area.

This idea would create jobs, homes and opportunities and bring more people into the town centre, supporting local shops and businesses. It would also help to improve the quality of the environment on the edge of the existing town centre.
A: A Better Great Eastern Road  
Medium term

This idea will:

- make Great Eastern Road a more pedestrian friendly and welcoming two-way street that’s easier to cross

- create space for a mix of shops, modern offices, apartments, educational and cultural facilities

- possibly make room for a new public space and landmark building next to the rail and tube station (by moving the bus station).

B: Enhancing the Education Quarter  
Short term

This idea will increase Stratford’s educational offer and create a “University Town” ambience by:

- supporting a proposal from University of East London (UEL) and Birkbeck College (University of London) for a new teaching and performance centre on Salway Place, next to Stratford Picturehouse

- creating better walking routes between UEL and the town centre

- creating space on the edge of the town centre for existing Newham schools, colleges and training centres to expand

- encouraging new universities to locate faculties and student facilities in the area.
C: Carpenters Quarter

The Carpenters area includes a large council housing estate built from the late 1960s. The three tower blocks are in a very poor state of deterioration and the Council does not have the significant funds needed to refurbish them, so a decision was made to rehouse residents and then demolish the towers. There is a charter for affected residents giving them clear rights in terms of the alternative homes they will be offered and many have already moved.

The Council has worked with the community on a number of planning and design exercises over the past few years, leading to the decision to also demolish 28 – 74 and 80 – 86 Doran Walk. Further decisions on the future of the estate will be made once the Stratford Masterplan is complete.

Carpenters is right next to Stratford Station and a major entrance to the Olympic site after the 2012 Games, so the Council wants to consider redeveloping all or part of the estate as a new part of the town centre with a mixture of offices, educational and/or community facilities alongside homes. Carpenters would become less of a family housing area, but new family neighbourhoods would be built elsewhere in Stratford, outside the town centre (see Idea 4).

The Council has started consultation with Carpenters residents on two options:

Carpenters Quarter Option 1

Medium term

- replacing the existing three towers and some of the estate housing with a mixture of homes, educational or community facilities, offices and green space
- retaining the rest of the existing housing
- providing a new southern entrance to Stratford Station and improving routes through the area.

Carpenters Quarter Option 2

Long term

- redeveloping more or all of the estate to provide sites for more homes, educational or community facilities, offices and a local park
- providing a new southern entrance to Stratford Station, new routes through the area and an improved bridge over the Jubilee Line to Great Eastern Road
- making Carpenters a core part of the town centre and a great entrance to the Olympic site after the Games.

An example of a mixed use area with lively street frontages.
Idea 3: The Stratford Spectrum

We want to turn Stratford into an economic powerhouse for East London and encourage investment to create thousands of new jobs.

This idea will create a wide range of employment-led locations to attract investment and enterprise, and grow existing business.

A Attract new media industries to be based at the Olympics’ Media Centre after the Games

B Attract new companies who want to be connected easily to London and other world cities

C Create new space for a variety of professional businesses

D Create new health, sports science, and bio-medical industries around the Olympic Stadium and Park

E Make room for education, cultural and other business facilities on the edge of the Town Centre

F Create a new industrial development between Rick Roberts Way and West Ham Station.

Stratford Spectrum will include a range of employment opportunities, and may look like this.
Most new homes built in Stratford have been one and two bedroom flats. We want a more balanced mix of housing including high quality family homes within easy reach of excellent schools, parks and public transport.

This idea would create two new neighbourhoods for Newham: Chobham Family Neighbourhood and Sugar Pudding Quarter.
**Chobham Family Neighbourhood**  
*Short to medium term*

This neighbourhood would:

- bring together the Olympic Athletes Village and new homes to be on the Olympic site after the Games with existing parts of Stratford New Town and Leyton South.
- be supported by high quality local facilities concentrated on a high street along Angel Lane / Leyton Road
- accommodate the Chobham Academy and Olympic Polyclinic
- provide a refurbished neighbourhood park at Drapers Field
- raise the energy efficiency of existing houses and prevent them being divided up into flats
- improve the quality of local streets.

**Sugar Pudding Quarter**  
*Medium to long term*

This neighbourhood would:

- combine Pudding Mill and Sugar House Lane to create one new neighbourhood for homes and businesses
- create new links across the High Street (A11)
- create a new neighbourhood centre on the High Street
- include creative businesses and attractions, restaurants and cafes in a superb historic waterside setting
- be linked to the Olympic parklands and down to the Thames through improved foot paths along the River Lea.

We propose to provide a range of housing types including townhouses, apartments and conversions.
Idea 5:
Active and Connected Stratford

Inspired by hosting the 2012 Olympic and Paralympic Games, we want Stratford to become a place that promotes healthy lifestyles including cycling and walking to shops, services and parks or just for health or pleasure.

New and improved links across Stratford
Ongoing

At the moment, Stratford is split up by lots of main roads, railways and canals. This idea will offer:

- a series of new walking and cycling paths to improve routes either parallel to the High Street or between the Olympics and surrounding areas
- improvements to existing streets, creating new streets and paths, building new bridges, creating new pedestrian crossings and/or linking roads up where there are currently dead ends.

Transforming Stratford High Street
Short to medium term

The Council is currently putting in new paving, benches and trees along the High Street. This idea will improve the High Street further by:

- creating a pleasant urban boulevard, with lots of trees and places for pedestrians to cross.
- limiting further tall buildings to locations where they are needed to balance the street or create a landmark.

Access to Sporting Opportunities
Short to medium term

This idea will offer better sporting opportunities by:

- ensuring that the Olympic parklands and sports venues are open to local people as soon as possible after the Games
- ensuring that these venues offer a wide range of high quality, affordable, sports and leisure activities
- providing a variety of sporting events
- making it easy to walk and cycle to the Olympic facilities, building on improvements to the Greenway and the Lea Valley Path.
New and improved sporting facilities will be a great asset for Stratford if well managed and easily accessible.
Idea 6: Visit Stratford

With its excellent regional, national and international transport connections, the Olympic Park and Westfield, Stratford is set to become a major visitor destination in itself, as well as becoming the gateway to visitor attractions across East London including the Lea Valley and the Royal Docks.

This idea will promote a range of attractions and visitor facilities (such as hotels) in existing Stratford in order to benefit from the reputation and spending that visitors will bring.

A Olympic Stadium
B Zaha Hadid’s Aquatic Centre
C Olympic waterfront
D Anish Kapoor’s ArcelorMittal Orbit Tower
E Westfield shopping and leisure centre
F The Stratford Shoal – a unique kinetic artwork
G Cultural quarter – new outdoor event and eating spaces
H Theatre Royal
I Stratford Picturehouse
J Stratford Circus
K New destination market
L The Broadway historic area with cafes/restaurants
M Children’s Discover Centre
N Potential new music venue (could be on the Broadway, on the Island Site or on the High Street)
O Stratford Town Hall complex – opportunity for hotel or conference centre
P Meanwhile Stratford - Creating a buzz through events and activities in under-used spaces and buildings.
Q Three Mills industrial heritage centre
We want Stratford to be at the forefront of new environmental technology and innovation. This will contribute to making the area a cleaner, greener and more pleasant place to live.

This idea will:

- ensure good public transport throughout Stratford
- improve walking and cycling links (see Idea 5)
- explore the possibilities of using greener energy by linking in with the district heat network (being built as a part of the Olympics) and other green energy sources
- ensure that new buildings and existing homes have high levels of energy efficiency
- create buildings that can be adapted to different uses and conditions (so are less likely to become outdated)

Idea 7: Smart Stratford

Ensuring high levels of energy efficiency in new buildings.

Timetable for the Stratford Metropolitan Masterplan

2010
Jan  Feb  March  April  May  June  July  Aug  Sept  Oct  Nov  Dec

2011
Jan  Feb  March  April  May

Research & idea generation
Developing the ideas
Testing the ideas
Writing Planning Policy
Plans approved

Public Consultation
Carpenters Steering Group

www.newham.gov.uk/stratfordmasterplan or email stratfordmasterplan@urbaninitiatives.co.uk
Complete the questionnaire to give your feedback on the ideas in this booklet:

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Any other comments or options we should consider:
(please continue on a separate sheet if needed or email comments to: stratfordmasterplan@urbaninitiatives.co.uk)

Please tear off this questionnaire and return to us by 1st September 2010.

For details of public consultation events, updates or to fill in an electronic version of the questionnaire see: www.newham.gov.uk/stratfordmasterplan or contact us at: stratfordmasterplan@urbaninitiatives.co.uk

For press inquiries, please phone: 020 3373 2755 (9am to 6pm) 020 8552 9587 (evenings, weekends and Bank Holidays). Select option 1 and ask for the duty press officer. Email: media@newham.gov.uk
**Your details**

Name: 

Email Address: 

Address: 

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<th>Work In Area</th>
<th>Run a Business</th>
<th>Visitor</th>
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**EQUALITIES MONITORING FORM**

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**Q2. What age group are you in?**

- Under 18 ❑
- 18 – 24 ❑
- 25 – 34 ❑
- 35 – 44 ❑
- 45 – 54 ❑
- 55 – 64 ❑
- Prefer not to say ❑

**Q3. Do you consider yourself to have a disability?**

The Disability Discrimination Act 1995 defines disability as “a physical or mental impairment, which has a substantial and long-term adverse effect on your ability to carry out normal day-to-day activities.”

- Yes ❑
- No ❑
- Prefer not to say ❑

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**Q5. How would you describe your religion or beliefs?**

| Buddhist ❑ | Hindu ❑ | Muslim ❑ | Paganism ❑ |
| Agnostic ❑ | Christian ❑ | Jewish ❑ | Sikh ❑ |
| Atheist ❑ | None ❑ | Any other religion or belief (please specify) .......... ❑ |
| Prefer not to say ❑ |

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Newham Council is committed to eliminating discrimination and promoting equal opportunities. We want deliver and improve our services and ensure that services are available to all members of our community and the data collected on this form will help us to achieve this. It will also be used to report on the needs of different groups of people. The information that you provide on this form will remain confidential and will be used for the purposes of monitoring.
Prize draw terms and conditions of entry

1. Participants must be over 18 years of age and resident in the UK.
2. Only one entry is allowed per person.
3. The closing date for the return of the entry form is 1st September 2010.
4. A person who wishes to participate should make their submission in accordance with the instructions set out in the questionnaire. The London Borough of Newham cannot be held responsible for entries lost, delayed or rendered illegible in the post or in transit or which is not delivered in the manner and at the location stated in the questionnaire.
5. The completion of the questionnaire, other than with the participant’s name and address, is not required as a condition of entry in the prize draw.
6. The winner of the prize draw will receive WHSmith gift vouchers to the value of £100.
7. The prize winners must claim their prize within 28 days of notification.
8. Members and Employees of the council (including temporary staff and consultants) and immediate family and relatives of members and employees (or temporary staff or consultants) are not permitted to enter.
9. The name of the prize winner will be available from the council’s Offices on written request.
10. No other correspondence will be entered into.

Data protection statement

We will store the personal details you provide so that we can reply to you in relation to any issues or concerns you have raised, contact you if you have won a prize and contact you with details of future events and activities related to the regeneration of Newham. We will only use your information to contact you for these purposes. Your information will not be disclosed to any other organisation except for Urban Initiatives Ltd, which is undertaking the Stratford Metropolitan Masterplan on behalf of the council. If you have any queries please address them to Tomasz Kozlowski, Regeneration, Planning and Property Directorate, Newham Dockside, 1000 Dockside Road, London E16 2QU or telephone 020 3373 6876. We will ensure that your information is handled in line with the Data Protection Act 1998. If you have any complaints about how we have handled your information please write to the Data Protection Officer, London Borough of Newham, Newham Dockside, 1000 Dockside Road, London E16 2QU.
Appendix 6:
Business Breakfast write up
## Stratford Metropolitan Masterplan

**13th July 2010, Business Breakfast**

### Attendees

<table>
<thead>
<tr>
<th>Name</th>
<th>Company/Role</th>
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<tr>
<td>Fiona Parry</td>
<td>Lendlease</td>
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<tr>
<td>Tariq Khan</td>
<td>John Wilson Estates</td>
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<tr>
<td>Peter Offord</td>
<td>Natwest</td>
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<tr>
<td>Ron Manley</td>
<td>Newham Council</td>
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<tr>
<td>Danny Cooley</td>
<td>Ecostruction</td>
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<td>Mike Lamport</td>
<td>London 2012</td>
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<tr>
<td>Dinesh Raja</td>
<td>Bowling &amp; Co Solicitors</td>
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<tr>
<td>John Lock</td>
<td>UEL</td>
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<tr>
<td>Ian Kirby</td>
<td>The Tourism Agency for London</td>
</tr>
<tr>
<td>Jared Bowers</td>
<td>Metropolitan Police (Stratford Safer Neighbourhood Team)</td>
</tr>
<tr>
<td>Lara Hok-Wei Wong</td>
<td>Natwest</td>
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<tr>
<td>Peter Tregold</td>
<td>Olympic Delivery Authority</td>
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<tr>
<td>Anthony Green</td>
<td>Chantrey Property Ltd</td>
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<tr>
<td>Jason Kelly</td>
<td>Ochee</td>
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<tr>
<td>Lorraine Cavanagh</td>
<td>Carpenters and Docklands Centre</td>
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<tr>
<td>Janet Dooner</td>
<td>Railway Tavern and Pubwatch</td>
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<tr>
<td>Leanda Linton</td>
<td>Theatre Royal Stratford East</td>
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<tr>
<td>Anna Clark</td>
<td>Theatre Royal Stratford East</td>
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<tr>
<td>Josanne Cobham</td>
<td>Stratford Circus</td>
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<tr>
<td>Darren Brooks</td>
<td>Stratford Indoor Market Traders Association</td>
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<tr>
<td>Paul Anthony</td>
<td>Chantrey Property Ltd</td>
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<tr>
<td>David Palmer-Barnes</td>
<td>Town Centre Manager</td>
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<td>Adeola Oke</td>
<td>Local Space Housing Housing Association</td>
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<tr>
<td>Papy Nkoy</td>
<td>Abundant Life Housing Association</td>
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<tr>
<td>Keith Lee</td>
<td>Stratford Indoor Market Traders Association</td>
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<tr>
<td>Jonathan Leadbetter</td>
<td>JWL Associates</td>
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<tr>
<td>Peter Reay</td>
<td>Lend Lease</td>
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What do you think of the ambitions for the economy in Newham? What opportunities do you think it opens for Stratford?

Q What impact will the cumulative impact assessments being introduced through licensing have on the Masterplan? Will this prevent the night-time economy being promoted? (JD)
A Cllr Rob Manley confirmed that the whole of the town centre was included (excluding Westfield) and that businesses need to get their applications in now.

o Need for very high quality design in Stratford to see a drastic improvement e.g. Calatrava, Rogers, etc.
  - Many examples of where this has had a transformative effect that we could learn from, eg. Valencia (JL).
  - Design review panel has a role to play in achieving high quality design (DPB).

Q What lessons can be learnt from Croydon? (AO)
A They had a ‘Big Picture’ Masterplan approach and set up a delivery vehicle for large-scale projects, but they are currently reviewing their approach (KC)

o Suggest that we relax planning rules to allow more grass-roots developments (in relation to delivery of housing) (AO).

Idea 1: One Centre Two Hearts

Do these ideas help create the right environment for independent business? What other interventions would help businesses thrive in the town Centre? Will the ideas help business thrive alongside Westfield?

Q Do we need another large supermarket?
A The proposal came from discussions with Land Securities when they had a commitment to the centre regarding expanding the existing Sainsburys (KC).

Q How do we influence new owners to do something different? (DB)
A Our proposal is for a destination market of a similar size to Greenwich market – we are working with Eric Reynolds, a markets specialist (KC).

Q Stratford Inshops – are they being ignored?
Exactly what we want to see, but the environment is poor. We are liaising with the owner to make it more attractive and visible, with a view to it operating in tandem with the destination market (DH).

Idea 2: Extending the town centre

How will the following affect local businesses:

> Changes to Great Eastern Road;

> More higher education facilities;
   Note that Birbeck/UEL is a funded project not just a proposal.

> Westward expansion of the town centre?
   Q Why is Zone 2 and Aquatics included in study boundary (FP)?
   A To ensure connectivity back into Carpenters and south of the railway line
   Purpose of this Masterplan is to bring together all Masterplans in area.

Idea 3: Stratford Spectrum

Are there any other sectors we should be trying to attract to Stratford?
How do we ensure local businesses can access the opportunities?
Will the ideas result in a range of business space?

Q What is the potential role of live-work?
A Upper floor uses as part of a mixed use neighbourhood (KC).

Q What incentives will be offered and how will the Masterplan link with other agencies/departments. eg. Economic development (FP).
A Will link but focus is on physical and connections with educational facilities.
   o Casino – Newham has license for casino w/in borough. License and planning required.
     Aware of options and interested parties, but need to operate within decision-making framework and not influence outside that framework (TK).
     If it was to be in Stratford, we would want it integrated into street and make positive contribution to nightlife.

Q 2000-5000 sq. ft – Stratford doesn’t have enough space of this size. Stratford needs to be competitive – you can get better accommodation for a similar price in the West End.
A Need refurbishment and new office space to give a range of spaces and prices (DH)

Idea 4: Great Neighbourhoods

Do you support the creation of mixed use neighbourhoods within Stratford?

o Many residents don’t have connections with the town centre and what it offers. Some sections of society have different priorities, ie. day-to-day needs that need to be addressed.

o Need consultation with businesses on Carpenters as well as residents. E.g. the Carpenters and Docklands Centre is losing trade as people move out of the area. The centre needs clarity on what is happening so they can plan accordingly (LC).

Idea 5: Active and Connected
What effect will improved linkages have on Stratford businesses?

- UEL support better walking routes – very poor at the moment (JL)
- Is Stratford an interchange or a destination? (PT).
- Very well connected strategically but disconnections at a local level. Need to improve connections to destinations, eg. Olympic Park.

Idea 6: Visit Stratford

How can local businesses benefit from greater numbers of visitors to Stratford?

Q Should be working w/ Visit Britain. Getting lots of visitors now to look at Olympic Park (IK)
Q Coach parking facilities will be provided for Olympics, how much gets retained after? (IK)
A A coordinated approach towards tourism in Stratford is needed potentially through a website and marketing (DH)
A We will work through the Newham Tourism Officer who has links with London and National agencies (MN)

- 800-900 people arriving by coach – Newham Council not responding to their needs/enquiries.
- We need a visitor centre for Stratford by the station
- Nowhere to stop on perimeter (in a car) to look into the Olympic Park site.
- Holden point (viewing tower) – only has limited parking by prior approval only.
- The top of the Stratford Centre car park is good viewing point and it would encourage footfall through the centre.

Idea 7: Smart Stratford
Appendix 7:
Carpenters TMO minutes
INTRODUCTIONS

Each attendee introduced themselves to the group

Two papers were tabled.

a) Metropolitan Stratford Masterplan Consultation with Residents Phase 1 May - August 2010 Action Plan V 1 – by Roberto Bruni as the agenda
b) Carpenters Steering Group Meeting 27th May 2010 by Roberto Bruni
c) Presentation by Dan Hill – Urban Initiatives

1) Phase 1 May - August 2010 Action Plan

Paper a) was circulated and RB explained that the purpose of this meeting was to
⇒ Expand the focus of steering group to include the Metropolitan Stratford master plan and
⇒ Widen the membership of the steering group: - and to consider looking at how this could be done i.e., by flier or newsletter to all households, C & D centre etc.
RB referred to paper b) in which he highlighted the aims and objectives of the existing steering group terms of reference and made following suggestions
⇒ To have monthly steering group meetings
⇒ To have at least 2 joint SG/TMO Board meetings
⇒ Specific training session on what a Masterplan is (to improve base knowledge and about planning process)
⇒ Next stage / meeting to look at recruitment of new members and plan future meeting dates

**Question asked:** How soon will we have plans for this estate?
RB responded by the Autumn 2010.

**Question asked:** Should we not have two groups?
DH responded
a) Have one group that is the core of a consultation process
b) Would like to this steering group to represent / manage that process
c) Will be working over months

**Question:** Are there other forums / groups of this type?
RB responded, yes where they exist.

MN –we are committed to having a process that finds out what the issues are in the wider Stratford area and what works financially and the aim is to find a solution that works also for members and the Mayor.

**Reasons for this Meeting**
⇒ To talk about relevant issues
⇒ What the plan means
⇒ What the implications are
⇒ To discuss options (taking into account understanding needs, /influences) to make process work

**Question:** residents are suspicious of Councils intentions because many houses and flats are lying empty.
RB responded – until the master plan preferred option is clear, to let a property which may be decanted again is not the preferred option. Until the council is clear about where the plan is going, a decision on the use of voids would not be made.

2) **Slide Presentation by Urban Initiatives – Dan Hill**

A presentation was given to the group – hard copy attached. Points raised during the presentation are noted under various headings indicated below.

**Slide - Testing**
⇒ Talking to people
⇒ Environmental impacts
⇒ How it will work

**Slide - Preferred Option**
⇒ Ready by Oct / Nov 2010 – agreed by the Council
⇒ Will go back to public consultation

**Slide - Adopt Plan**
⇒ Feb May 2011
⇒ Thorough process – will cover the 56 resident groups
⇒ Process for change will take a long time

**Slide - Other Council Estates**
⇒ Bisson Road – Will be unlikely to do anything
⇒ Private areas – consultation will take place where there is likely to be affected

RB - there will be consultation opportunities for every one affected in Stratford to take part in or attend.

DH – The reason why other master plans in the past were not taken forward was because the Council thought that it did not take into account the wider Stratford area.

**Slide - Old Stratford Area**
⇒ Owned by Land Securities and is for sale
⇒ To take out the gyratory
⇒ Create new connections via Morgan House / pedestrians area
⇒ Help cultural port expand
⇒ Night-time offer to improve
⇒ A better market
⇒ Need for jogs
⇒ High density homes
⇒ Westfield – mid to high range shops / mall

**Slide - Why Expand**
⇒ Station entrance is important
⇒ Will use Urban Practitioner’s plan as an example (it will take a long time)
⇒ Network rail discussions were ongoing – solutions was found and that was to protect car park which was their main concern
⇒ No demolition before 2012
⇒ Deadline for end of building is Feb 2012
⇒ Demolition will take est. 14 -18 months from 2011 – 2013.

**Question:** Would like more information about CPO process. As a freeholders, it would be helpful e.g., What happened on the A13?

DH – Should have a session for freeholders RB – thought otherwise. It was agreed that DH and RB with FP & Solon would discuss a way forward and feed back to the group.

**Slide - Funding**
⇒ DH – During testing period, different scenarios and the financial impact will be considered i.e., what is the business case for each option. It will take into account lots of factors raised from the 56 resident groups
⇒ RB – each option will have significant financial implications which all need to be tested

**Question:** about the use of the station via a side entrance for Olympic staff.

RB- said that the agreement is nothing to do with the council. This is
controlled by rail station and Olympic staff. Any negotiations the Council makes for a station entrance would imply significant changes to Gibbins Road to make it safe for use. The station entrance would not be exclusive to use by Carpenters residents.

**Presentation ended.**

Council Officers and Consultants left the meeting leaving residents and Solon to discuss way forward

3) **Way Forward**

The residents group considered that:

⇒ It is necessary to engage the wider estate residents in this matter. Residents opted for a general meeting to inform all residents about the Councils consultation plans for future of the estate.
⇒ It was considered necessary to invite a senior Council officer to the general meeting to give an overview presentation.
⇒ to communicate the importance of the Steering group and expanding the membership to include representatives from low rises and houses
⇒ General meeting to be used as the process through which residents could be nominated or nominate themselves as a representative onto the steering group

- PP to make request to council to attend general meeting with residents on 22nd June.
- Flier to be circulated to publicise meeting across estate

4) **Date of Next Meeting**

a) **General Meeting** set for Tuesday 22nd June 2010 to start from 7pm to 9pm

b) **Steering Group Meeting** proposed for Thursday 1st July 2010 starting at 6.30 – 8.30pm

**END OF MEETING**
INTRODUCTIONS

Each attendee introduced themselves to the group

Items tabled.

a) Minutes of 1st July 2010

1) Minutes of 1st July 2010

Minutes of 1st July was read and agreed.

Corrections

- Date of meeting should read 1st and not 2nd of July
- Spelling errors on page 2 should read CPO=(Compulsory Purchase Order) not DPO and TFL=(Transport for London) and not ATL.

1. Minutes were agreed.
2. It was also agreed that only agreed minutes would be made available for circulation to the general public on request.
3. It was noted that in future, abbreviations should be spelled out.
### 2) Matters Arising

- Proposed training session - RB suggested that this be organised for next Steering group meeting planned for 3rd August and is to be about the general master plan process.
- Letting of Voids on Carpenters – RB said that it has been agreed for Voids on Carpenters to be put back into use. He is to arrange to get the properties surveyed and condition checked over the coming week. The Council will be paying for the cost. RB is to figure out what to say so to be clear about voids i.e., the length of time before people may have to vacate is estimated at 10 years.
- Question was raised about the station entrance. RB said that this question keeps being asked – he confirmed that negotiations continue with Network Rail’s property division. TP commented that as this point had been raised several times that the matter be taken up by the TMO Board Chair at their board meeting.

### 3) Presentation

DH from Urban Initiatives gave verbal presentation – on the presentation boards that they intend to display at the TMO fun day event – copies were handed out at the meeting.

Three documents tabled:-
1. Questionnaire
2. Draft Presentation Boards for display on fun day
3. Newsletter / cover letter

### Introduction

- Overall intro is that the plan takes into account Stratford, Chobham area and other areas covered in the Stratford Metropolitan booklet for those living, working or passing through the area.
- On the day there will be 4 – 5 staff with council employees and Councillors to answer questions. The presentation will be large scale but with a focus on Carpenters.
- Consultation period is from 3rd July to 13th August which is the first stage. At other times, consultation will be ongoing. Prior to the plan being adopted, there will be another full consultation.
- Plan for the fun day event is to communicate with residents so a newsletter should go to every household and want views on special boards to relate to carpenters.

### QUESTIONNAIRE BOOKLET

- DH went through Questionnaire booklet talking about the Role of Stratford – sets the scene in broad context of what is happening in Stratford and went through all pages of the booklet.
- Question was asked whether these seven ideas are 7 plans or 7 parts. DH answered that these are seven parts to one plan but within each part there are options to choose from.
- Question was asked if there is an overall plan that shows all 7 ideas together. DH answered there will be one that will show all at work.
DRAFT   Carpenters TMO

- Question was asked, is this the final consultation and will there be others to follow? DH answered, there are 2 broad elements – Carpenters area will have ongoing consultation and regarding this document, it will go about again next year with a final approach.
- Urban Initiatives will process all the information gathered on to a data base to record answers and write a consultation report that will be owned by the council.
- Question – won’t the information be flawed as not all those answering the questions live on Carpenters estate? DH said that will be taken into account.
- Question was asked, why did the booklet not come to the Carpenters estate first instead of starting at Stratford station? CH said it covers all Stratford not just carpenters.
- Question asked, is it given that there will be 20% social housing on Carpenters area? DH there is no plan for the Carpenters area so can not answer.
- Question, is it possible that there will be no housing or social housing on the estate DH answered, if just dealing with the tower block sites then possibly housing is a major percentage but that needs to be negotiated.
- Question: plans look nice but noticed that it includes Carpenters just to demolish it. DH plans starts poss. with 3 towers to demolish, no further decision as been made.
- Point made that Carpenters could have been better represented.
- Point raised - all plans are commercially driven (page 8) suggest plans have already been taken MN responded that it is not commercially driven to make money but it will cost money - but rather to set out the inspirations set out on page 3 – want to create 1000’s of jobs and tackle levels of unemployment and deprivations.
- Question raised, should it not be balanced to ensure that residents views are taken into account? MN yes, that is why we have separates consultation.
- Question - what research has been done to show that jobs will affect unemployment rates – is there anything in the plans that prevent break-up of communities? No answer given.

**BOARDS**

- DH explained – board will be A1 size, allow 121 discussions, 5 + members of staff.
- 3 of the boards cover carpenters. Idea 2 image shows a demonstration of the decision process. Will not know which option relates to but all can be activated under both options.
- Question - the % amount quotes was a random sample by Urban Practitioner carried out years ago so why is it in here? RB said that the work carried out by Urban Practitioner relates to option 1.
- Question – tenants should be given options to give or add to the questions listed in the principles?
- Question - does the principles stated relate to existing or new plans? Answer was could be either.
Much discussion was about the principles listed on the boards that could be improved. It was agreed that the residents should offer suggested changes to the TMO / Solon and present to the Council by Wednesday 21st July 2010.

**NEWSLETTER**

Council presented a draft newsletter. RB said it was developed in the last 2 days. Intention was for it to be circulated with booklets to each house.

Much discussion occurred over this document. It was agreed that not enough time had been given to the group to absorb and read as per terms of reference.

RB agreed not to go with a newsletter but that he would write a one Para cover letter by Thursday 22/07/10

4) **Date of Next Meetings**

- Joint Steering Group meeting is on Tuesday 3rd August 2010 – invitation to be sent out

**END OF MEETING**
## INTRODUCTIONS

Each attendee introduced themselves to the group.

- Minutes of last Meeting
- Training session (incorporating questions from residents)

### 1) Minutes of 1st July 2010

Minutes of 14th July was read and agreed.

### 2) Matters Arising

EB requested contact name for person connected with Network Rail about the station entrance. RB said he would email the details.

### 3) Master Plan Training Session

TK verbal introduction to his role. Reasons for producing a plan to an area
- To give certainty to an area
- Strong participation - what is in it for everyone
- If no plan, things carry on the way they are

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**Action**

- [RB]
Overview of current events

- 2012 – massive things happening
- West field
- New cross rail/DLR

All come with prospects but also all come with treats. If there is a plan it gives certainty and it can also give value.

If a plan is achieved, with community input

- Better area
- Better connections
- Understand what the needs are

Question: How long is the master plan?

TK aware that a decision was made in 2009 about the towerblocks and Doran Walk and we want to work with the TMO to come up with this new plan but there is a process to go through.

- Sept/Oct will have a broad overview – area being looked at is wider than the TMO area – Broad umbrella – work up ideas as per boards displayed at fun day.
- May 2011 detailed questions to look into feasibility of the plan
- Process is as per time line in booklet (page 15)

⇒ Question: concerned that questionnaire could be flawed and the analysis not independent – what are the government guidelines for consultation?

TK replied, there are multi levels structures on consultation. Keen to note that these are ideas only, there is no scheme. There has had to be detailed discussions to come forward with ideas

⇒ Question: if nothing is going to be happening to the estate for some time, i.e., council not having enough money - why the urgency?

Response – there is a process needed to identify funding streams following a public spending review which will have implications for various schemes lead by the market not just the private sector. KC urgency is because of core strategy – it is a position of getting ready and preparing a plan and that takes time – to have projects ready for when the money comes.

Response to Prior Points Raised

How is decision to support one or other of options made?

KC - Based on 3 factors

1. Broad area – Stratford aspirations, stable community, jots etc
2. Stakeholder commitment
3. Financial viability /delivery who will fund / build

How auditable is the decision?

If the three factors mentioned above are not done, then it does not work.

There is concern that voice of carpenter’s residents is lost in context of wider consultation?

KC - That is why the Council is willing to have regular steering group meetings.

⇒ What is the link between the Master Plan and the planning process/terms of CPO – (compulsory purchase order)?

Plan gives the council the power to do things – the CPO is only to sort out those
who don’t want to be part of the plan. We can not have a CPO position without a plan. RB said that broad consultation has been about ideas - questions are straight forward.

TK - intention is to look at proposals for each area from stakeholders i.e.,
- Stratford – e.g. - shops / businesses
- Sugar House Lane – e.g. - UDC (Urban Development Corporation)
- Chohham – e.g. Housing Associations / Private rail company
- Carpenters – e.g. Residents / TMO

⇒ Question: It was read in the paper about purchase of Sugar House Lane land – why has it not been mentioned by the Council at these meetings? RB that is to do with private land – what the council want is for whatever plans they have for that private land to fit into council plans for the area – to ensure this TK will be meeting with them.

KC gave example of Duncan House site plan to build 34 story building. Without a plan, strong public opinion may influence it but may not stop it altogether. A plan would bring a degree of control to an area which e.g., is designated to only have buildings of a certain type/ height etc as agreed within a plan.

⇒ Question: Why go to the broad areas before coming to the TMO? TK - the 7 ideas relate to seven areas not just Carpenters. From engagement with the public, he has had not had any problems. In terms of ideas, we have looked at all master plans and were able to know what the community views and disadvantages were. Consultation is not a vote only informative.

⇒ Question: can we have a mission statement from the Council to residents which show what the councils obligations are to residents?

⇒ Question: why was the booklet not discussed before it was distributed? Use of wording / English for the book could have been discussed to get interpretation correct?

Summary / For Action
Concerns were that the resident steering group have not been fully involved in the pre consultation process i.e. development of booklet and questionnaire etc.

Request for Council to provide written outline plus mission statement detailing point by point, the process they will be following in more details so that the Steering group / residents will be
1) more aware of the actions taken / to be taken by the Council and
2) that the residents will be aware at which point they can have their input
3) to have these written points by next meeting.

RB - LBN

4) Date of Next Meetings
- 7th September 2010 – 6.30 – 8.30 TMO Hall
- Joint Steering Group meeting to be held on first Tuesday of every month.
- Re-occurring invite to be sent

END OF MEETING
MINUTES OF STEERING GROUP MEETING
JOINT TMO / LBN HOUSING
HELD ON 14TH SEPTEMBER 2010

Present:

TMO Residents:-
Tayo Peters (TP)
Pat Hamid
Maureen Webb
Eddie Benn
Anjuman Uddin
Tee Fabikun
Numan Uddin
Sheva Williams
Joyce Bryant
May Ford
Maria Begum
Jan Esaw
Warren Lubin

LBN Officers:-
Tomasz Kozlowski (TK) Senior Development Manager
Nimisha Patel - Clienting Manager
Sandra Spalding - Housing and Estate Project Officer

Urban Initiatives:-
Kelvin Cambell (KC)

Members
Cllr Charlene McClean

TMO Officers
Pauline Pappoe (PP) Estate Director
Fidel Persaud (FP) Finance & Performance Manager

Solon Community Network:-
Andrew Sternberg;

Apologies: Andrew Barnard; Usha Patel; Joe Alex; Roberto Bruni; Susan Clarkson ; Cllr Richard Crawford; Fidel Persaud

INTRODUCTIONS
Chair called meeting to order.
Each attendee introduced themselves to the group

1) Minutes of 3rd August 2010

⇒ Correction on page one, section 1 --1st July should ready 14th July
⇒ Omissions on page two section 3---- omission was read out as raised by a resident referring to questions raised about the Core strategy and land owned on Carpenters ---- was accepted and to be inserted into the minutes as read out
Minutes of 3rd August was read and agreed.

2) Matters Arising

- Resident wanted to know when the station entrance will be confirmed EB confirmed that he has received the contact name for person connected with Network Rail about the station entrance from Roberto and has not received a reply yet.

- TP asked if the Core strategy was published and if not, when it would be. TK pointed out that it will have certain public consultation opportunities will need to speak to his contact in planning policy section. MN suggested going onto web site and registering.

- TP asked for clarification on sentence of minutes on page two last but one sentence referring to CPO. After some discussion and clarification from AS – Solon, it was agreed that the sentence ‘the CPO is only to sort out those who don’t want to be part of the plan’ should be deleted.

3) Council Programme Overview

TK - In response to last meeting’s key points requested by resident’s i.e.
1. what opportunities would this group have towards the ideas brought forward for this area and
2. how can they engage in that process and what was the outcome of the public consultation exercise
3. demonstrate LBN thinking on first thoughts/ ideas from consultation

TK referred to paper pre circulated headed Timeline and Process for Carpenters summarising the process for the Masterplan - Phase 1 Work due to be completed for November / December detailed in the text and use of coloured bar chart. Taking to points

- How it will look for Carpenters
- How will we test options – using 3 parts a) Financial, b) traffic management? c)engagement with stakeholders e.g., steering Group,

Talk combined with Slide Presentation (attached)

SLIDE – Outline of time process

Key Points from Summary are:

- from the seven ideas presented during consultation – look to convert ideas into options in relation to Carpenters, what this means in terms of building form, what Carpenters would look like
- How would we test these options, via 3 elements, Financial, traffic assessment, and engagement of stakeholders, councillors, steering group,
- Different stages how this group can engage with the process. Transport for London, Olympic Authority etc
- Start the review as necessary – charter reference to this estate
- Take forward to November – detailed draft and Agree by December
- Move to look at detailed analysis of stage two
TK asked group if this type of information is what was requested. Group confirmed yes. TP reminded TK that he had said that it was subject to changes and the group would like regular timely updates of alterations. TK agreed.

SLIDE – Consultation Update

- High percentage of questionnaires 35% from Carpenters
- From this 15% of residents in carpenters did not agree with all of the 7 ideas
- Strong response / view – high number of responses are from those who live in the Stratford town area and not passes by
- Overall message was positive but with exception of Carpenters – acknowledged by Council

SLIDE – Key Messages from Residents

- Want to retain community
- More family housing
- Upgrade existing facilities i.e., school
- Need to look at Charter - to look at improvements and that these messages are enforced so no one loses out

KC continues to looks at remaining slides Starting with Slide headed –Seven Ideas (refer to copy attached) KC provided further explanations.

Questions raised during / following presentation were:-

Question: are residents from Chobham being moved out? MN said it is mainly an industrial area and private land.

Question: why are most of the flats in the area/ high street being built part buy – part buy or rent? A resident responded that these flats do have social housing included. KC responded – that is why we need plan/strategy for the 3 towers to make sure that we do not repeat the same problems.

Question: will the housing near Chobham being used for the Olympics going to be used for social/ general housing after the Olympics? MN – the area being referred to is on the Olympic park and the understanding is yes.

Question: what is happening with the station entrance? KC replied that it is one of the options. TK said that he has had some discussions with Network Rail, not just about the car park but also about important depot storage which require strict requirements which they are keen to protect. Council need to have a strong case to change. Two options being looked at 1) entrance near DLR side. 2) South side opposite the existing C&D centre on to Jubilee platform. Which ever option may require clear walk ways / concourse certified technical engineers etc and has to be financially viable etc. Need to secure passion rights, air rights. Compensating Network Rail all has to be taken into position.

Question: Why has it taken so long to reach this stage? TK replied, in terms of the Stratford master plan which started January this year – there has been positive progress and engagement. KC added that there has been a complete restructure and now have key people dedicated to deal with this.
Question: Why have Olympic staff have access to the side entrance to the station on Gibbins Road and not residents from the estate? The response was, the outcome would come out of discussion with Network Rail – and take into account Health and safety, operation times, movement etc.

Question: Where are the proposed houses mentioned in the presentation to be built? Response was to look possibly on James Riley Point or here referring to TMO site (not confirmed).

Question: What is the Code for sustainable homes referred to on the presentation? TK responded that the code is the number 4.

At this point, Council Officers and Members left the meeting.

4) Sub Group Updates

Leasehold Sub Group
In the absence of the leasehold sub chair/representative, EB informed the group that an independent surveyor Dobbin and Sullivan has been appointed. There was an open / drop in event available last month to which all leaseholders were invited.

TP noted two points:
- Need to have good sub group communications
- Important to have a formal update from the chair of the sub group. It was also important for the sub group to consider what is happening now – the wider situation and how this affects existing leaseholders. If the leaseholders are aware of the emerging council options, this may assist leaseholders with current decisions.

Freehold Sub Group
AU gave verbal update to the steering group n the absence of a freeholder, that some freeholders met last month and that a draft letter circulated should be proposed for distribution. After review and discussion by the group, it was agreed that a short open notice instead is advertised within an open newsletter to get the interested of people interested in joining the sub group. This newsletter would to update.

Residents that were active in collecting questionnaires from the fun day were congratulated for their effort and time which has contributed to the high number of returns and feedback acknowledged by the council.

For Action
It was agreed that a newsletter be sent out to summarise the outcome so far about the Masterplan consultation update as presented by the Council and to include a section as discussed to advertise the freehold sub group.

Letter to be reworded in the form of an invitation. AU also asked to provide the date of the next proposed free holder sub group meeting so that this is inserted into the advert for interested freeholders responding to the notice to attend.

PP is to prepare a newsletter and circulate draft before next meeting.
Date of Next Meetings
- Monthly 1st Tuesday evening of the month. 5th October 2010

END OF MEETING
Minutes of Steering Group Meeting
Joint TMO / LBN Housing
Held on 5th October 2010

Present:  
LBN Officers:-  
Tomasz Kozlowski (TK) Senior Development Manager  
Nimisha Patel - Clienting Manager  
TMO Residents:-  
Tayo Peters (TP)  
Maureen Webb  
Eddie Benn  
Tee Fabikun  
Sheva Williams  
May Ford  
Warren Lubin  
Osita Madu  
Jason Williams  
Eddie Benn  
Andy Bernard  
Joe Alexander  

Apologies: Usha Patel;  
Maria Begum, Pat Hamid  

INTRODUCTIONS  
Chair called meeting to order.  
Each attendee introduced themselves to the group  

1) Minutes of 14th September 2010  
⇒ Correction on page one, remove Fidel Persaud from list of Apologies  
Minutes of 14th September 2010 was agreed.  

2) Matters Arising  
TK was asked about details of the Core Strategy update. TK apologised that he has just returned from leave. There is a core Strategy table being revised by the Council and will come back to us on this. TK agreed to send an email to PP for circulation to the group.  

3) Council Programme Overview - Presentation  
TK – There will be a Presentation today to demonstrate the proposals being made in response to the consultation and he gave recap of key messages from residents that have been taking into account – captured in presentation  
Australian for Carpenters to be a neighbourhood and not just for the Chobham and Sugar Pudding areas  
Upgrade existing facilities, i.e., school provision looking at the wider picture to include Olympic site and Westfield etc
Fears and concerns of residents – what happens to this area - need for degrees of certainty
To ensure that no one looses out on any future proposals by working on and updating the charter to include any scheme that may be agreed

KC – Continued with presentation to the group – Copy attached.
Points / questions raised during presentation are:-

SLIDES – (see Presentation)
- Sites around carpenters estate
- Identified areas for new housing
- Looked at cross connections i.e., cycling or walking paths
- Redefine carpenters as a larger areas

DELIVERING GREATER CARPENTERS NEIGHBOURHOOD

KC – Council have carried out financial viability testing which needed to show how it would fund the demolition, cover the cost of leasehold costs and come up with a master plan.
In order to come up with a deliverable plan at which you can stop at any time – will need to demolish blocks marked in pink to make plan deliverable.

OPTION BASED ON URBAN PRACTITIONERS
Previous master plan by Urban Practitioners was costed and shows £30 – 50 million pounds is required to make it work
- Principal idea was to take down high rises to develop high density housing
- There is a funding gap
- If do nothing, what happens to the blocks? – as they are, they are inuring costs etc maintenance, dealing with empty spaces
- Need to come up with a viable plan

OPTION 2 (Phased residential Led scheme)
- House for House - demolished houses to be replaced within wider neighbourhood
- Leaseholders to be offered new homes
- Existing residents offered choice to return to the estate
- Range of approaches small scale redevelopment 3 – 5 year scheme / complete redevelopment 10 -15 years

PHASE 1 / OPTION 2a – small scale redevelopment
- 1st phase can look at not touching any of the houses
- Look to fund demolition of buildings – probably to start with Dennison as it is easier and build a new apartment block as it is closer to the station
- Look to put in new station entrance
- Build / create a community hub to house TMO and C& D – then create new housing on TMO site for viewing and create interest
- Potential for C&D centre and TMO to go into new hub on Carpenters Rd
- This releases the potential to look at existing TMO site to use land for a demonstration project to show off some of the houses that are being proposed

KC explained that at this point, there would be some new buildings on the existing Dennison point site, Doran walk developed and new hub and new houses on the existing TMO site and improvements to Carpenters Road so would have generated enough income up to this point
- Can stop at this point

**Question:** Wouldn’t we be loosing a lot of green space around the tower blocks and the square? KC replied, yes we will be loosing some of the green space but this will be replaced with more gardens - have some ideas that can be shown to over come this -

**Question:** Why does the estate have to fund the refurbishment? TK replied There are no longer grants for funding projects. E.g., the funding that Canning Town had - the option to secure that level of funding does not exist. All of this comes back to looking at the financial viability and we are trying to explore the options

**Question:** If you are an owner occupier and have other properties in the area, how does the house of house provision work? KC if you are an owner and rent out a house, you will be given a like for like swap.

**Cont/d with presentation**

KC - focus is to look at what can be done straight away, community hubs, improvements to Wilmer lea Close and Carpenters Road

TK – In terms of Carpenters Road, there is a project already on the way as part of the high street 2012 moneys that the UDC have provided to spend. Consultants have been appointed on a temporary exercise and there is a scheme being worked up with Urban Initiatives and the Council. Looking to bring forward some quick benefits for this area

**Question:** Are you talking about the area of paving along the high road and turning into the estate? TK Yes

**Question:** We were told years ago that Carpenters Road would be closed off and there would be a bridge from Walton Road to Stratford – is this still the case? KC – yes, the bridge has been built already into Stratford City – Walton Road is the main service access. Carpenters Road continues into the aquatics centre.

**Question:** Do you have more information as to what are the changes proposed for Wilmer lea Close? KC will be seen as the best walking route into the area, so the improvements are in terms of walking/pedestrian routes but keep it as it is.

**Question:** Can names of the roads be put onto the plans of the presentation to make it easier to read / recognise? KC – yes, will do so in future.

**Cont’d with Presentation**

KC – This represents for us a realistic phase 1 if we are looking to fund the project and make it work – which is the important thing.

**PHASE 2 / OPTION 2b – Providing new houses**

- Redevelopment of Lund Point to replace with new housing on this site
- New housing on the James Riley site
- Where shops are currently to build housing on the edge of a park where Doran house is
- Main principal is to give opportunities to people living in affected areas on the estate to move into - this is seen as Phase 2.

**Questions:** Where are the shops? KC:- new homes would be where current
shops are. But there is opportunity for shops in new locations around the estate.

Questions: Are the new homes high rise? KC – have gone for 4 storey – 6 storey and no higher but a combination – not going for high density. There will also be some 3 – 4 storey houses / maisonette with back gardens - style of mews / granny flats. A range of housing will be covered

KC – Can stop at this point but may not be able to as this point of phase 2 does not create enough funding, unless some government funding can be found. Timescale is 7 – 8 years (includes starting with Dennison Point – planning applications sorted, section 106 money)

Question: Aylesbury and Church Street was mentioned earlier – can there be an opportunity to discuss this? KC yes. The Chair agreed to discuss this at another meeting – for agenda item closer to the time when the issue of the Charter is to be discussed.

Question: Will the bridge over the railway station by Jupp Road be improved? KC - that bridge comes under the Town centre improvements and not included in this plan but will be improved under those proposals. However part of phase 1 includes opening up a new station entrance costed the scheme at £2.5 million which has been fully tested for viability.

Question: What is the timescale for Phase 2? KC – assumes that this proposal goes to cabinet in December 2010, there is still compulsory purchases required for Dennison point which could take 18 months to sort out, planning to deliver this project – realistically 5 years for phase 1 and then start with phase 2 starts in 7 – 8 years

Question: Do you have to purchase the properties on Rowse Close as that is not part of the Carpenters TMO? DH – The Council owns the land – and will need to have to terminate or purchase existing leases.

Question: It is proposed that the TMO and C&D are put in the same building although they are separate companies? KC – There are two options, (1) C & D can move into the one building with the TMO or (2) C & D can move into the new building to be sited at Dennison Point site – which could be an enterprise centre.

TK – clarified that Thames Gateway is the Urban Development Corporation and with section 106 that was being referred to is planning game - essentially any developer coming forward seeking planning consent from the local authority … there isn’t the ability for the local authority to secure a certain sum of money to reflect community benefits which could be used for various schemes in that area.

Question: In the mean time, what will happen to James Riley Point, will it be standing there for years – could have flats or houses empty for years? KC James Riley will come down - but not for another 3 – 5 years.

Cllr Crawford:- We could agree that the empty properties will be made re-lettable as a short term measure – 2 years that people could move into. Some of the voids were shuttered up but these are to be made available now. We have gone through a complete change of idea, the financial models / financial markets fell apart – we acknowledge this but now we are back on track and this is a new scheme.
Question, Why is the council miss managing funds. They are digging up roads and laying gas pipes to the blocks that are to be demolished and are not going to be there in the future? RB – clarified that the works to the gas pipes are not carried out by the Council.

Some discussion continued at length about shared equity. Equity schemes available will be dependant on Council Policy. KC suggested inviting 3 – 4 people to attend a session to have this explained. Chair agreed that a separate session will be required.

**PHASE 3/ OPTION 2c Redeveloping North of Wilmer Lea Close**
KC – explained that this would include
- Moving existing residents into new build areas
- Building 4 – 6 storey blocks with internal mews
- Could stop here at this stage

**PHASES 4/OPTION 2d Redeveloping the whole neighbourhood**
KC – this is the final sites that are to be redeveloped to include new housing to sites where existing Jupp Road West / Doran Walk section and Biggerstaff Road

Question:- The design of the new block may encourage segregation / turf war? KC explained that within the blocks, will be individual gardens and not open spaces.

Question:- To be financial viable are you looking at having private and social housing? KC - The housing will be fully mixed – we have to meet a quota.

**Presentation Ended.**

**Wider Consultation**
TK need to think about how to engage with the School, Carpenters industrial area, College etc.

RB – was thinking more along the lines of consulting with residents on the estate. The aim being to present these options to the residents and gather feedback on comments before the next November meeting. PP explained that the Council was aiming to have a drop-in session or general meeting next week.

TP – commented that the steering group have so far asked many questions showing that much more clarification would be needed and suggested that a list of questions is drawn up and sent to the council for a response

**At this point, Council Officers and Members left the meeting.**

**Sub Group**

**For Action**
The Group agreed that further clarification on the options / phases presented was required before a general meeting was arranged. All members present agreed to forward their questions to Pauline by Thursday of this week.

**Date of Next Meeting**
- Monthly 1st Tuesday evening of the month. **2nd November 2010**

END OF MEETING
Appendix 8:
Carpenters Drop-in Consultation Boards
24/25th November 2010
Draft plans for Carpenters

About this consultation

Newham Council is developing a masterplan to guide the future development of Stratford over the next 20 years.

The plans will include proposals for the future of the Carpenters Estate.

We spoke to you about some early ideas for the future of the Carpenters Estate in the summer and used your feedback to draw up initial draft plans for the Estate.

Listening to residents

We have listened to what Carpenters residents told us during the masterplan consultation over the summer.

You told us you want us to:

• Retain the existing community in the area
• Maintain a family-focused, low rise neighbourhood
• Improve community facilities including the primary school
• Ensure that no one loses out as a result of any change
• Give residents certainty and build more trust

We have:

• Identified Carpenters as one of three ‘great family neighbourhoods’ in Stratford with a mixture of low to medium rise housing including many family homes.
• Proposed a new community centre, improved local park and improved Carpenters Primary School.
• Developed proposals for phased redevelopment that will allow residents to stay in the area (in similar type and size of property).
• Proposed a right of return (subject to availability) and a new Residents’ Charter to reflect the final scheme
• Worked closely with a resident Steering Group run by the TMO (Tennant Management Organisation).

How will the council make its decision?

The Council will make the final decision based on the factors above.

<table>
<thead>
<tr>
<th>Broader vision for Stratford</th>
<th>Listening to residents and businesses</th>
<th>Testing options to ensure they are affordable</th>
</tr>
</thead>
</table>

Why ‘do nothing’ isn’t an option

Some residents have suggested that we simply leave the estate alone. This is not an option because the three tower blocks on the estate have significant structural issues and it is not economically viable for the council to refurbish them. Because of this, a decision has already been made to rehouse residents and then demolish the towers. There is a charter for affected residents giving them clear rights in terms of the alternative homes they will be offered and many have already moved.

When will this all happen?

The Stratford Masterplan will set out the council’s broad aspirations for the future of Carpenters Estate for the next 20-25 years.

Turning these aspirations into reality will involve years of work to raise funding, find an appropriate development partner, get planning permission, buy any land needed and gain council approval for a detailed scheme. We will keep residents informed throughout this process.
Carpenters regeneration principles (all options)

The plans (all options) aim to create:

- A strong sense of community based on the core of existing residents
- An expanded neighbourhood – Greater Carpenters
- High quality homes, irrespective of whether they are private or rented
- Improved connections in all directions – especially to the Olympic Park and Town Centre
- A connected series of local parks and gardens - high quality amenity space
- Well defined streets
- Mix of uses
- A new community hub
Draft plans for Carpenters
Option A

Small scale redevelopment

- Relocate remaining tenants and demolish Dennison Point, Lund Point, James Riley Point, Rowse Close, Pub and TMO building.
- Build a mixture of terraced houses, flats and maisonettes on cleared sites.
- Extend Carpenters neighbourhood by building new homes (mainly terraced housing) to the south across the canal at Bridgewater Road (subject to agreement with Olympic authorities).
- Could stop there, or continue to Option B.
- This option will result in fewer social rented homes than at present, and is likely to restrict the “right to return” for those households that have been and are being rehoused from the towers and Doran Walk.

Approximate timescales

<table>
<thead>
<tr>
<th>1 – 5 years</th>
<th>6 – 10 years</th>
<th>11 – 15 years</th>
<th>16 – 20 years</th>
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Draft plans for Carpenters
Option B

Medium scale redevelopment

- Relocate residents from estate homes South of Wilmer Lea Close to new homes built in Option A.
- Demolish homes South of Wilmer Lea Close.
- Build mixture of flats, maisonettes and mews houses on cleared sites. This will provide a more balanced number of private and rented homes to allow residents to stay and return.
- Build a new community centre on Carpenters Road (possible location shown in red).
- Could stop there, or continue to Option C.

Approximate timescales

<table>
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<th>1 – 5 years</th>
<th>6 – 10 years</th>
<th>11 – 15 years</th>
<th>16 – 20 years</th>
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Draft plans for Carpenters
Option C

Complete redevelopment

- Relocate residents from homes North of Wilmer Lea Close to new homes built in Options A & B.
- Demolish the remainder of the original estate plus industrial areas North of Wilmer Lea Close.
- Build higher rise buildings in this area - could include a mixture of flats, offices, educational facilities or other uses.

Approximate timescales

<table>
<thead>
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<th>Time Period</th>
<th>Description</th>
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<tr>
<td>1 – 5 years</td>
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