Foreword

Sir Robin Wales

London is moving east; with Stratford set to become a vibrant new centre for East London that will drive the future growth of the capital.

Stratford is at the heart of Newham’s Arc of Opportunity, Europe’s largest regeneration project, that’s as well as hosting the 2012 Olympic and Paralympic Games. With exceptional transport connections, massive committed investment and a strong supply of development sites, Stratford is in pole position to lead the transformation of the whole of East London, including 46,000 new jobs and 20,000 new homes.

Residents are at the heart of our plans to develop Stratford, so we aren’t simply investing in bricks and mortar but in our people, creating new job and training opportunities, building decent affordable homes and providing high quality support to residents when they need it.

The masterplan sets out a blueprint for developments in Stratford that will make a real difference to local people. We want to build homes that will create new family neighbourhoods within easy reach of excellent schools, parks and public transport. We want to transform the borough’s economy to create more jobs and offer real ladders of opportunity for work and learning. We want to encourage more shops to open that will build a new metropolitan centre for East London. We want Stratford to be an attractive home for locals and a must-see destination for visitors that celebrates the youth, energy and diversity that makes Newham special.

Change on a massive scale has already begun in Stratford with the construction of the Olympic park, Athletes’ Village and Stratford City – a shopping, leisure and commercial destination of international significance. The Stratford Metropolitan Masterplan demonstrates how these projects are just the beginning. We will use our land holdings and planning powers to ensure we maximise the benefits of regeneration and development for the people living here, because we believe our residents deserve the best.
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urban initiatives

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www.newham.gov.uk/stratfordmetropolitan
Stratford Masterplan
8,000 homes
11,500 jobs

2012 Games Legacy
6,000 homes
3,500 jobs*

Stratford City
6,000 homes
31,000 jobs

Stratford Metropolitan
20,000 homes
46,000 jobs

*This excludes jobs and homes generated by the Olympic Legacy proposals outside of the Stratford and New Town Ward
Stratford, Canning Town and the Royal Docks together, form Newham’s Arc of Opportunity, Europe’s largest regeneration project. The Arc of Opportunity will drive forward regeneration in Newham, building on the borough’s strengths – its regional, national and international transport connections, its development potential, diversity, youth and ambition and addressing the challenges that Newham faces – worklessness, deprivation and a transient population.

A key part of the Arc of Opportunity, Stratford is currently undergoing enormous and unprecedented change. This is triggered by the ongoing investment in public transport connectivity (making Stratford one of the best connected places in the UK), and the release of large areas of industrial land to enable the development of Stratford City and the 2012 Games.

This change offers the opportunity for Stratford to emerge as a new metropolitan centre for London. It will lead the transformation of the Borough and the sub-region, helping sustain London’s competitive future, support the Eastward expansion of London’s centre, and drive up social and economic chances for local residents. However there is a need for a clear vision and framework for this change so that Newham can seize hold of this opportunity and make the most of it.

The Stratford Metropolitan Masterplan is a tool that enables Newham Council to do just that. With delivery at its heart, the Masterplan is split into three main elements – the development framework; the planning framework; and the delivery framework. This document forms the Phase 1 development framework which, along with a high level delivery plan, is the main output of Phase 1 of the masterplan project. The second phase of work will result in a detailed planning framework and detailed delivery plans for first stage projects.

The Stratford Metropolitan Masterplan seeks to join up the numerous changes taking place in Stratford to ensure that the whole is greater than the sum of the parts.
The Stratford Metropolitan Masterplan’s fundamental objectives are to:

» Develop Stratford into London’s eastern gateway
» Secure the benefits of Stratford City and the Olympic Park for local residents
» Link together Stratford City, the Olympic Park in legacy, the existing town centre and local communities to create an integrated and coherent Metropolitan Centre
» Ensure the existing town centre shares the economic growth of Stratford City and the Olympic site
» Strengthen the Council’s powers to ensure high quality development

This masterplan and the regeneration of Stratford will benefit the whole of Newham, helping local people from all over the borough to access economic opportunities and the new homes that the masterplan will provide.

The proposals set out in the Stratford masterplan reflect what our residents have told us are their priorities:

» Making the borough safer, cleaner and greener
» Improving opportunities and enhancing people’s capacity to access jobs and homes;
» Creating active and connected communities which are stable.

Delivering for Newham

Delivering for London

If all the proposals for Stratford are taken together (including the Olympic Park Legacy, Stratford City, proposed development along the High Street and the masterplan proposals themselves), the level of positive change could be remarkable.

» Over 46,000 new jobs across wider Stratford including 1,800 new workplaces
» Over 20,000 new homes integrated into existing neighbourhoods where possible
» Creation of the new cultural and leisure hub for East London
» Full-spectrum education offer including 16 nurseries, 5 new primary schools, three new secondary schools (Choham Academy, a relocated Stratford School and a proposed new secondary school in the south of Stratford) and expansion of the further and higher education offer
» A new shopping destination for East London with a great convenience offer at Stratford Old Town with a destination market, independent retail, food and drink and vibrant evening economy
» A transformation in the connections across Stratford resulting in better access to increased rail capacity at Stratford’s rail stations, improved public transport times generally across Newham, easier and safer routes to school and stations/ bus stops within a high quality environment
Overall Spatial Strategy

High intensity mixed use / town centre
Local mixed use
Great neighbourhoods
Parks
Stratford Spectrum

Stratford
Bow Church
Hackney Wick
BOW
LEYTONSTONE
Pudding Mill
Bow Road
Maryland
WEST HAM
Abbey Road
West Ham Station
Our Aspirations

ASPIRATION A
Stable & balanced communities

Stratford Metropolitan will counter the churn of residents who live for a short time in the borough but then move on. 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.

ASPIRATION B
London’s Third City

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

ASPIRATION C
Alternative & diverse economy

Stratford Metropolitan will become an alternative, diverse and innovative economy, a place that builds on its local strengths and offers a ladder of opportunity to Newham residents.

In developing this plan, the following questions have always been in mind:

» What is in it for local people (the socio-economic story)?
» What will it look like (the spatial and design story)?
» How will change happen (the delivery and financial story)?
Stratford will become an economic power house for great neighbourhoods and centres.

- Stratford Old Town and Westfield together will form the pulsing heart of Stratford, offering complementary experiences: Westfield as a massive shopping and entertainment district and Stratford Old Town mixing everyday shopping needs with alternative and independent shopping, culture and night-life.
- Around the fringe of the Old Town, a rich arc of retail, work, residential, educational and cultural uses will ‘mend’ the poor environment currently caused by Great Eastern Road, railways, empty sites and service yards and build on the existing excellent educational and cultural offer in Stratford.
- Three great neighbourhoods at Carpenters, Sugar House Lane / Pudding Mill and Chobham Farm will bring together existing and new communities and provide the critical mass for high quality new community facilities.

Stratford will become an active and connected place.

- Stratford will secure development that maximises the benefits of its amazing strategic public transport infrastructure including proximity to London City Airport, two London Underground lines, London Overground, Docklands Light Railway, Mainline Rail Services, and an International Rail Station on the High Speed 1 line from Kings Cross to France via Kent.
- Given that many of the main roads are already at or near vehicle capacity, and also the major investment into public transport is still underway, the plan has developed a number of strategies to ensure that the planned level of growth can still be achieved.
- A series of new and improved links running broadly parallel and perpendicular to the High Street and across the whole area will help to overcome existing barriers and improve legibility and accessibility for pedestrians and cyclists and significantly improve access to public transport.
- Some key engineering interventions will be undertaken to improve the environment and boost accessibility throughout the area, for example two-way traffic around the town centre and a new link between Sugar House Lane and Pudding Mill across the High Street.
- Sustainable travel will be given top priority. This will mean making the most of Stratford’s public transport connections, promoting lower parking provision in new development, carefully managing parking across Newham to reduce short distance commuting, promoting low carbon travel modes such as cycling and walking and reducing the need to travel wherever possible by delivering mixed development. Taken as a whole, this will result in the behaviour change that is needed in order to deliver the growth.

Stratford will provide great facilities for its communities.

- New and improved facilities will be provided for the growing population of Stratford that will enhance the social and economic opportunities for both existing and new communities. Facilities will be located to provide excellent walking and cycling connections and clustered so that facilities can become more viable and support each other and improve health.
- Access to green space will be greatly improved, with better links through to the Olympic Park and new improved local green spaces provided in the great neighbourhoods.

Stratford’s built form will be sensitive to context and of appropriate height.

- New buildings will work with, rather than against, the grain of their context to create a more coherent and humane piece of city.
- Tall buildings are appropriate for a metropolitan town centre, but will only be allowed in appropriate locations that help create a coherent place and avoid many of the problems associated with super dense and high structures.

Stratford will be smart.

- By connecting the place up and focusing on managing the use of the car, the plan will encourage lower impact forms of movement.
- Development will where possible link in with the new district heating network (built for the Olympics) or create its own low carbon energy.
- New buildings and existing homes will have high levels of energy efficiency, and other appropriate low carbon technologies.
- We will create a softer city through a mix of parks, squares, gardens and tree-lined green streets.
Greater Carpenters Neighbourhood
- 1,900 homes
- New local park
- Local retail
- Improved walking and cycling connections

Sugar House Lane
- 1,000 new homes
- 30,000sqm new commercial
- Refurbishment and infill in the Conservation Area
- New and improved connections

Chobham Farm
- 1,200 new homes
- Local retail
- Improved walking and cycling connections

Stratford Old Town
- 1,000 new homes
- 200,000 sqm retail, leisure, office, education, hotel
- Two-way working of Broadway and Great Eastern
- New walking and cycling connections

Greater Carpenters Neighbourhood
- 1,900 homes
- 20,000 sqm commercial
- Community hub
- Upgraded connections and local park
Areas of Focus
We have focused on four areas within the Stratford and New Town ward because of these areas’ strong potential for change and existing developer pressure. These are Stratford Old Town, Greater Carpenters Neighbourhood, Chobham Farm and Sugar House Lane.

Stratford Old Town
Stratford Old Town is already a viable local centre serving a local population, currently based on provision of low cost goods. This framework will shape its development as an attractive alternative to complement the Westfield centre, based on a more authentic feel reflective of Newham’s diverse population with the Broadway acting as the focus and civic hub in the area. In general the use of the Old Town will be considerably intensified as there are many areas of under-used land. This will become a key part of the Metropolitan Centre with a diverse mix of shops, workplaces, homes, leisure, education, cultural facilities and other uses within a fine historic setting. The Council will work with other land owners, partners, the community and other stakeholders to create a thriving Stratford Old Town based on the following proposals:

- The Broadway will be enhanced as Stratford’s historic and civic heart. It will be the focus of restaurants, cafés, the evening economy and cultural uses that will expand out from the Cultural Quarter;
- New links between Great Eastern Road and the Broadway, to create smaller scale blocks with active, fine-grain frontage at ground floor with direct access to upper floor homes and workspace. These should be streets that are open to the air rather than a sealed mall-like environment. This will open up underused land in the town centre for a rich mix of different uses;
- Two way traffic along the Broadway, The Grove and Great Eastern Road will massively improve the environment by reducing traffic speeds and allowing pedestrians to cross more easily;
- A diverse town centre including an intense mix of shopping, leisure, workspace and apartments to complement the ongoing low cost convenience shopping offer. All this complemented by a destination market that celebrates Newham and East London’s cultural diversity and propensity for creating new enterprises;
- The provision of a larger supermarket of a suitable scale for a town centre location (up to 5,000sqm gross floor area – with limited comparison goods), to anchor the town’s retail provision and to cross-subsidise other development;
- Great Eastern Road will become a two-way urban boulevard with much improved pedestrian crossings, wider pavements, better lighting and reduced clutter;
- A cultural and educational fringe to the old town, building on the existing offer;
- An inspiring and innovative programme of Meanwhile Use to make the most of under-used spaces and sow the seeds for future activity;
- Stronger, more coherent management of Stratford town centre to promote Stratford to visitors and businesses, coordinate and organise events, focus on tackling crime and perceptions of safety;

OUTPUTS & DELIVERY
- Over 7,400 jobs for a range of sectors
- 800 – 1,200 new homes and 300 student homes
- 100,000 – 150,000 m2 new and refurbished offices
- 25,000 – 30,000 m2 new retail, café and restaurant space including an urban food store and independent and small scale shops
- 2,000 m2 new leisure centre and 3,000 – 4,000 m2 of additional leisure and cultural space
- 35,000 m2 of education and community uses including Rokeby School site and additional further/higher education uses
- One or more hotels providing up to 300 beds

The council is the primary landowner in Stratford Old Town Centre although most of the properties are leased. The council will use this land holding as well as its planning function to help to steer the quality and nature of new development in the town centre to meet its vision. Rather than establishing a single delivery vehicle, the council will focus on an incremental and phased approach to development.

Each Town Centre site poses its own set of challenges and requires a bespoke delivery strategy. Financial appraisal work indicates that as the economy and property market recovers, the spill-over effect of the Olympics and Stratford City and the improved public realm in the town centre will make development viable.

The council will apply a flexible approach to the provision of uses to help the implementation of the development framework objectives whereby more viable uses (such as food store or student housing) will subsidise less viable uses (such as new connections or fine-grain shops).

The council will work with its local and regional partners to help deliver strategic infrastructure such as two-way working of Broadway, The Grove and Great Eastern Road.
The Carpenters Estate is in a critical location immediately adjacent to Stratford Regional Station and is a key gateway to the Olympic Park from the east. The current state of repair and the extensive costs of refurbishment have prompted the council to demolish Dennison Point, Lund Point, James Riley Point and 28-74 and 80-86 Doran Walk. Having assessed a range of options, the council has decided that it will work with the local community, local and regional partners to redevelop most of the Carpenters Estate over time creating a better neighbourhood, integrating it with its surroundings and with better homes based around an improved park. This will be done on a phased basis over time. The council will rehouse tenants, leaseholders and freeholders using a Resident’s Charter as the basis for its work. The estate should become an integrated part of a greater Carpenters neighbourhood, based on the following principles:

- A strong sense of community based around the core of the existing residents.
- High quality residential development that creates a sense of permanence in a series of well-defined urban blocks, subdivided in places to create a fine grain neighbourhood.
- A ‘tenure blind’ mix of homes built to high sustainability and design standards with a mix of types and sizes to ensure a genuinely mixed community.
- Higher residential densities to the north of the area and along the High Street.
- Northern quadrant (closest to the station) potentially providing significant proportion of non-residential uses which could be flexible employment space, education, student housing and / or local shops and cafés.
- A continuous, safe walking and cycling route linking Stratford and Pudding Mill stations, the town centre, Carpenters Park and the main community facilities in the area, including new southern entrance to Stratford station and improvement to Jupp Road Bridge.
- A redesigned Carpenters Road, upgraded Warton Road and an Olympic Link, running through the Carpenters area to the Olympic Park.
- Improved play space and ecologically rich gardens at Carpenters Park.

**OUTPUTS & DELIVERY**

The Carpenters area has the potential to provide:

- Up to 1,900 new and refurbished homes with some student housing
- From 20,000m2 new office or work space
- 500-1,000m2 new shops
- 1,000 – 2,500m2 new community and health space
- At least 1,000 new jobs

The Carpenters regeneration will be led by the council in a phased manner over the next 15 – 20 years. It will deliver the project by creating manageable development parcels attractive to different types of developer, contractor, investment fund and Registered Social Landlord at different times throughout the redevelopment programme. The work completed to date has shown that this approach will offer maximum flexibility to meet evolving market conditions and community needs.

The council will start the regeneration with the sites already committed for rehousing and demolition. It will control the release of sites to the developer market in a series of phases. These may need to be flexible in order to adapt to the changing needs of the community and wider property market.

The council will work with the local community and other stakeholders to make sure that anyone affected by the redevelopment doesn’t lose out and will seek to ensure that the community can stay together. The council will work in partnership to update the existing Resident’s Charter where necessary.

The council will work with other landowners such as the Olympic Park Legacy Company / Mayoral Development Corporation and Carpenters Company where this helps meet the principles set out in this framework.
Chobham Farm

The release of formerly industrial land will facilitate development of a great new family-focused residential neighbourhood to the north of Stratford Metropolitan Town Centre. The council will work with other landowners and stakeholders to create a development that will bind together the mainly residential northern zones of Stratford City and the existing neighbourhoods to the east in South Leyton and Stratford New Town. Development in the area will be based on the following principles:

- Chobham Farm will provide a transition between the high density homes at the Athlete’s Village and the lower rise homes at Stratford New Town. This means the provision of a significant proportion of terraced homes and not over-developing the area.
- A ‘tenure blind’ mix of homes built to high sustainability and design standards with a mix of types and sizes, to include a significant proportion of family sized units with three bedrooms or more.
- Development will be in a series of coherent urban blocks perhaps subdivided to create a fine grain neighbourhood.
- A series of new and existing connections – Temple Mills Lane, Chobham Road and Alma Street will provide relatively direct links between Leytonstone Road and Alma Street West.
- Angel Lane/Leyton Road will form the integrating local high street, serving people from both sides of Chobham Farm.
- Dealing with the site’s challenging topography through careful design of building frontage and use of podium parking to ensure active, overlooked streets.
- Provision of a new local park in the south of Chobham Farm in order to serve existing and new residents as well as workers and visitors to the northern part of Stratford Town Centre.
- Enhancement and refurbishment to improve the street frontage on Leyton Road.
- Careful relocation of existing industrial uses to minimise the potential loss of employment from Newham.

OUTPUTS & DELIVERY

Chobham Farm has the potential to provide:
- 1,200 new homes with significant family provision
- Local shopping facilities
- A new local park that will serve Stratford New Town as well provide amenity for residents, workers and visitors to the town centre

The council will take a proactive role in working in close partnership with the other significant landowners to create a joint venture delivery vehicle to bring forward the development. Taking joint leadership will entail working together to select a developer/contractor to help to bring forward the scheme and also help the council acquire leaseholder interests on its land.

The size of the site, and the challenges associated with preparing the land and providing infrastructure all mean that this development is likely to be phased over 15 to 20 years. Development sites will have to be timed and designed with a distinct mix to ensure that other major nearby residential sales at Stratford City do not adversely affect sales.

Manageable development parcels would be created, that would be taken forward by a mix of developers, registered social landlords, contractors or others. It is possible that this project could commence construction in under five years.

High-level financial analysis of the masterplan scheme suggests that this development would deliver significant value to the landowners. The Council will consider the use of any surplus arising from development west of Leyton Road to help cross-fund any regeneration on the eastern side as well as other projects across north western Newham.
Sugar House Lane

Sugar House Lane is one of the few parts of Stratford that retains a fine industrial character with immediate waterside access. The plan seeks to create an exemplar regeneration project juxtaposing high design new homes, with low-carbon conversion of existing structures all in a wonderful setting. The design and delivery of Sugar House Lane will ensure that a diverse residential population will be complemented by a thriving local business community. The place will still be surrounded by water, but have excellent cycling and walking connections via a number of new bridges and connections. The proposals build on the excellent work undertaken by the London Thames Gateway Corporation in establishing a Land Use and Design Brief for this area. The plan is based on the following principles:

- New direct connection with Pudding Mill Lane area to the north via an at-grade junction with the High Street linking to Marshgate Lane. This route should form the basis of a new bus route linking Bromley-by-Bow to Stratford and the Olympic Park.
- New bridges to Bromley-by-Bow, Three Mills Island and Bisson Road/Fatwalk will help connect local people to schools, health centres and shops and promote healthier living.
- Opportunity to create a new housing offer for East London through large town-houses along an accessible water front as well as a true ‘live/work’ environment.
- New local shopping and community facilities including a local health centre at Sugar House Lane and appropriate contributions towards a new primary school at Pudding Mill Lane.
- The creation of a diverse economic base through small and medium-sized enterprise growth that will support the influx of new businesses into the borough as well as encourage indigenous ones to grow and flourish. The proposals include active support for employment growth, particularly in creative industries, with the potential for a higher education learning institution in the future.
- Two new public squares joined by well-defined streets and buildings.
- The opportunity to integrate cultural and artistic programmes into the development during each phase of change.

Outputs & Delivery

- 1,000 new homes including a significant number of family homes.
- 30,000 sqm new commercial space including live/work, managed workspace, general commercial and office space to support a range of industries including creative businesses plus support for niche education institutions to support them.
- A mix of new homes and workspace within the Conservation Area with a particular focus on bringing back existing buildings into use where possible. This could create 1,000 net jobs.

The council could take a proactive role in working in close partnership with the other significant landowners to create a joint venture delivery vehicle to bring forward the development. It (or the LDA) will support any compulsory purchase orders that are required.

The size of the site, and the challenges associated with preparing the land and providing infrastructure mean that this development is likely to be phased over 15 years. In the short term the Council will work with its partners to ensure that underused buildings are brought back into use through an active mean-while and selective refurbishment programme in the Conservation Area.

The Council will work in partnership to ensure that the Sugar House Lane area enables a wide range of delivery routes to promote the kind of richness, depth of character and diversity that this special place can embody. This should include exploration of plot-based delivery through self-procurement, lots for small community-led groups or local builders, blocks and phases for larger developers.

High-level financial analysis of the masterplan scheme suggests that this development would deliver value to the landowners. That needs to be compared against the existing use value and the costs of securing vacant possession.

The council will work with the London Thames Gateway Development Corporation to work towards adopting the principles set out in the Land Use and Design Brief.
Towards implementation

Delivery lies at the heart of these proposals. We have carried out extensive financial testing and liaison with stakeholders and developers to ensure that our proposals are realistic and financially viable – details are set out in a high level delivery plan (which forms a separate volume) which will form the basis of more detailed delivery planning in Phase 2 of the masterplan.

We have identified over 50 projects that will help to make the Stratford Metropolitan Masterplan a reality. These include development projects, physical and community infrastructure projects such as bridges, schools and health centres and socio economic projects to secure jobs and business opportunities for local residents. The top four development projects, which have been selected for their potential to deliver significant economic and social benefits and to address emerging development proposals, are described in the high level Delivery Plan that accompanies this report. These projects are:

- Stratford Old Town – Southern Quadrant
- Carpenters Regeneration
- Chobham Farm
- Sugar House Lane

Each of these projects has a significant council land ownership, and is broadly deliverable, even taking into account the current economic climate and limited public sector funding availability. The table below sets out the key benefits that these four projects alone could achieve in the short to medium term (in the next 10 years).

Each of these projects could start on site shortly after the 2012 Games and could deliver significant development within 5 years.

Outside of public-sector land holdings, more inappropriate development of the type and scale seen along Stratford High Street in recent years could come forward. Part of making delivery happen in the right way will be ensuring that this masterplan is a robust planning document. It will then have the ‘teeth’ to steer development across the area.

In order to facilitate this, we have ensured that links are made with key strategic documents such as the draft Olympic Legacy Supplementary Planning Guidance and London Borough of Newham’s emerging Core Strategy. The Council intends to produce a supplementary planning document to provide further planning policy support for the masterplan.

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<th>Short to medium term benefits of key projects</th>
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<td>Stratford Old Town Southern Quadrant</td>
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<td>Carpenters early phases</td>
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<td>Chobham Farm early phases</td>
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<td>Sugar House Lane early phases</td>
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<td>Totals</td>
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Conclusion

This work indicates that there is real and tangible opportunity for positive change in the area if guided by a clear and comprehensive vision that is shared by the main stakeholders. This could mean real change in the everyday lives of the millions of people who live, work, shop, play, study and move through Stratford every year. It could provide a better place to live, a safer street to move along, a new opportunity for work or learning, a healthier and happier place and community.

It is clear that Stratford’s level of current and potential change and the complexity and scale of the place requires an overarching approach that has been lacking to date. Stratford and its people have been the victim of disconnected and incremental decisions and poor design. Although many of these are hard-wired into the place, there is still considerable scope for steering and guiding change in the right direction. This plan is the starting point for Newham Council to take a proactive role in determining the future of Stratford as its main centre.
Section 1: Introduction & Aspirations
Introduction & Structure of the Masterplan

The purpose of the Stratford Metropolitan Masterplan is to articulate Newham Council’s aspirations to create a new Metropolitan Centre at Stratford. It sets out an overarching spatial vision for the Stratford and New Town ward and shows how the form and quality of development in Stratford should come forward. It will act as a frame of reference for the Council when negotiating with stakeholders about the future of the area.

The propositions in this document are bold but deliverable. They have been developed with a great deal of input from stakeholders in Stratford. With regular mayoral and member briefings and monthly meetings with the steering group, which represented all the key statutory bodies who have a remit in Stratford, the masterplan has been guided throughout by those who have a stake in the area. In addition to these meetings, the evidence base and ideas were tested with stakeholders (such as local community groups, landowners, developers, statutory bodies and Newham officers) in over 50 one to one meetings and two large events (with attendance of over 50 at each). Monthly meetings were held with the Carpenters Tenants’ Management Organisation Steering Group to inform decisions regarding Carpenters in particular. The propositions then went out to public consultation for a period of two months over July and August 2010. Details of the ways in which these views have shaped our work are set out in the consultation report (see supporting documents) and in the summary later in this chapter.

The masterplan has also built on the large amount of work carried out in the area in the past. The design team have reviewed all the relevant masterplans - for example the Northern Olympic Fringe, Stratford Urban Design Strategy, the work done by Urban Practitioners on Sugar House Lane and the Carpenters Estate - and integrated ideas and information from this body of work.

The Council intends to adopt the framework as a Supplementary Planning Document (SPD) and the consultation undertaken so far forms a good basis for this. The masterplan has been developed in close consultation with the Core Strategy and the Olympic Legacy Supplementary Planning Guidance (OLSPG) as well as the wide range of stakeholders and communities developing plans for various parts of the area. The Core Strategy and OLSPG will act as high level policy ‘hooks’ for the SPD to give it further weight in planning terms.
The masterplan is in three parts:

- A development framework setting out the Council’s ambitions for the future of Stratford in terms of physical, social and economic development
- A planning framework to guide and control development in line with the masterplan.
- A delivery framework to enable the Council to take forward development, infrastructure and socio-economic projects to help deliver the masterplan objectives and maximise value from the Council’s substantial property portfolio in Stratford.

This document, produced at the end of Phase 1 of the masterplanning work, consists of the Phase 1 development framework and the first stages of the planning framework (see chapter 4). Phase 1 of the delivery framework (a high level delivery plan) forms a separate and confidential report, but is summarised in chapter 4 of this document.

The Phase 1 work is also underpinned by a set of supporting documents that outline the evidence base and detailed analysis undertaken in arriving at the preferred approach:

- Consultation Report
- Carpenters Options Appraisal
- Transport Report
- Community Infrastructure Assessment
- Housing Paper
- Sustainability Appraisal
- Equalities Impact Assessment
- Meanwhile Uses Report
- Socio Economic Impacts Paper
- Building Heights Paper
- Evidence Base

This document is divided into four sections:

- **Introduction and aspirations** (the way the masterplan supports Council priorities)
- **Principles for the whole of Stratford and New Town ward** (spatial strategy, places, heights, movement, economy, community infrastructure, sustainability)
- **Areas of transformation** (Town Centre, Greater Carpenters, Chobham and Sugar House Lane)
- **Towards implementation** (summary of high level delivery strategy and the first stages of the planning framework)

**Plan Structure**

**Development Framework**
- Phase 1 Output: This document (section 4)
- Phase 2: Possible development briefs for key sites

**Planning Framework**
- Phase 1 output: Input to LDF Core Strategy and GLA Olympic Legacy Supplementary Planning Guidance
- Phase 2: LDF Supplementary Planning Document

**Delivery Framework**
- Phase 1 output: High level delivery plan and business case for early projects (see separate delivery plan document)
- Phase 2: Detailed delivery plan and project execution plans for early projects

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Chapter 1: Introduction and Aspirations  19
Stratford in Context

Stratford, Canning Town and the Royal Docks together, form the Arc of Opportunity, Europe’s largest regeneration project. Stratford’s growth will drive forward the Lower Lea’s regeneration, secure London’s eastward growth, and unlock the next phase of the development of the Thames Gateway.

Stratford’s transformation will be unique in London terms, by virtue of the scale of development potential, the extent of opportunities for economic growth, the committed mega-scale investment in parkland and amenities, and Stratford’s position on the transport network, with fast connections to the rest of the Capital, to Europe and the wider UK. Stratford will become a new centre for London, in itself the size of a small city. The regeneration challenge is to ensure that all the elements that make small cities great are put in place in Stratford.

A new economy will be created, with new and growing companies across a wide spectrum of sectors, company size and property requirements. The Government’s commitment to the Olympics, combined with committed private sector investment in Stratford City, has created a counter-cyclical effect that will bring forward new housing and employment space to coincide with the emergence from the recession and will help Newham to achieve its strategic goal of convergence with the rest of London in terms of quality of life, employment, education and wellbeing. Stratford’s ability to offer affordable space to meet all needs means its economic growth will be driven by expansion in London’s strongest and most innovative sectors.

At the same time Stratford has a lot of existing strengths that will also help shape its future – a growing and diverse population, strong existing convenience retail offer, some fine buildings and a rich cultural life. It is the task of the masterplan to find a way of blending together the opportunities that the change represents in a way that enhances the best of Stratford’s DNA.
Stratford is connected by public transport to many of London’s higher education institutions and teaching hospitals.
Why a Masterplan for Stratford?

Stratford is currently undergoing enormous and unprecedented change, triggered by the Olympics, Stratford International station, and the development of Stratford City to the north of the town centre.

This change offers the opportunity for Stratford to emerge as a new metropolitan centre. It could lead the transformation of the Borough and the sub-region, helping sustain London's competitive future, support the Eastward expansion of London's centre, and drive up social and economic chances for residents. However there is a need for a clear vision and framework for this change so that Newham Council can seize hold of this opportunity and make the most of it.

The masterplan focusses on the black boundary (opposite) giving (in section 3) detailed design guidance on Chobham and surrounding sites (for example Maryland), the existing town centre and surrounding sites, Stratford High Street as far as the Bow Flyover, the Carpenters Area and and Sugar House Lane and surrounds. The masterplan also sets out (in section 2) a spatial strategy for the whole of the Stratford and New Town ward in order to ensure that the approach on the key areas described above links coherently with other proposed developments in the ward, for example Stratford City and the Olympic Legacy Proposals.

The Stratford Masterplan is a tool that enables Newham to seize hold of the opportunity that Stratford offers. Its fundamental objectives are to:

- Develop Stratford into London's eastern gateway
- Secure the benefits of Stratford City and the Olympic Park for local residents
- Link together Stratford City, the Olympic Park in legacy, the existing town centre and local communities to create an integrated and coherent Metropolitan Centre
- Ensure the existing town centre shares the economic growth of Stratford City and the Olympic site
- Strengthen the Council's powers to ensure high quality development

The Stratford Masterplan seeks to join up the numerous changes taking place in Stratford to ensure that the whole is greater than the sum of the parts.
Chapter 1: Introduction and Aspirations

**Stratford Masterplan**
8,000 homes
11,500 jobs

**Stratford City**
6,000 homes
31,000 jobs

**2012 Games Legacy**
6,000 homes
3,500 jobs *

**Stratford Metropolitan Masterplan Area**
20,000 homes
46,000 jobs

*This excludes jobs and homes generated by the Olympic Legacy proposals outside of the Stratford and New Town Ward

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**Important Buildings**

- Bow Church
- Bow Road
- Pudding Mill
- Stratford International
- Stratford High street
- Abbey Road
- Marylebone
- Hackney Wick
- West Ham Station
- Bow
- Bromley-by-Bow
- Leytonstone
- Stratford

---

**Area boundaries**
We have developed three key aspirations for Stratford that have shaped every element of our masterplanning proposals. These were the things that emerged as key guiding principles for the future of Stratford in terms of the priorities of the Council, our meetings with stakeholders and from our analysis of the evidence base.
These three aspirations have drawn from Council priorities that are clearly set out in other strategies and statements (see diagram below). The Stratford masterplan is a key opportunity to help to achieve these priorities.

### Linking in with Council Priorities

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<th>A</th>
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<tbody>
<tr>
<td><strong>Stratford Metropolitan</strong> 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.</td>
<td><strong>Stratford Metropolitan Centre</strong> will be seen as London’s Future ‘Third City’ after the City and Westminster and will develop a London-scale offer for business, education and the arts.</td>
<td><strong>Stratford Metropolitan</strong> will become an alternative, diverse and innovative economy, a place that builds on its local strengths and offers a ladder of opportunity to Newham residents.</td>
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#### Newham’s Vision

“A place where people choose to live, work and stay.”  
(Sustainable community Strategy)

#### Mayor’s Strategic Aims

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<tr>
<th>“Building the Community”</th>
<th>“Building the Future”</th>
<th>“Living here”</th>
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<td><strong>“Housing Newham”</strong></td>
<td><strong>Ambitious Newham</strong></td>
<td><strong>“Cleaner, Greener, Newham”</strong></td>
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<tr>
<th>Homes for all, enhancing wellbeing, reducing crime</th>
<th>High quality city within a world city region</th>
<th>Improving educational attainment &amp; skills</th>
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<th><strong>Ensuring that local people benefit from development</strong></th>
<th><strong>Investing in the New Economy</strong></th>
<th><strong>A stronger business base &amp; more people into work</strong></th>
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<th><strong>Regeneration, Planning and Property’s Priority Themes</strong></th>
<th><strong>5 host borough strategic regeneration framework</strong></th>
<th><strong>Newham Economic Development Strategy</strong></th>
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Chapter 1: Introduction and Aspirations

Drawing on the Evidence Base & Stakeholder Views

The key issues emerging from the Council’s priorities, evidence base and stakeholder consultation which support our three overarching aspirations are set out below. A full consultation report and evidence base are available as supporting documents to this report.

Why Stable & Balanced Communities?

Tackling deprivation: Deprivation is unacceptably high in Stratford and New Town ward, with 3 out of the 8 output areas in the top 10% nationally in 2007. This is particularly bad in the housing and services dimensions. Provision of a better mix of housing and associated services will help to combat this.

Tackling population churn: Population churn in Newham is higher than the London average (total migration amounted to 19.5% of the population in period mid 2007 - mid 2008 in comparison with 13.6% as a London average). Combating this high turnover of population in order to create better social cohesion and to make it easier to plan for good community infrastructure was a high priority for many of the stakeholders we spoke to and is a key element of the Mayor of Newham’s draft Housing Strategy (Nov, 2010).

Improving the housing offer: The Newham Sustainable Community Strategy sets out the priority to provide good quality housing for all residents (Housing Newham). The Strategic Housing Market Assessment (2010) demonstrates there is a need for all types of housing and highlights a pressing need for three bed and above particularly in terms of affordable (intermediate market) homes. The need for family housing has been underlined by feedback in stakeholder events and through public consultation (for example 63% of respondents supported the ‘great neighbourhoods proposition’ which suggested new mixed family neighbourhoods in Stratford). It is likely that this need is exacerbated by the fact that many of the new homes recently built in Stratford have been one and two bed flats.

Tackling crime and fear of crime: Reducing serious crime and antisocial behaviour is a key priority in the 5 host borough’s strategic regeneration framework and the Newham Sustainable Community Strategy. Crime rates in the Ward have been between 1.5 and 2.5 times higher than the Borough although this needs to be seen in the context of the number of users of the centre. The Town Centre user survey (Quatro, 2010) highlights that one of the key reasons that people do not want to live in Stratford is fear of crime. Providing more stable and balanced communities and creating high quality neighbourhoods where people feel safe will help to to combat this.

Improving community facilities: There is potential to integrate new and existing communities to create the critical mass required for improved community facilities. This plan can help to facilitate that and help to meet Newham’s Economic Strategy target of ensuring that local people benefit from development.

Most of the new homes recently built in Stratford have been high rise flats

The masterplan will provide improved access to high quality community facilities, which could look like this.

ASPIRATION

Stable & balanced communities
Why London’s Third City?

Harnessing development: The scale of development in Stratford is immense. Over the past 10 years, 3,000 new homes (mainly flats) and around 30,000m² of commercial space has been built or is under construction in and around the High Street/Broadway corridor. Over 3,000 homes are under construction within zones 4 and 5 of the Stratford City application as part of the Athlete’s Village. The 2012 Games is delivering a major amount of new infrastructure and major sporting and support venues. The Westfield development (in zone 1 of the Stratford City application) will create approximately 179,000 sqm retail and leisure space opening in 2011. The Stratford City outline consent also provides for over 2000 more homes and around 257,000 sqm of office (Stratford City zone 2). The Olympic Legacy Proposals also propose approximately 6,000 homes in the Stratford and New Town Ward. The masterplan needs to link in with and channel this development to create a truly exceptional, high profile part of London, living up to the Sustainable Community Strategy’s goal for an ambitious Newham.

Supporting London’s eastward expansion: Alongside the growth of Canary Wharf, Stratford has the potential to drive London’s eastward expansion and to balance west London’s traditional strong economic base. The masterplan must provide the right infrastructure and framework to support the priority of the Newham Economic Strategy of investing in the new economy.

Making the most of connectivity: At present, Stratford combines affordability of office and retail accommodation with exceptional strategic connectivity, highlighting its potential to be an economic hub for East London.

Moving towards Metropolitan status: The Stratford City development provides a large amount of high end retail providing the level required to achieve metropolitan centre status. If all the proposed development is delivered it is likely to exceed the total of Croydon (already a metropolitan centre with aspirations to become London’s Third City). This opportunity needs to be seized through the masterplan.

Olympic uplift: The 2012 Games will give Stratford the high profile and image change that it needs to become London’s Third City. In addition the 2012 Games can be used to promote sport and healthy leisure activities in Newham, helping to meet the priority of Healthy Newham (Sustainable Community Strategy). The masterplan needs to support this by improving links and access to the Olympic Park and by creating an improved environment to enhance the image of Stratford.

Educational and cultural centre: The evidence base has highlighted a strong educational and cultural offer in Stratford which could be developed (given the amount of space and connectivity) to become a key educational centre in London. The masterplan should build on this potential and reflect the special historical role of the Lea Valley as a place of innovation and technological advancement.
Chapter 1: Introduction and Aspirations

Why an Alternative & Diverse Economy?

Providing jobs: Joblessness is one of the fundamental issues facing Stratford. Benefit claimants (out of work benefits) represent 19.3% of the working age population significantly above the regional (13.5%) and national figures (13.4%) and also somewhat above the average for the 5 Host Boroughs (15%). The masterplan needs to promote an economy that is diverse enough to accommodate a wide range of jobs and to weather the inevitable ups and downs of the economy.

A flourishing old town: Stakeholders have emphasized the need to develop a strategy to ensure that the existing town centre survives and flourishes in the light of the fact that Westfield will be opening in 2011. In retail terms there are a number of strengths to build on in Stratford Old Town, for example low vacancies and high footfall. However, there are a range of issues to be addressed including poor quality of environment; significant leakage; limited specialist and independent offer and a low appetite for retail development in the town centre. The masterplan needs to promote an alternative offer to Westfield that builds on local strengths in order to ensure that Stratford Old Town flourishes.

Building on local strengths: Given its energy and the diversity of the population, it is critical that Stratford does not become a ‘clone town’. This ethnic diversity should be reflected in the economic diversity of the centre. In addition, urban design analysis highlights some key historic strengths of Stratford, in particular along the Broadway and in Sugar House Lane. The existing market and the alternative retail offer that it provides is a popular and important part of Stratford. The masterplan needs to ensure that these are enhanced in the light of new development coming forward.

Improving local connectivity: Whilst at a strategic level, connectivity in Stratford is excellent, at a local level there are numerous barriers to movement and Public Transport Accessibility Level drops rapidly moving away from the town centre. The masterplan can help to improve access to facilities, jobs and transport for local people - a key aspiration for the whole of Newham as set out in the Sustainable Community Strategy (Active and Connected Newham).

Creating a night time economy: One of the key factors that is lacking in Stratford is a buzzing night time economy. 65% of respondents to the Town Centre user survey (Quatro, 2010) said that they did not use the old town in the evening. Through promoting a mix of cafes, restaurants, bars and further cultural organisations (particularly in the town centre), the masterplan can help to improve this.

Improving skills and educational attainment: As set out in the Newham Economic Development Strategy, over half of Newham residents have a very low level of qualification. The importance of improving education and skills in Newham is stressed through the Sustainable Community Strategy and the 5 host borough’s regeneration framework as well as the Newham Economic Development Strategy. The masterplan can contribute to this goal through providing the right infrastructure and physical environment for the existing schools and colleges in Newham to flourish and by planning well for new facilities where needed.

The masterplan will promote a diverse cultural offer

The masterplan will build on Stratford's existing cultural offer

The masterplan will support a new destination market in Stratford, which could be like this
Consultation

General Approach

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

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

Further stakeholder and public consultation will take place on the draft Supplementary Planning Document for the Stratford Metropolitan Masterplan.

Consultation at Stage 1: Evidence Base

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

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.

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: Vision and Options

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 develops and have undertaken further public consultation on the estate.

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

The masterplan brings together a wide range of existing and proposed plans in such a way as to maximise their impact for the people of Stratford, Newham and East London. The plan encapsulates the real and tangible opportunity for positive change in Stratford if guided by a clear and comprehensive vision that is shared by the main stakeholders. This could mean real change in the everyday lives of the millions of people who live, work, shop, play, study and move through Stratford every year. It could provide a better place to live, a safer street to move along, a new opportunity for work or learning, a healthier and happier place and community. Some of the key impacts that could arise from the masterplan alongside other development and investment coming forward in the area are set out below.

Housing

» Over 20,000 new homes will be delivered, which will contribute significantly to meeting Newham’s housing needs.

» Three great residential neighbourhoods (at Carpenters, Sugar House Lane/Pudding Mill Lane and Chobham) will be created, and the aim is to provide 40% of housing as family homes.

» New housing areas are well-integrated with existing neighbourhoods through improved links to allow all residents to access improved housing and community services and facilities.

Population

Based on development projections, the Stratford and New Town ward’s population could triple in size by 2033. The masterplan would result in an estimated increase in population of over 41,000 people.

The increase in population would include 2,750 pre-school aged children, approximately 2,300 of primary school age and over 1,200 additional children of secondary school age, excluding sixth formers.

Access to Services

With regard to access to services parts of Stratford and New Town ward are in the worst 10% nationally (Index of Multiple Deprivation). The masterplan and other proposals in the area will meet the needs of new residents and help to combat poor access to services for existing residents, through provision of:

» 16 new nurseries

» Primary schools providing 11 forms of entry

» Three new secondary schools - Chobham Academy in Stratford City, a new building for the Stratford School on the former Rokety School site and a new seven form of entry school in the south of the ward

» Expansion of the higher and further education offer

» 2 polyclinics (Chobham and Vicarage Lane)

» Additional / improved community spaces at Carpenters and Pudding Mill / Sugar House Lane

Combating worklessness

To ensure that the proportion of working age people in work in Newham is the same as the London average, 21,000 Borough residents need to secure work.

Unemployed people, especially the long-term unemployed, are more likely to have lower skill levels than people in employment. Stratford’s employment growth is a resource for tackling worklessness across the Borough as a whole.

Stratford’s growth will help in a number of ways:

» Substantial increase in lower skilled level jobs in retail and services, for example: Westfield will add over 8,000 retail jobs to the local economy, and in the medium term, over 1,000 jobs in hotels and catering will be created.

» Employment services including Workplace and the Mayor’s Employment Project will be extended and dedicated projects such as the Westfield Training Academy will link local people with jobs.

» The education sector will be strengthened at all levels, and new higher education establishments will be attracted into the area, to provide high quality learning both academic and vocational.

Jobs & Enterprise

» Over 46,000 jobs will be provided across Stratford including 7,400 jobs in the existing town centre, 3,500 on the Olympic site, over 30,000 at Stratford City.

» These include over 33,000 office jobs, 10,400 retail jobs, over 1,500 leisure/education and community jobs and also over 1,000 jobs in hotels and catering.

» Of the 33,000 office jobs, the largest sector will be finance and business services. Public sector employment will become a smaller, though still significant, contributor to overall employment (over 4,000 jobs).

» The area will become increasingly attractive to innovative, knowledge intensive companies.

» It is estimated that growth over the plan period could result in 1,700 new workplaces in the Stratford and New Town ward. The largest proportion of these would be small businesses, though large companies will make the biggest contribution to job creation. In particular, the area would respond to the opportunities for growth of the following sectors:

» business and financial services,

» retail,

» visitor economy (hotels, tourism & leisure),

» creative industries,

» knowledge intensive sectors (education; high technology and green industries),

» construction.

As Stratford’s enterprise structure changes, the mix of companies and sectors would become more like those associated with London’s Central Activity Zone and its city fringes.
Cultural and leisure opportunities

- The Olympic Park will deliver world-class sports, leisure and visitor attractions as part of the Olympic legacy. The Stratford Masterplan will integrate these with the regeneration of the existing neighbourhoods through joint planning of services and improved connections.

- Stratford City will deliver a range of commercial leisure opportunities such as a cinema, an arts and cultural centre, health and fitness facilities.

- Stratford Old Town will offer a complementary range of cultural facilities, building on the strong existing cultural presence and new opportunities such as the potential for the Rex Cinema to be developed as a music venue.

- A new fitness centre is proposed for Stratford Old Town. Elsewhere, sports and fitness facilities will be developed on a neighbourhood basis, where possible as part of mixed community and leisure spaces or as part of the extended school offer.

Visitor economy

- The Olympics are providing a once in a lifetime opportunity to put Stratford on the map, with the stadium site, the legacy proposals and Westfield combining to form a ‘must-see’ visitor attraction for tourists and for day visitors.

- Even if Westfield just secures the same level of visitors as Westfield at Shepherd’s Bush in its first year, over 23 million visitors will arrive in Stratford. These figures are likely to be surpassed.

- The business tourism economy has strong prospects and this will drive hotel development and local spending. The extension of Eurostar to Stratford and potential expansion of London City Airport will improve Stratford’s international connections.

- The masterplan seeks to ensure that the existing town centre captures a proportion of these visitors by improving the environment, making more visible the arts and cultural attractions, adding new attractions and by securing additional hotel provision.

Investment

- The GIZ for the buildings and public spaces in Areas in Focus alone amounts to nearly 1.5 billion pounds.

Safer, greener Newham

Environmental improvements are essential to the Stratford Metropolitan Masterplan and include the following:

- Improved public realm across the whole town centre and within the Carpenters area including a new town centre public square and a covered market square, plus a new public square at Sugar House Lane (approximately 5400sqm).

- One new park proposed at Chobham and an improved park at Carpenters, in addition to the regionally significant Olympic Park.

- Better overlooked streets and spaces, more stable communities and improved access to jobs leading to potential reduction in crime rates.

- Strategy of low residential parking levels and promotion of sustainable forms of travel to minimise the impact of development on climate change.

- Improved walking and cycling routes to encourage movement by these modes and to enhance the quality of journeys.

- Maximisation of densities around transport hubs to create an efficient use of land and encourage sustainable commuting.

- Improvement of historically significant areas in the Broadway and Sugar House Lane to encourage the retention and improvement of historic assets.

Movement

- 30% increase in rail capacity through Stratford Station with up to 17% increases in effective line capacity in the peaks

- Better cycling and walking routes across the area, improving access from all parts of the ward to key facilities such as public transport hubs, the town centre and the Olympic Park

- Better road-based public transport network and public transport access arrangements leading to much improved Public Transport Accessibility Levels across the Stratford and New Town ward.

- Combination of all improvements across the area resulting in improved public transport travel times to Stratford from across Newham

- New Royal Docks DLR services to Stratford and new Stratford High Street and Abbey Lane DLR Stations will improve public transport for south and west of Stratford and New Town ward and access to Stratford from Canning Town, Beckton and the Royals.

- Crossrail services running through the north of the borough are expected to reduce dependence on Stratford for certain Newham travellers travelling to central London, releasing additional capacity for those with destinations in Stratford.
Section 2: Principles
Spatial Strategy

This chapter sets out the details of a series of overarching masterplanning principles for the Stratford and New Town Ward. They give guidance on the following:

» Spatial strategy and land uses
» Places
» Heights
» Movement (Active and Connected)
» Economy (Stratford Spectrum)
» Community infrastructure
» Sustainability (Smart Stratford)

Spatial strategy

The plan opposite shows the spatial strategy for Stratford.

Stratford and New Town ward will focus around the Stratford Metropolitan Town Centre, which combines the Old Town and the emerging Westfield development, all facilitated by the transport hub at Stratford regional station and bus station.

To the north and south a number of local centres form hubs for a series of ‘great neighbourhoods’ at Sugar House Lane / Pudding Mill Lane, Carpenters and Chobham. Bustling local centres have also formed at other key transport links in the area, namely Pudding Mill and Maryland.

With improved links running north south and east west the area is far more legible and accessible than before and new and existing communities are joined up, providing the critical mass required for excellent community infrastructure.

Access to green space is greatly improved, with better links to the Olympic Park and new improved local green spaces provided in the great neighbourhoods.

Across the heart of the area runs the Stratford Spectrum, clusters of employment areas providing a range of jobs at the media village, Stratford City zone 2, the aquatics area and at Rick Roberts Way to suit all needs.

Land uses

In terms of land use, the Stratford Metropolitan Masterplan avoids defining any one area for any one zone, but instead promotes the concept of mixing uses both vertically and horizontally and across scales, from that of the building, to that of the block and district. Indeed the plan envisions gradual overlapping of uses, avoiding strong ‘edges’ to uses wherever practical. The plan seeks development that doesn’t simply provision mixed use as (often empty) commercial only ground floors – as important as these are. Wherever possible, new development and spaces should be as flexible as possible to allow for changes in use over time. This can be achieved by adopting high quality design standards and layouts, through construction methods and flexible building servicing.
Chapter 2: Principles

Spatial strategy
Chapter 2: Principles

Stratford Town Centre: One Centre, Two Hearts

Westfield, Stratford City

Westfield Shopping Centre will create Europe’s largest urban shopping centre in Stratford. This Mall-based centre will provide mainstream mid range to premium shopping, with the emphasis on comparison goods. The centre will also provide a cinema complex, restaurants and hotels. Visitors to the centre will travel from across London and from East of England, bringing huge spending power. Whilst physical links between Westfield and the Old Town have been determined prior to this development framework, the proposed improvements to the offer and environment of the Old Town (see below) will encourage visitors to venture beyond Westfield, further increasing the consumption of goods and services and adding to the local economy.

To the south west of the Westfield shopping centre, Zone Two of Stratford City is likely to offer large floor plate spaces aimed at providing high quality grade A/B office space. Possible sectors include finance and professional services, back offices, and government offices. This will play an important role in bringing higher end office based businesses to Stratford.

Stratford Old Town

Stratford Old Town is already viable local centre serving a local population, currently based on provision of low cost goods. This framework will shape its development as an attractive alternative to the Westfield centre, based on a more authentic feel reflective of Newham’s diverse population, with the Broadway acting as the focus and civic hub in the area. In general the use of the Old Town will be considerably intensified as there are many areas of under-used land, particularly in areas that were redeveloped in the 1970s. A number of routes will feed into the town centre and the Broadway, The Grove and Great Eastern Road would become two way roads in order to improve the pedestrian environment all around the town centre. The framework promotes a greater mix of uses both vertically and horizontally within developments, to ensure that the Old Town is used throughout the day and to provide a rich mix of different co-located activities including independent based retail, a destination market, leisure uses, a larger supermarket, high quality hotel provision, a range of different types of workspace and a mix of apartments. Some of these apartments could be for student accommodation and the opportunity should also be explored to convert recently built high density apartments into student accommodation, should the demand be there. Additional student accommodation in the area has the potential to contribute to the creation of a cultural and educational hub in Stratford (see below).

To thrive alongside Westfield’s massive shopping and entertainment district, Stratford Old Town needs to provide a complementary offer by mixing everyday shopping needs with alternative and independent shopping, culture and night-life. This idea would create jobs and homes and 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, making it a more attractive location for new businesses, ranging from start ups to organisations seeking to expand into this affordable well connected, buzzing area.
Chapter 2: Principles
Chapter 2: Principles

Town Centre Fringe: A Cultural & Educational Hub

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’ between the existing centre and Westfield. In particular there is an opportunity to expand the town centre southwards, using under-utilised land and buildings, potentially crossing into the northern part of the Carpenters area.

This would create jobs, homes and opportunities and bring more people into the town centre, supporting local shops and businesses. There would be a particular emphasis on building on the existing educational and cultural offer of the town centre, to create a university town ambience. We will actively seek to encourage further / higher education in this fringe area. The expansion of the cultural and educational offer would mend the ‘fringe’ of the area and help to drive a more general strategy of intensification along the north-west fringe of the Old Town and along Romford Road and help to improve the quality of the environment on the edge of the existing town centre.

One of Stratford’s key strengths is its cultural and educational offer. The development framework will strengthen this offer through the promotion of a cultural / educational, ‘fringe’ to the town centre, linking UEL to the east, the existing cultural assets in the Old Town (Theatre Royal, Stratford Picturehouse, the newly rebuilt Library and Stratford Circus), the Birkbeck proposals for a new joint building with UEL adjacent to Stratford Picturehouse, and the masterplan proposals for an education campus (as part of a mixed use development) on the Angel Lane triangle site to the north of the railway line. Romford Road forms an important link for the cultural educational fringe and should form a pleasant route, with a high street environment between the University of East London and the existing cultural facilities.

Throughout the masterplanning process, stakeholders have stressed the importance of an excellent primary and secondary school offer to create neighbourhoods where people choose to live and stay. Two other educational / cultural axes of opportunity are therefore supported through this masterplan (see plan opposite) which would contribute to this aim.

The first links the Rokeby school site (where it is proposed that a new secondary school should be built subject to funding), the Discover centre, the potential new cultural uses at the Rex, the Stratford Studios and the Building Crafts college.

The second axis links the OPLC’s proposed new secondary school at Rick Roberts Way with an improved (and potentially enlarged) primary school at Carpenters and potential educational uses to the south of the Aquatics Centre.

In addition to the promotion of an educational / cultural fringe, the development framework encourages the re-use of some of the underused fine heritage stock in the town centre. These properties could be brought into use to support the further development of the town’s cultural offer. Improved permeability and accessibility of the town, particularly for pedestrians, would help the effective functioning of the cultural quarter, as would the further development of wider night-time uses in the Town Centre.
Great Neighbourhoods

Chobham Family Neighbourhood

This area will be largely residential – a great new family neighbourhood with lower density housing to the north moving to higher density housing closer to the station. It is ideally located for neighbourhood facilities, adjacent to Chobham Academy and new Polyclinics and to the north of the transport hub formed by Stratford Town Centre. The Chobham family neighbourhood will form a critical link between the proposed new Olympic Village to the west (which while largely consisting of flatted developments, contains a large number of large, family apartments) and the existing neighbourhoods to the east at South Leyton. A new urban park would also improve quality of life and serve central Stratford.

A new centre with local shops and facilities is proposed at the junction where Leyton Road meets Henniker Road and a spine for the neighbourhood will be formed along Leyton Road, linking in with Major Road to the north east which will provide a high street environment serving the local communities.

To the east this area would also be served by Leytonstone Road, which forms a second high street with local facilities.

Greater Carpenters Neighbourhood

The Carpenters area is a critical location within the Stratford and New Town ward. It is located right next to Stratford station, making it potentially one of the best connected areas in London and it provides the key links into the Olympic Stadium, Aquatics and Orbit from the east (via Carpenters Road and Warton Road). It is also adjacent to Stratford Old Town and Westfield, providing the potential to access excellent shopping and leisure facilities.

The vision for this area is to extend the neighbourhood across into the aquatic area to the north and Bridgewater Road site to the West (both identified in the Olympic Legacy proposals) and also to the area to northern part of Rick Roberts Way, which would accommodate homes and potentially a secondary school. This would allow for the regeneration of the existing neighbourhood, the improved integration of the existing Carpenters estate into Stratford town centre and build sufficient catchment for improved community facilities in the area as well as allowing for the potential extension of mixed uses into the area closest to the station.

The environment of the links into the Olympic Park will be improved and the development framework proposes new access from the north of the Carpenters Estate into the station and improved links into the town centre via the Jupp Road Bridge.

Sugar House Lane / Pudding Mill

Together Pudding Mill and Sugar House Lane areas have the critical mass to create a successful new neighbourhood for homes and businesses. The new quarter would be connected by links across the High Street, with a new neighbourhood centre, which would become viable in the light of the new wider community. The vision for the area is that it would include businesses and attractions, community facilities, restaurants and cafes in a superb historic waterside setting. The area could become a hub for innovation and for experimental businesses with the potential for a higher order educational facility.

It would be linked to the Olympics Parklands and to the Thames through improved footpaths along the river Lea. To the south of the area, Three Mills Green will provide a large, well-maintained area of green space for residents and workers alike.

The framework proposes a link between the Sugar House Lane / Pudding Mill and the existing Bissom Road neighbourhood via a proposed link over the Three Mills Wall River, providing access for existing residents into the new facilities and workspaces which will form part of the Sugar House Lane / Pudding Mill Quarter.

Further details of the masterplan’s approach to housing in all these areas can be found in the housing supporting paper and in chapter 3: Areas in Focus.

Most new homes built in Stratford recently 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 proposes three great neighbourhoods which will link up existing and new communities to form great new places to live in Stratford. These great urban neighbourhoods will be the Chobham Family Neighbourhood, the Sugar House Lane / Pudding Mill Quarter and the Greater Carpenters neighbourhood. They will be characterized by a mix of high quality homes, excellent connections, great schools and other local facilities and access to wonderful parks, squares and gardens. They will help to counter the ‘churn’ of residents in Stratford, creating aspirational yet affordable places for residents to move to as their families grow.

High Street - linking the neighbourhoods

The High Street is an integrating factor between the Greater Carpenters and Sugar House / Pudding Mill Lane neighbourhoods and the town centre in Stratford. The character of the High Street has changed rapidly over the last ten years with a large amount of new, high density development coming forward, mainly in the shape of tall residential blocks. The development framework aims to turn this key route into an urban boulevard, recognizing the scale and importance of the route into Stratford. The High Street 2012 project is improving this key route including putting in new paving, benches and trees. The development framework aims to improve it further by:

» creating a pleasant environment, with lots of trees and places for pedestrians to cross including a new junction at Sugar House Lane.

» downgrading the High Street north of the Warton Road junction to provide a better environment.

» limiting further tall buildings to locations where they are needed to balance the street or create a landmark. (See Building Heights section).
Chapter 2: Principles

Great Neighbourhoods

1. Chobham Family Neighbourhood
2. Greater Carpenters Neighbourhood
3. Sugar House Lane/Pudding Mill Lane Neighbourhood
Chapter 2: Principles

Heights

Stratford and New Town ward today comprises of a wide range of building height. However, only a decade ago, Stratford and New Town ward was largely characterised by two to three storey terraced developments, a few estates with 3-4 storey apartment buildings and a number of 20 storey tower blocks. In Stratford town centre these were complemented by the 15-storey Morgan House office building and a few other 4-6 storey office blocks. The historic height scape is strongly contrasted by more recent development along the High Street, in Stratford City and the Olympic Village and a few other projects, which brought forward a substantially increased height, and also led to a number of high rise towers of unprecedented height.

The result is a very heterogeneous and fragmented picture in terms of building height. This masterplan presents an opportunity to establish a more coordinated approach to building height, which over time, with new development coming forward, will overcome the current stark contrast in favour of a more coherent and legible built environment, providing character areas with consistent built form.

The Building Heights supporting paper sets out in detail the principles of building height highlighted in the plan opposite. The height guidance distinguishes between general (or benchmark) height and exceptional height (tall buildings) and gives guidance on these two elements separately.

Benchmark heights

In summary, the height recommendation is for benchmark heights of:
- three storeys in existing residential areas
- two to four storeys in the Chobham area
- four storeys along local high streets
- four to five storeys in the town centre
- eight storeys in the town centre fringe and the High Street
- three to six storeys on Carpenters and in the Sugar House Lane / Pudding Mill area

The height recommendations allow for an additional setback storey and for a modifier of one or two storeys up or down (depending on the location) which must be justified against the criteria set out in the Building Heights supporting paper.

Tall buildings

The height of tall buildings should relate to the relative importance of their location in the wider context. This masterplan makes a distinction between local, district and metropolitan landmarks. Local landmarks are buildings that are up to twice the context height and help to locally emphasise an important point in the urban fabric. District landmarks are 2-3 times the general height and mark centres and locations of district-wide importance, and metropolitan landmarks are buildings of 3-4 times the general height that mark places of metropolitan significance.

In summary the strategy sets out that Local, District and Metropolitan landmarks are appropriate in the following locations:
- Stratford City (20 – 40 storeys)
- Olympic Park Gateways (12 – 18 storeys)
- Maryland Node (8 – 12 storeys)
- Stratford High Street (16 – 24 storeys), however please see High Street in focus section and the Building Heights supporting paper for further details.

In other areas, there is a general presumption against tall buildings, unless a strong justification can be provided for a local landmark.
Chapter 2: Principles

Recommended Building heights:
- 3 Storeys
- 4 Storeys
- 5 Storeys
- 6 Storeys
- 8 Storeys
- 10 Storeys

Tall building zoning:
- Stratford City
- Stratford Station Fringe
- Stratford Highstreet
- Olympic Park Gateways
Heights on the High Street: In Focus

Context

An extremely large amount of development has come forward in Stratford High Street over the last ten years, some of which has been very tall buildings. Consultation with stakeholders has emphasised the need for a more coherent approach to height along this important route leading directly into the heart of Stratford and running parallel to the Olympic Park.

Currently the general heights along the High Street range from 2 to 11 storeys. This general height is interspersed with towers ranging from 20 - 40 storeys.

As the heights supporting paper sets out, there is a clear need to provide a coherent enclosure to this street and to mitigate and integrate points of exceptional height within an overall design approach to this street.

Benchmark Height

As the Building Heights supporting paper sets out, the suggested benchmark height for the High Street is 8 storeys with an allowed setback of one storey and a modifier of plus or minus two storeys.

The rationale behind this is to promote a more consistent approach to height, that results in a balanced and coherent environment along the High Street corridor, which is of sufficient scale to integrate existing and future taller buildings.

A consistent line of eight-storey development on either side will provide good enclosure to the corridor. This will transform its character from what is currently a traffic dominated and relatively open environment into a great street that feels inherently urban. Together with an improved public realm and tree planting this has the potential to become an attractive access route and welcoming gateway into Stratford Metropolitan Centre.

Tall Buildings

In terms of tall buildings, the Building Heights supporting paper defines the High Street as an appropriate area for tall buildings of local or district landmark (not metropolitan) scale (16 - 24 storeys).

The rationale for this is that the High Street is a strategic access route into and through Stratford Metropolitan Centre. Providing taller buildings along such a route can emphasise its importance in the network, increase its distinctiveness, and help legibility by marking and emphasizing important intersections, decision points and other places of interest.

The following principles that form part of the Building Heights supporting paper should be taken into account with all applications for tall buildings:

» Tall buildings should generally be the exception, rather than the norm, existing tall building with their height do not automatically provide a precedent for this height in this location.

» Tall buildings should only be allowed in areas that benefit from higher public transport accessibility and have sufficient provision of transport and social infrastructure (or make allowance for provision of these).

» Tall buildings should provide clear socio-economic benefits (i.e. conglomeration benefits or contribution)

» Tall buildings should contribute to enhanced legibility on a local and city scale

» Tall buildings should have no adverse impacts onto conservation areas or important views.

» There is a greater case for exceptional height when buildings have a public or well known function

» Tall buildings that aim to provide a landmark function should be of exceptional and iconic design.

Categorising the High Street as an area in which local and district landmarks may be suitable does not mean that these tall buildings would be suitable anywhere on the High Street. Further details of more precise locations where tall buildings may be appropriate on the High Street are explored within the Building Heights supporting paper and will be defined through further building heights work to support the Supplementary Planning Document.
Existing and possible locations for tall buildings on High Street.

Tall building zoning:
- Existing tall building
- Possible local landmark building
- Possible district landmark building

Artists impression of the High Street showing development with an 8-storey shoulder height with landmarks signalling key points.
Active and Connected

Chapter 2: Principles

Context

Stratford Regional Station is already one of the busiest transport hubs in the UK. The new international station provides high speed rail access to Kings Cross, Kent and Europe, while DLR extensions and upgrades along with Crossrail will improve connectivity even further. Making the most of these unparalleled strategic transport links is a key driver of the masterplan.

Stratford and New Town ward is extremely well served, especially on the strategic level, by long established highways and railways networks and bus services, each of which carries substantial volumes of traffic. Stratford City, Olympics, Legacy and Crossrail initiatives merely stand to expand and improve on what is an extraordinarily accessible area.

However, local access and connectivity varies considerably across the study area, especially as one moves away from Stratford Town Centre and existing bus and rail corridors. Major linear elements of rivers, canals, railway lines and major roads provide strong structuring elements for Stratford. While they are often strategic movement routes, locally they act as significant barriers to movement. This has resulted in a very fragmented area, with disparate sub-areas that suffer from being isolated and disconnected. Through physical and perceived barriers many sub-areas fail to realise benefits from their proximity to stations, the town centre, the Olympic Park and other assets. Overall the area is unwelcoming and difficult to find your way around.

Although Legacy highways and bus service proposals promise to open up the old rail lands substantially, simple comparison of the highways networks for what may be termed the “new” and “old” areas of Stratford is revealing (see plan opposite). While the coarser grain of the Legacy area presents development and local road configuration opportunities that old Stratford no longer offers, the coarser grained movement networks of the Legacy area are very definitely less permeable in the traditional sense.

The permeability problem is more pronounced in the extreme southwest of the study area, where the existing bridges linking Three Mills to the Sugar House Lane vicinity and Bromley by Bow are not available for general traffic use and, as a result, not as useful to the locality as they could be.

The extent to which compromised permeability and connectivity will affect future development potentials is underscored by future year trip generation estimates and highway capacity analyses. Current trip generation estimates suggest that the highway traffic generation of the study area could be 2 or 3 times current levels by 2028. More important, because local trips form only a part of the traffic using the study area highway network, the volumes of traffic using Stratford High Street and the Gyratory could increase by at least 20% and possibly even 50% or 60% over current levels during the morning and afternoon peak hours. These increases, even at the lower ends, will place substantial pressures on a highway network that is already close to or at capacity.
Plan showing block size and routes including the Olympic Legacy proposals after 2012 showing how large impermeable urban blocks exist across the ward – particularly in and around Stratford Old Town and South Stratford.
**Movement Strategy**

A detailed transport study has been undertaken to inform the development framework (supporting paper, Transport report). The transport modelling undertaken as part of the transport study clearly shows that Newham can only realistically expect to cope with forecasted increases in travel demand if a fairly ambitious and sustainable movement strategy is officially adopted which secures:

- Consistently higher public transport use over time, and
- Increasingly judicious and efficient trip making generally.

Major upgrades to the highway network such as widening schemes or new roads are not a solution given the lack of capacity in the wider network and aspirations to produce a more pleasant pedestrian environment.

The movement strategy for Stratford therefore combines:

- Interventions to promote behaviour change
- Minor changes to the road network to address key bottlenecks (see highway interventions)
- A variety of measures to make it easier for people to walk, cycle and access public transport (see links section).

These include proposals for a coherent network of walking routes across the area, changes to road configurations to improve the pedestrian environment and introduce more crossing points over major roads, a parking strategy and other initiatives to affect the travel choices residents and visitors make.

**Delivering behaviour change**

Transport interventions are not exhausted by facility and infrastructure improvements, especially in an area where the delivery of development aspirations will be challenging if current trip making behaviour continues.

Effective and sustainable transport planning in the modern age - especially for an area within a large conurbation like London and with a metropolitan scale future like Stratford - requires smarter travel initiatives aimed at effecting significant travel choice and behaviour changes like:

- reduced parking provision generally and car-free development wherever possible (e.g. high PTAL locations) (see transport report for more details).
- encouragement of car clubs with new development
- workplace and residential travel plans
- sensible land use arrangements minimising trip-making generally and motorised travel especially
- active encouragement of development types and arrangements that match local socio economic/demographic profiles on both the housing and employment fronts
- improved road-based public transport network (e.g. wide-spread bus priority and real-time information)
- new and improved pedestrian routes that are attractive, direct and safe, linking residents and workers to public transport services and local facilities including the Olympic Park
- legible cycle network combining on- and off-road routes, secure parking and a cycle hub (for parking and cycle hire) close to Stratford Station
- continued smarter travel information and publicity programmes to inform residents, workers and visitors of travel options (e.g. cycle training and local maps) and, as a result, encourage more sustainable travel generally and higher public transport modal shifts particularly

All of these are being considered as part of a coherent and sustainable transport plan for Metropolitan Stratford. While planning policies and actions will focus on Stratford, exploiting its unique location and access options, certain matters will address Newham as a whole (e.g. parking controls), thereby recognising the functional inter dependence of Stratford and Greater Newham. Given the low car ownership levels, and reasonably high public transport and cycle use compared to Newham generally, the masterplan recognises the potential for non-car trips and identifies measures that prioritise sustainable modes.

**Highways interventions**

Apart from highlighting the need for more sustainable travel behaviour, future year highway capacity analyses clearly reveal a need to upgrade at least three the junctions in the Chobham Farm area – namely, the junctions of:

- Leyton and Crownfield Roads,
- Major and Chobham Roads, and
- Henrietta Street and Leyton Road.

Projected traffic demands are too great for existing configurations, which already operate at capacity. Such junction upgrades should be coordinated and perhaps even funded by Legacy and Chobham Farm development proposals.
Chapter 2: Principles

Northern Parallel

The Northern Parallel starts at Leyton Road and runs through the town centre and Carpenters Area (via the Jupp Road bridge), onto Bridgewater Road, south west through Pudding Mill, before finally providing a crossing over the River Lea and A12 (this last part of the route is aspirational but the plan makes allowance for it at a later date). The Northern Parallel is a fundamental part of the masterplan providing a convenient and safe walking and cycling link between the centres of Bow and Stratford.

The framework defines two principal local routes referred to as the Northern and the Southern Parallel, which provide direct north - south walking and cycling (and local access) routes parallel to the High Street away from heavy traffic. While parts, such as bridges across waterways or overcoming the Green Way, will be dedicated walking or cycling routes, the majority of these routes are envisaged to follow and share local streets. The two parallels are essential to overcome the fragmentation of the land parcels of existing and proposed neighbourhoods on either side of the High Street. They will help to better integrate them with each other and provide convenient connections with the Metropolitan Centre, the stations, local green spaces and the Olympic Park. The existing strategic route network, together with the evolving links of the Olympic Park and Stratford City Development, and the strategic new connections introduced by this framework form the primary urban structure of the wider Stratford Metropolitan area. This is a robust movement network that connects the centre, its neighbourhoods, employment areas and open spaces with each other and surrounding districts.

The masterplan will create improved cycling and walking routes

The southern parallel

The Southern Parallel provides a strategic walking and cycling connection between West Ham Lane to the east and Sugar House Lane to the west. In the east it connects the community around the parks on West Ham Lane with the new Stratford High Street DLR Station on the High Street, the Greater Carpenters Area and the employment area on Rick Roberts Way. In the west it significantly enhances integration of the Bisson Road neighbourhood. Here it establishes a link across the Green Way to the employment opportunities on Rick Roberts Way, and a link with the neighbouring Sugar House mixed residential / employment area, and further to Bromley-By-Bow station. Again, some parts of the Southern Parallel may not be delivered in the short term. However, development in the area needs to contribute to establishing this route and safeguard its alignment.

The framework further identifies a number other strategic walking and cycling connections and ‘stitches’ - new links that join up existing streets and create alternatives to existing routes to improve accessibility throughout the area. Key examples of these are:

» The Olympic Parallel link which uses existing and proposed roads to create an improved link between Victoria Park into the Olympic Park through Westfield and up to Stratford Village to the north.

» The Sugar House Lane / Pudding Mill link from Bromley-By-Bow Station via the Tesicos site, Sugar House Lane, across the High Street, up to Pudding Mill DLR Station, further to the Olympic Stadium and the park.
Chapter 2: Principles

Proposed Links

1. West Ham Station
2. Stratford
3. Bow
4. Bow Church
5. Bow Road
6. Pudding Mill
7. Stratford International
8. Stratford High Street
9. Abbey Road
10. Hackney Wick
11. Maryland
12. Bow
13. Bow Road
14. Brokley-by-Bow

Key Vehicular routes
Northern, southern and Olympic parallels
The Greenway
Stitches
Important buildings
To deliver this network of walking and cycling routes the following new or improved pieces of infrastructure are proposed. Feasibility studies for new infrastructure proposed by the masterplan are included in the transport report supporting document.

<table>
<thead>
<tr>
<th>Key Intervention</th>
<th>Short term</th>
<th>Medium term</th>
<th>Long term</th>
<th>Priority</th>
<th>Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Two-way working of Broadway/Great Eastern Road</td>
<td>X</td>
<td></td>
<td>Desirable</td>
<td>• Addressing severance issues • improving pedestrian and cyclist safety and urban realm. • Improving the leisure and retail environment</td>
<td></td>
</tr>
<tr>
<td>Southern Entrance to Stratford Station (direct access to station from Gibbons Road, Potential for Oyster based pedestrian access (at low or no cost).</td>
<td>X</td>
<td>X</td>
<td>Essential</td>
<td>• Reducing congestion at existing station access • Overcoming isolation of Carpenters estate • Oyster based pedestrian access would offer more direct routes between Stratford Town Centre and Stratford City. • Improve access to station from High Street, Olympic Park, Greater Carpenters and Sugar House Lane / Pudding Mill</td>
<td></td>
</tr>
<tr>
<td>Upgrades to Jupp Road Pedestrian/ Cycling Bridge</td>
<td>X</td>
<td>X</td>
<td>Essential</td>
<td>• Improved accessibility between the Carpenters Neighbourhood and the town centre / station.</td>
<td></td>
</tr>
<tr>
<td>Improvements to Warton Road and Carpenters Road underpasses</td>
<td>X</td>
<td>X</td>
<td>Essential</td>
<td>• Improved connections between the Carpenters and Aquatics area (allowing access to facilities and Olympic Park) and building on the idea of the greater Carpenters neighbourhood.</td>
<td></td>
</tr>
<tr>
<td>Downgrading Stratford High Street between Warton Road and Great Eastern Road</td>
<td>X</td>
<td></td>
<td>Desirable</td>
<td>• Improved pedestrian environment along the High Street (this intervention forms a natural extension of the 2 way working package)</td>
<td></td>
</tr>
<tr>
<td>Warton Road/Stratford High Street Junction Improvements</td>
<td>X</td>
<td></td>
<td>Desirable</td>
<td>• Improved pedestrian environment along the High Street (this intervention forms a natural extension of the 2 way working package)</td>
<td></td>
</tr>
<tr>
<td>Sugar House Lane/Marshgate Lane Junction and vehicle bridge</td>
<td>X</td>
<td>X</td>
<td>Desirable</td>
<td>• Integration of the Pudding Mill and Sugar House Lane areas. • Enabling of a north south link between Bromley By Bow and the Olympic Park.</td>
<td></td>
</tr>
<tr>
<td>Paul Street/ Channelsea Road Footbridge and route along edge of school site</td>
<td>X</td>
<td>X</td>
<td>Optional</td>
<td>• Enabling an east-west link (southern parallel) improving permeability to the south of the High Street.</td>
<td></td>
</tr>
<tr>
<td>Three Mills Green/Sugar House Lane Footbridge</td>
<td>X</td>
<td>X</td>
<td>Desirable</td>
<td>• Improved east west links in the Sugar House Lane area.</td>
<td></td>
</tr>
<tr>
<td>Chobham Farm Highway improvements (including improvements to Henrietta Street/ Leyton Road, Chobham Road/ Major Road and Crownefield, Major/ Temple Mills/ Leyton Road junctions and road network in vicinity)</td>
<td>X</td>
<td>X</td>
<td>Essential</td>
<td>• Accommodating projected traffic demands • Improved public realm</td>
<td></td>
</tr>
<tr>
<td>Links to West Ham</td>
<td>X</td>
<td></td>
<td>Optional</td>
<td>• Improved links from the southern part of Stratford and New Town Ward to Westham</td>
<td></td>
</tr>
<tr>
<td>Bridgewater Road Bridge rebuild</td>
<td>X</td>
<td></td>
<td>Desirable</td>
<td>• Improved connections between the Carpenters and Bridgewater Road areas, enabling the development of the greater Carpenters neighbourhood.</td>
<td></td>
</tr>
<tr>
<td>Barbers Road/Wrexham Road Pedestrian and Cycling Bridge</td>
<td>X</td>
<td></td>
<td>Desirable</td>
<td>• Improved connections between Pudding Mill with Tower Hamlets to the west (completing the northern parallel – see above)</td>
<td></td>
</tr>
<tr>
<td>Bromley by Bow to Sugar House Lane</td>
<td>X</td>
<td>X</td>
<td>Essential</td>
<td>• Improved connections between Bromley by Bow and Sugar House Lane</td>
<td></td>
</tr>
</tbody>
</table>
Proposed networks

The plans opposite show the proposed future pedestrian, cycling, public transport and vehicular networks taking into account the changes proposed through this masterplan as well as those proposed through the emerging Olympic Legacy proposals and planned improvements in public transport.

Highway Network

The Olympic legacy highway proposals, the proposed Sugar House – Marshgate Lanes link and local network changes in Carpenters and Chobham Farm add significantly to the study area’s planned highway network. The network is based on a grid approach, with local distributors providing access to the strategic road network.
Pedestrian and Cycle network

The proposed Olympic legacy walking and cycling network opens up the Park area, providing much needed new direct routes and recreational opportunities. The proposed northern and southern parallels provide continuous cycling and walking alternatives away from the busy Stratford High Street.

Importantly the northern and southern parallels provide linkages between the south and central areas of Stratford and New Town ward with Pudding Mill and Bromley-by-Bow Stations with central Stratford. The proposed Sugar House – Marshgate Lanes link improves the connection between areas north and south of Stratford High Street.

Public transport network

Significant additions to existing public transport services combined with more permeable and connected highway, cycle and pedestrian networks, enhance the public transport offer. New bus routes through Sugar House Lane/Pudding Mill Lane provide connections between Bromley-by-Bow and Stratford.
Chapter 2: Principles

Impacts of movement strategy

The combination of the proposed new and improved links and the key interventions set out above, along with improvements proposed through the Olympic Legacy proposals will result in the following improvements for Stratford and Newham as a whole:

» 30% increase in rail capacity through Stratford Station with up to 17% increases in effective line capacity in the peaks

» Better cycling and walking routes across the area, improving access from all parts of the ward to key facilities such as public transport hubs, the town centre and the Olympic Park

» Better road-based public transport network and public transport access arrangements leading to much improved Public Transport Accessibility Levels across the Stratford and New Town ward, particularly to the north, west and southwest of Stratford station. This is demonstrated in the plans opposite.

» Combination of all improvements across the area resulting in improved public transport travel times to Stratford from across Newham

» New Royal Docks DLR services to Stratford and new Stratford High Street and Abbey Lane DLR Stations will improve public transport for south and west of Stratford and New Town ward and access to Stratford from Canning Town, Beckton and the Royals

» Crossrail services running through the north of the borough are expected to reduce dependence on Stratford for certain Newham travellers, releasing more capacity
The Public Transport Accessibility Level (PTAL) method measures the amount of public transport service available, taking account of the proximity of the stops and the stations, the number of services available and the frequency of the services. The higher the value the more access the public transport network provides.
We want to turn Stratford into an economic powerhouse for East London and encourage investment to create thousands of jobs. This masterplan will create a wide range of employment-led locations to attract investment and enterprise, and grow existing business. Stretching from the north west of the masterplan area with the Media Village, to the prime commercial offices proposed at zone two of Stratford City, incorporating the high quality business park setting of the Olympic Park and the potential for modern light industrial premises at Rick Roberts Way in the south, Stratford Spectrum is a brand that communicates the diversity of the economic activities that will grow in the area. Stratford Spectrum will be underpinned by programmes to tackle worklessness and helping local residents build sustainable careers. The local workforce needs the skills that employers are looking for so the economic and skills strategies must work in tandem.

The ambition for Stratford

Stratford, including Stratford City and the Olympic Park, has the long term potential to create over 46,000 jobs, based on the employment floorspace projections. These include over 33,000 office jobs, 10,400 retail jobs, over 1,500 leisure/education and community jobs and also over 1,000 jobs in hotels and catering. The 33,000 office jobs will support growth in finance and business services, knowledge intensive sectors and public sector employment.

While this potential exists, converting it into a reality would require Stratford to take a much greater share of London’s future employment growth than has been forecast to date. The Stratford Masterplan is therefore built on the assumption that a sustained strategy will be mounted to increase the ambition for the area, so that Stratford becomes one of London’s pre-eminent inward investment and business growth projects.

Such an ambition accords with the ambitions of Newham and the other Olympic Host Boroughs to achieve convergence with the rest of London in terms of socio economic indicators. There is a big disconnect between the quality of the jobs currently located in Stratford and many of the high value jobs and businesses in nearby Canary Wharf and the City. Convergence can be assisted by Stratford functioning more like some of its neighbouring business districts.

The more that firms can be encouraged to view Stratford as a higher-end business location and a suitable place for head office activities, the better the chance of achieving the aspirational mix of employment which will be crucial for achieving convergence and a balanced, sustainable economy.

To unlock Stratford’s economic potential, a number of essential steps need to be taken to turn the area’s economic potential into a reality, reflecting the wider economic strategy for the borough. The area’s economy will only flourish if it is nurtured and promoted.

Steps to realise Stratford’s economic potential

First, the London investment community must attract investment into Stratford, promoting it as a leading place within Greater London for new and expanding companies to locate and invest. Given that London is Europe’s most significant global centre for finance, business and trade, it is essential that Stratford attracts a significant share of London’s international investment – in financial and business services, tourism, the creative industries and life sciences. Stratford can base its economic future on the growth of the knowledge economy, built around educational institutions and intelligent businesses. This is possible because of decades of massive investment in infrastructure that has resulted in Stratford being one of the most well connected places in London. Stratford should be promoted nationally and internationally as a place of the highest quality environment, amenity and infrastructure, capable of competing as one of London’s prime locations for business;

Second, Stratford needs to achieve a shift in its economic base away from traditional industrial and lower grade retail activity to one based on services, prime retail and higher value industry, helping strengthen the economic competitiveness of the east london sub region. If managed pro-actively, Stratford Spectrum (see next page) will deliver a supply of land, premises and successful places capable of attracting innovative and high value added companies, reflecting London’s strongest and most dynamic economic sectors;

Third, Stratford Spectrum’s individual business and mixed use neighbourhoods should be developed flexibly, allowing local areas to respond to the specific needs of desirable economic sectors, supporting clustering, supply chain networks and providing opportunities for agglomeration.
In particular, the area should respond to the opportunities for growth of the following sectors:

- business and financial services
- retail
- visitor economy (hotels, tourism & leisure) (see visit Stratford below)
- creative industries
- knowledge intensive sectors (education, high technology and green industries)
- construction

Fourth, Stratford’s economy should be managed and grown so that the connections are strengthened with the economic anchors of Canary Wharf, City of London and the West End and with the leading universities and research establishments of London and the South East.

Fifth, local places should be managed to make them function more successfully as business locations. Efforts should be maintained to improve the safety, appearance, and amenity of the neighbourhoods around employment sites to make them convenient and attractive places for companies’ employees, clients and visitors.

Sixth, employment should be seen as an important component of Stratford’s “DNA”, helping create sustainable mixed use neighbourhoods, and supporting local services. In turn, businesses should be welcomed where they operate as good neighbours, minimising negative impacts of business activities on the amenity, safety, and well being of residents.

Seventh, Stratford’s businesses will be required to help ensure that more Newham residents access work and share in increasing wealth. Specifically, developers and companies should:

- contribute to improving education, skills and training provision in the borough and removing barriers to work for Newham residents
- promote local labour agreements to enable Newham residents to secure employment and skills development in securing jobs and supply chain opportunities
- support the provision of childcare facilities close to places of employment
- contribute towards and respond to identified needs in the worklessness delivery plan, jobcentre plus, Workplace and Connexions service, the Retail Academy at Stratford City and the Newham Real Apprentice Scheme.

Improving skills and access to jobs

Stratford Spectrum will include a range of employment opportunities.
Some of the locations and businesses types that will make up the Stratford Spectrum and help to achieve the ambition set out above are as follows:

- **The Media Centre**: Attract new media industries to be based at the Olympics’ Media Centre after the Games.
- **Stratford Waterfront**: There is an excellent opportunity to create a range of jobs at Stratford Waterfront with high end business, bars, cafes and hotels. The designs for this area are already being developed through the Olympic Legacy proposals.
- **Stratford City Zone 2**: Planning permission has already been given for 257,000 sqm of office space giving great potential to attract new companies who want to be connected easily to London and other world cities.
- **The Stratford Metropolitan Masterplan** offers the opportunity to create space for education, cultural and other business facilities on the edge of the Town Centre.
- **Rick Roberts Way**: South of the homes and potential secondary school which would form part of the greater Carpenters area, Rick Roberts Way could accommodate expansion of affordable modern light industrial B1c/B2 premises, potentially meeting the requirements of green sectors such as clean technologies or low carbon construction.
- **The 2012 Games** offers the chance to create new health, sports science, and biomedical industries around the Olympic Stadium and Park.
Visit Stratford

An important part of Stratford’s economic story will be the visitor economy. 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.

Visit Stratford is a concept that explores promoting 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.

Visitor attractions in Stratford
Primary Care

There are currently nine GP practices serving the Stratford and New Town ward. Most residents have a choice of GP and can walk to their chosen practice within 20 minutes. However, a number of the existing facilities are poor and the massive planned population growth will create significant demand for new and improved primary care services for the area. Overall, 23 GPs are required to meet the total forecast population growth.

The Primary Care Trust (PCT) is developing two polyclinics, one located at Vicarage Lane and another in the Olympic Village. The new Olympic Polyclinic is planned to open in 2013, and includes capacity for 30,000 patients to register with a GP at the clinic. The new GP practice which opened at Vicarage Lane in September 2009 currently has 1,000 patients and is expected to cater for 6,000 patients within the next five years. These two polyclinics will offer accommodate a group of GPs and will also provide a wide range of health practitioner services, tailored to local requirements for example including diagnostic services, dentistry, physiotherapy, preventive health care and outpatients services. The polyclinics will form hubs at the heart of a network of local GP facilities.

The regeneration of the Carpenters Estate combined with new growth at Stratford High Street means a surgery of 4/5 GPs is required to meet current and future needs. Another surgery will also be required to serve the Pudding Mill Neighbourhood and the Sugar House Lane community. Further expansion of GP facilities will be linked to future population growth, based on the requirement for one GP to serve an increase in population of roughly 1,800 people. The proposed future commissioning arrangements are for the formation of GP consortia.

There are currently six dental surgeries serving the Stratford and New Town ward. 21 additional dentists are needed to meet the forecast population increase. The PCT is currently working with Westfield Shopping Centre to explore the possibility of locating a dental outreach/training facility in the health space set aside as part of the S106 agreement. Other den-tist surgeries will be established in local communities within easy walking distance for residents, on a demand driven base and in response to the market created by population growth.

Acute and Specialist Care

Newham General Hospital (Glen Road, Plaistow) is the nearest hospital to the area and has an A&E department, Intensive Treatment and High Dependency Units and a Stroke Unit. It also has a separate paediatric A&E and a paediatric inpatient ward. The hospital provides the full range of maternity services to the borough’s women. It promotes itself as a specialist in providing local care.

The hospital primarily serves Newham’s population but also provide services to the residents of Redbridge, Waltham Forest, Barking and Havering, City and Hackney and Tower Hamlets. The proposed level of development anticipated in the development framework would normally create a demand for 86 additional beds.

Community, leisure and sports provision

There are nine community centres in the ward at present. These are of varying quality in terms of condition, accessibility and the range of services provided. Considering space standards alone, we estimate that the new population needs to be served by an additional 2,500 square metres of community space. The increase in demand can assist in augmenting the more successful centres, providing the basis for relocation, refurbishment and change where necessary. In terms of new provision, experience in recent years suggests that it is good practice to provide community space in mixed use settings, so far as the mix of uses is mutually reinforcing.

The development framework proposes that mixed use provision of community facilities is provided for the Greater Carpenters, Pudding Mill and Sugar House Lane communities, combining smaller (approximately 200 square metre) community spaces with local extended schools, nursery provision, and with the proposed GP and other health facilities.

In Stratford Old Town, we propose that the organisations making up the cultural sector be engaged in a dialogue to consider how larger scale community spaces can be provided as an extension to the existing cultural offer, on a social enterprise model. By concentrating community facilities in the Old Town, and by building on the strength of the local business and community sectors, the Old Town’s unique character can be strengthened, helping build the town as a complementary centre to Westfield.

For the Chobham neighbourhood, new community facilities are included in the existing development proposals. We suggest that the key issue to be addressed is the management model for developing the extended school offer at Chobham Academy. The facilities must be developed and run so as to integrate the new population with the existing communities to the east.

It is critical that Stratford’s communities benefit from the extensive leisure provision that will be left as a legacy of the Olympic Games. A series of sports hubs and activity spaces will be created across the Olympic Park and safe, attractive routes to and from existing neighbourhoods to the Park and its facilities are required. In addition, Stratford City will create a number of commercial leisure facilities including a cinema, nightclubs, and restaurants as well as an arts/cultural centre. These have the potential to serve local as well as regional needs.
Chapter 2: Principles

Existing GPs in Newham
New/proposed poly clinic with 15 minute walkband
Proposed health centres with 5 minute walkband
Improved/expanded health centres with 5 minute walkband
Chapter 2: Principles

The development framework proposes a number of cultural and leisure developments that complement those already being planned for the Olympic Park and Stratford City, with the focus on meeting the needs of the existing and expanding neighbourhoods. The Docklands and Carpenter's Centre should be upgraded as part of the area's regeneration, probably involving the development of a new facility planned in partnership with the Centre. A new sports and fitness centre should be provided in the commercial heart of Stratford Old Town. The cultural offer of Stratford Old Town should be fostered. The Rex Cinema, a major opportunity for a music venue, is one example of a number of opportunities for extending the Old Town leisure and cultural offer. Delivery could be driven through commercial and social enterprise models.

Early Years provision & Primary Schools

There are currently seven nursery schools located within the Stratford and New Town ward, three of which are privately run. Another five nursery facilities are located nearby. Generally nurseries are providing a good quality service and most of the buildings which they are operating from are in reasonably good condition. The substantial growth in population will increase the demand for high quality nursery provision. We estimate 15 x 60 place nurseries will be required to meet overall forecast demand. There are currently seven nursery schools located within the Stratford and New Town ward, three of which are privately run. Another five nursery facilities are located nearby. Generally nurseries are providing a good quality service and most of the buildings which they are operating from are in reasonably good condition. The substantial growth in population will increase the demand for high quality nursery provision. We estimate 15 x 60 place nurseries will be required to meet overall forecast demand.

There are five primary schools (including one special school) within, or just outside the Stratford and New Town ward boundary, and another eight beyond which serve at least some of the ward's residents. New development will generate resources to address deficiencies in the condition of some of the existing premises and to improve classroom sizes affected by the growing population. Overall, we estimate 11 form entries (classes of 30 children) will be required to meet the forecast demand of the expanded population. Existing and increased needs will be met in part by the Chobham Academy which will offer three new forms of entry at primary level, and by a further two new primary schools proposed through the Legacy Masterplan Framework in the Olympic Park. Requirements for additional new schools and expansion of existing provision will be planned and provided through close monitoring of demand as it emerges along with new development by the Education Authority. We estimate that the full implementation of the development framework would require the following additional provision beyond the planned 3 form entries at Chobham Academy: An additional 2 form entries to serve the Carpenter's Neighbourhood; A new two form entry school at Sugar House Lane; A further four form entries to meet the combined needs of the projected population growth for Stratford City and the Olympic Park.

Secondary schools

Sarah Bonnell School, a specialist language college, is the only existing secondary school in the Ward following the relocation of Rokeby School. However, Stratford School, currently located in Upton Park, aims to move into a new school to be constructed on the Rokeby site and the ‘all-through’ Chobham Academy, on the Olympics site, will be opened following the 2012 Olympics. The Academy will cater for 3 forms of entry at primary level and 6 forms of entry at secondary level.

It is anticipated that there will be a long term need for a further new secondary school, probably with seven forms of entry. The development framework proposes this be located in the south of the ward. Rick Roberts Way could be an appropriate location for a secondary school, providing a link between the Greater Carpenters neighbourhood and the wider area. This solution would require measures to ensure that industrial uses further south on Rick Roberts Way did not negatively impact upon the school. The area to the south of the Aquatics could also be explored as an alternative to Rick Roberts Way as this could help to promote the idea of the Greater Carpenters Neighbourhood. A school would be a good way of animating what is currently quite a constrained site in terms of access.

Further and Higher Education

There is a good range and quality of post-16 education in Newham and within the Stratford & New Town ward. The main provider of further education is the Newham College of Further Education (NCFE) which has its Stratford Campus located within the ward. NCFE are currently exploring the potential to move their Stratford operations to a new, smaller and purpose built campus. Newham Sixth Form College (NewVIC) currently have a small amount of provision at Stratford High Street as well as running Stratford Circus, one of the most significant local cultural assets. However, NewVIC would ideally prefer to establish a new campus in Stratford that would provide a more accessible location for students and allow the college to continue to develop its offer to students in Newham and from further afield.

Higher education in Newham is mainly provided by the University of East London, which caters for more than 17,000 students and has one of its two main campuses located within the Stratford and New Town Ward. Some 2,500 of these students are Newham residents. Birkbeck College also provides higher education opportunities at the UEL’s Stratford Campus and the University Centre Stratford provides undergraduate degrees from the Newham College of Further Education. [Add a mention of the proposed Birkbeck/UEL facility in the cultural quarter here]

Stratford’s regeneration is creating the potential to strengthen links with a number of world class higher education establishments from London and the Greater South East, adding to the existing higher education offer and creating a platform for links between specialised research and innovation and Stratford’s new employment sectors driven by inward investment.
Chapter 2: Principles

Education Provision in Stratford
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. Future plans and developments need to be ‘smart’ – to make appropriate choices based on the way people live rather than simply promoting the latest technical fix.

In order to achieve this, this plan will:

- Ensure good public transport provision throughout Stratford. The plan will provide far better walking and cycling connections to existing transport nodes encouraging its use and reducing dependency on the car. (see Movement strategy above)

- Improve walking and cycling links and provide good quality storage and cycle facilities within new developments.

- 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.

- Explore the potential for low-carbon car infrastructure and provision.

- Ensure that new buildings and existing homes have high levels of energy efficiency, and other appropriate low carbon technologies and include water management (for example Sustainable Urban Drainage Systems) and reuse features.

- Design streets and spaces to improve the pedestrian experience, reduce “heat island effect” through tree planting and manage stormwater run-off.

- Create resilient buildings that can be adapted to different uses and conditions (so are less likely to become outdated) or adapt existing buildings to new uses where possible and commercially viable.

- Create a softer city through a mix of larger and smaller parks, street planting, pocket parks, green and brown roofs. These resources should be multi-functional to provide a mix of social, economic and ecological benefits.
Ensuring high levels of energy efficiency in new buildings as in the example below
Section 3: Areas of Focus
Areas of Focus

This plan identifies four areas upon which there is development pressure and which, with the guidance set out in the following sections, could contribute significantly to the masterplan aspirations for Stratford. These areas are:

» Stratford Old Town
» Greater Carpenters Neighbourhood
» Chobham Farm
» Sugar House Lane

The team has worked up a number of more detailed concept plans and supporting strategies for each of these areas. These concept plans are underpinned by a number of detailed masterplans and accompanying delivery strategies set out in Volume 2: Delivery Plan. This work includes options development and testing of several ‘live’ projects to understand how they could come forward.

Indicative artists impressions of new housing at Chobham Farm (top) and improvements to the town centre (bottom)
Chapter 3: Areas of Focus

Plan showing indicative masterplans and quanta for the four areas of focus

Greater Carpenters Neighbourhood
- 1,900 homes
- 20,000 sqm commercial
- Community hub
- Upgraded connections and local park
- Improved walking and cycling connections

Sugar House Lane
- 1,000 homes
- 30,000sqm commercial
- Refurbishment and infill in the Conservation Area
- New and improved connections

Stratford Old Town
- 1,000 new homes
- 200,000 sqm retail, leisure, office, education, hotel
- Two-way working of Broadway and Great Eastern
- New walking and cycling connections

Chobham Farm
- 1,200 new homes
- Local retail
- Improved walking and cycling connections

Greater Carpenters Neighbourhood
- 1,900 homes
- 20,000 sqm commercial
- Community hub
- Upgraded connections and local park
- Improved walking and cycling connections
Chapter 3: Areas of Focus

Summary of Proposals and key benefits

The plan describes a visionary yet achievable future for Stratford’s Town Centre. If implemented, the plan would achieve a significant intensification of the town centre and its uses:

*The figures in the table above are based on the proposals specifically associated with the detailed masterplans (see delivery framework). A huge amount of development is coming forward outside of these masterplan areas and the impacts of this development are discussed at section 2 of the report above (and have also been fed into the community infrastructure assessment and transport modelling).

<table>
<thead>
<tr>
<th>Site</th>
<th>30ha land between Central Line viaduct to the west, Jubilee Line to the south, and the CTRL ‘box’ to the north and encompassing both sides of Broadway.</th>
</tr>
</thead>
</table>
| Main components and related benefits | Phased redevelopment of selected sites focusing on extending the Town Centre southwards and westwards. This would include over 350,000 sqm of development (all gross floor areas) generating over 7,400 jobs. This increases the existing job numbers in Stratford Old Town by 48%:
- 800 – 1,200 new homes and 300 student homes
- 100,000 – 150,000 m² new and refurbished offices - an increase of almost 150% on existing floorspace - delivering over 6,000 jobs
- 25,000 – 30,000 m² new retail, cafe and restaurant space - an increase of 60% in floorspace - including an urban food store and independent and small scale shops delivering over 1,400 jobs
- 2,000 m² new leisure centre and 3,000 – 4,000 m² of additional leisure and cultural space delivering 60 jobs
- 35,000 m² of education and community uses including Rokeby School site and additional further/higher education uses delivering up to 400 jobs
- One or more hotels providing up to 300 beds delivering over 100 jobs
- Better use of under-developed land
- Appropriate contribution to wider infrastructure
- Destination market |
| Meanwhile Uses | Destination market/events space on site of existing Morgan House car park/service yards.
- Creative refurbishment of Morgan House and recladding of externals prior to Olympics.
- Use of top floor of Stratford Car Park for bar, performance space and visitor centre
- Top of Peacocks store could be used as a safe and secure outdoor performance space for cultural events.
- Station House, Great Eastern Fringe and Angel Lane Triangle sites could be used for cultural events
- Potential for a new school at Rokeby site (subject to funding)
- New local leisure centre and community space
- Development of further and higher education offer
- New cultural facilities based around Rex
- Contribution to wider facilities including primary education
| Community facilities | Two way working of Broadway, The Grove and Great Eastern Road (see strategic links section)
- A Southern Plaza and new ‘front door’ to the centre
- Improved cycle facilities around the town centre
- Potential improvements to the bus station
- Greater connectivity and legibility within and through Stratford Town Centre leading to more pedestrian and cycle movement (health and wellbeing benefits), and reduction in pedestrian congestion in east/west malls
- More people living in the town centre will help to create more life and safety on the streets outside of business hours
- New market square
- Pedestrianised section of the Broadway next to St John’s Church for out door dining, specialist markets and events
| Transport & public realm | New local leisure centre and community space
- Development of further and higher education offer
- New cultural facilities based around Rex
- Contribution to wider facilities including primary education
|
Chapter 3: Areas of Focus

Illustrative visualisation of development in Stratford Old Town

1 - Stratford High Street
2 - The Broadway
3 - St. John's Church
4 - Romford Road
**Context**

The Stratford Town Centre area is at the heart of Stratford. It is bound by Great Eastern Railway to the north and west, and by the DLR and Jubilee line infrastructure to the south. The area covers approximately 30 hectares and the majority of it is within London Borough of Newham ownership. Key constraints and opportunities in the town centre are set out opposite.

**Development Options and Preferred Approach**

A wide range of detailed options were developed for the Town Centre based on the spatial principles set out in the previous section. Design proposals and land uses were developed through consultation with a wide range of stakeholders and by studying comparator metropolitan centres elsewhere in London. The options explored how new links could be developed through the town centre to provide a greater choice of routes, additional frontage and sites for a range of different sorts of uses that would bolster, intensify and diversify the existing offer.

A number of strategic options were explored to deal with the severance and environmental impacts of the gyratory. These are described in the supporting document: Transport Report and included tunnelling or podium development over Great Eastern Road, one-way downgrades, two-way operations and downscaling of junctions. The council’s preferred approach is to create a two-way movement system around the town centre. Apart from generally respecting existing highways boundaries and providing a relatively simple and logical layout, the two way option was also one of only two options that did not involve radical network capacity reductions.

More importantly, it was the only option offering a more efficient and effective transport solution with reduced vehicle emissions along with real public realm and safety benefits. In fact the two way option is the only solution available that addresses severance where it is greatest - Great Eastern Road - while retaining important highway access to Stratford Station. It was, however, the only option offering a more efficient and effective transport solution with reduced vehicle emissions whilst offering the type of pedestrian and urban realm improvement needed. Real improvements to pedestrian safety and the urban environment demand both aesthetic improvements and the re-allocation of road space. Two way operations around the town centre also allow the temporary closure of discrete road sections - say, on weekends or evenings to stage special events - without preventing general through and access movements.

The preferred approach is based on the outcomes of a detailed Sustainability Appraisal, consultation with stakeholders including community views, iterative financial appraisal work and transport assessment. The proposals for Stratford Old Town are focused on the creation of a complementary town centre offer to Westfield as described in the spatial principles above. The proposals combine enhancing the existing assets of the town centre and introducing new elements.

The main components are set out on the following pages.
Chapter 3: Areas of Focus

One of the most accessible places in the UK by public transport

Significant developer pressure, in particular to the south of Stratford Centre.

Proposed public realm works to be completed by 2012

A unique cluster of cultural facilities, although the cultural quarter is visibly and physically isolated.

Civic heart and historical focus point for Stratford

There is a need to provide sufficient space to provide for the mix of different modes of movement and the critical interchange function.

Massive captive footfall of people moving from the Broadway to the station (of over 400,000 people per week)

Access through the shopping centre is constrained due to its megastructural nature.

St. John’s Conservation area covers a significant amount of the area. Any development should preserve and enhance this heritage.

There is no direct route between the area and the future Olympic Park and routes to the west are constrained (with severance particularly caused by Great Eastern Road).

Although there is a high level of footfall, Stratford Town Centre is not seen as a place to dwell and spend time in. Furthermore most of the footfall is concentrated along the East and West Malls of Stratford Centre.

In the town centre survey undertaken in June 2010 as part of the masterplanning process, residents describe the town centre as ‘busy, eclectic, cheap and cheerful’ and the majority felt that it met their needs.

The multiple overlapping interests, combined with a rapidly changing context with the opening of Westfield in 2011 and the Olympic site in 2012.

Respondents to the town centre survey (June 2010) wanted to see an improvement in security and policing in the centre (because of safety concerns) as well as more seating, more places to go in the evening and an overhaul for the ‘look’ of the centre.

Underutilised for such an accessible site

There is no direct route between the area and the future Olympic Park and routes to the west are constrained (with severance particularly caused by Great Eastern Road).

Most of the site is under public freehold ownership.

Opportunities

Constraints
Chapter 3: Areas of Focus

Stratford Old Town Concept Plan

1. Celebrating the Broadway
2. Stratford Lanes
3. Expanding the Town Centre
4. Cultural and Educational “Fringe”

Stratford Old Town Urban Structure 2010

- Primary structuring route
- Secondary structuring route
- Primary mixed frontage
- Secondary mixed frontage
- Primary retail/cafe frontage
- Secondary retail/cafe frontage
- Key buildings
- Pedestrian space
- Stratford Old Town
- Suitable location for a landmark building
- Public Square
- Poor quality pedestrian routes
Chapter 3: Areas of Focus

Celebrating the Broadway

The Broadway will be enhanced as Stratford’s historic and civic heart. It will become a fine public space at the confluence of a number of important routes with St John’s Church as its centrepiece. The Broadway will become a pleasant and positive place to stop and rest, as well as a busy and lively space that embodies the richness and diversity of Newham and East London. The public realm works being implemented before the 2012 Games will be the start of a step change in the qualities of this space, which will be further enhanced by the conversion of the Broadway to two-way traffic. This will be accompanied by more improvements to the pedestrian experience including direct and generous crossings, removal of clutter and guardrailing, lighting upgrades and better quality materials and maintenance.

The Broadway will also benefit from a wide variety of positive uses at ground and upper floors in surrounding buildings in order to make sure that it is used throughout the day. As well as shops, services and urban living, the Broadway will be the focus of restaurants, cafés, the evening economy and cultural uses that will expand out from the Cultural Quarter. Two way working will allow the section of the Broadway between St. John’s Church and the northern edge of the street to be pedestrianised providing a sunny public place for outdoor dining, specialist markets and events.

The listed Town Hall cluster will anchor the Broadway, providing a mix of civic, cultural, commercial and other uses in a fine setting. The Broadway will be well-contained by surrounding buildings, with good active frontage.

The height and grain of new buildings on the Broadway will respond to the high quality mix of different buildings found along much of the eastern edge of the street. This includes creating narrow fronted buildings with a mix of different styles, ground-floor access with general benchmark building shoulder heights of four to five storeys.

Examples of the type and quality of development within the Old Town

Artists impression of fine grain shops, offices and homes along the west side of the Broadway
Chapter 3:
Areas of Focus

Illustrative visualisation of development in Stratford Old Town

New development will include fine grain lanes (top and bottom) and a mix of shops to provide diversity and economic development.

The view of the Old Town from the Town Centre link will be transformed by the Shoal sculpture, public realm improvements and refurbishment of Morgan House.
A number of new routes should be created between Great Eastern Road and the Broadway to provide a choice of links and encourage walking and cycling, whilst opening up a range of new development sites for new buildings in the town centre. These routes should seek to create smaller scale blocks with active, fine-grain frontage at ground floor level with direct access to upper floor homes and workspaces. These should be streets that are open to the air rather than a sealed mall-like environment.

The new Southern Gateway will create a new ‘front door’ into the town centre core from the south. This high quality public space will be enclosed by a cluster of taller buildings of high quality and eye-catching contemporary architecture. This would be a lively space, with high numbers of people moving towards the rail and bus stations from the east and south.

The Southern Gateway is critical in order to improve links between the town centre and the Carpenters area to the south. The plan proposes a direct connection from the Southern Gateway that links with the Jupp Road Bridge, enabling the facilities in the town centre to be far better accessed by residents to the south.

A new shared surface lane will link the central square of the mall with the southern gateway forming a critical section of the Northern Parallel (see movement chapter). Together with additional routes linking eastwards to the Broadway these links will create a series of smaller urban blocks within the redevelopment of the southern part of the existing ‘Island’ site that is currently underused.

Additional and improved links between the Cultural Quarter and the Broadway will increase the visibility and viability of these vital assets and provide a safer environment for relaxing where activities can take place.

Over time there will be improvements to the Mall to improve and differentiate its environment and provide more space for people to stop as well as move through the area.

Stratford Old Town will include an intense mix of shopping, leisure, workspace and apartments to complement the ongoing low cost convenience shopping offer and strengthening cultural provision. This will complement the more mainstream, larger scale retail and leisure provision at Westfield. The focus will be on providing a range of smaller retail, restaurant and cafe units and workspaces with direct street access including affordable space for alternative, ethnic and independent businesses. This will be in both new-build developments as well as refurbished buildings.

This offer will be complemented by a destination market that celebrates Newham and East London’s cultural diversity and propensity for creating new enterprises and complements the existing everyday food, clothing and household goods for sale in the mall. This would be a London-wide destination competing with Spitalfields or Greenwich markets. The destination market would be a covered space complemented by permanent shops or kiosks that could also double up as the town’s events space for cultural and arts events. It could focus on a mix of different offers including food, crafts as well as more everyday goods with managed activities. A food-focused market would be an opportunity to establish the town centre as a food destination and grow the evening economy so that the local communities’ taste in food and music are celebrated rather than hidden.

The intensification of development around the Southern Gateway will enable provision of a larger supermarket to anchor the town’s retail provision and to cross-subsidise other development. The foodstore will be limited to 5,000m2 (with limited comparison retail) and mean that no additional structured car parking is provided in the town centre core. The foodstore will be in an urban format in a design that is bespoke to the site. The format will minimise bulk and create lively street frontage made up predominately of smaller retail units and direct street access for housing. The store will be integrated into the urban blocks so that the box of the store is concealed by homes, student housing and shops around it.

As it becomes transformed, Stratford Town Centre has the opportunity to attract higher quality office and hotel provision to improve the existing, somewhat lower end offer. New hotels in existing or new buildings should be designed to become semi-public buildings where people can meet and become a vital part of the evening-time economy. Their designs should include a generous and well proportioned lobby, large bar and good restaurant across the ground floor.

Stratford Town Centre will expand its population as redevelopment creates upper floor homes for a mix of residents including students. This will foster urban living and animate the town centre outside business hours. New apartments will provide a mix of higher quality affordable and private provision with homes meeting or exceeding the Mayor’s Housing Design Guide’ standards. Student flats will help to create a buzz in the town centre, although provision will be limited in order to avoid creating a student enclave.

Given the availability of parking spaces in the town centre and an average PTAL of 6 in the town centre, car parking for new development should be kept to a minimum (an average of 0.1 car parking space per dwelling). Further information can be found in the transport supporting paper.

The proposals include the creation of a destination market similar to that found at Spitalfields or Borough
Chapter 3: Areas of Focus

Expanding the Town Centre

The Town Centre will expand across the concrete collar of Great Eastern Road to provide a greater range of different opportunities, make the best use of this highly accessible land and integrate with Westfield. Great Eastern Road will become a two-way urban boulevard with much improved pedestrian crossings, wider pavements, better lighting and reduced clutter. It will provide new areas for town centre uses such as retail, office and high density housing and more space to build on one of Stratford’s assets, the cultural and education offer (see below). Buildings will front directly onto the street, with opportunity for taller buildings than along the Broadway and landmarks signifying key locations such as the station.

The bus station will be improved to provide a better environment and make better use of this key site immediately adjacent to the rail station. Two-way movement of vehicles around the town centre and the opening of the bus hub at Westfield will offer opportunities for change. Improved cycle storage and parking facilities will also be created in order to encourage people to access the bus and train stations by bike and meet a growing demand for this mode of travel.

In the longer term, some town centre uses such as office and workspace could expand southwards into the northern quadrant of the Carpenters estate as set out in Greater Carpenters Neighbourhood below. Links between the town centre and the Carpenters area will be transformed. The council is working with Network Rail and Transport for London to explore options of creating a new southern entrance to Stratford Station that could also provide through access to the town centre and Westfield. The existing Jupp Road footbridge will be improved through widening and improved ramps and steps to allow it to provide a more direct route to the town centre via the Southern Gateway.

In the longer term, the council will explore whether there is potential to work with the local community to regenerate Oxford Road and Grove Crescent housing areas to provide a better environment, improved homes, active frontage to Great Eastern Road and a mix of uses appropriate to a town centre location.
Cultural and Educational ‘Fringe’

The ‘fringe’ of the town centre provides opportunities for intensifying uses and, in particular, to build on and add to the further and higher education institutions and cultural uses in and around the centre.

A number of existing and proposed developments led by local educational institutions have begun the trend. The UEL Stratford campus, currently serving 5,000 students, has been remodelled and is being further strengthened, including proposals for a new library. The Stratford Island University Centre (a partnership between Birkbeck and the University of East London) due to open in 2013 will be a welcome addition to the area.

A number of Newham-based as well as central London colleges and universities have expressed interest in locating in Stratford. The Building Crafts College also aspires to double in size. Together, these existing ambitions amount to a formidable opportunity for Stratford to establish itself as a seat of learning. The education providers can work together to develop shared facilities, and amenities that could serve the local community as well as the colleges. The increase in students living and studying in the town will help build its cultural and social offer.

As with education there is already a strong cultural offer in Stratford – it is one of the key attractions of Stratford that should be built upon. At present the cultural offer is focused to the north of the ‘Island Site’ in Stratford Old Town where some key cultural venues including Theatre Royal Stratford East, the Stratford Picturehouse and a range of cafes and bars are clustered. A great deal of work is already being undertaken to build on this existing hub through the Studio Egret West public realm proposals, the work of Stratford Rising (a representative organization of Stratford’s venues and businesses) and the Vision for Stratford’s Cultural Quarter (Make, 2010) which sets out proposals for the area (in terms of management and physical interventions).

The educational and cultural ‘fringe’ will run from the UEL campus through Sarah Bonnell High School, to the existing cultural quarter and on to the Angel Lane Triangle. The Angel Lane triangle is the Council’s preferred location for new buildings and associated facilities as part of a mixed use development it would support the town centre and cultural quarter, but it would also be better as an edge of town centre use, rather than something that would be appropriate within the retail/office core. Furthermore this site requires a use that will animate the public realm in order to be a functioning ‘piece of city’. In addition to the Angel Lane access point, a new pedestrian/cycling bridge would be created connecting to the Town Centre Link with potential future additional pedestrian connections using the existing station underpass. Other uses for this site would include multi-story car-parking and large floorplate leisure in order to fully utilise the lower levels of this challenging site.

Links between the town centre and UEL’s Romford Road campus will be improved to make this important pedestrian route more attractive and safer by creating a high street like environment with active shop fronts looking onto the street and attractive public realm.

Creating a Buzz

The Council is looking at ways of improving the active management of Stratford Town Centre. This will involve creating a joint management approach that will lead on branding and promotion of Stratford to visitors and businesses; coordinate and organise events; focus on tackling crime and perceptions of safety; manage and coordinate promotions or bids for future funding streams; manage visitor centre and visitor strategy; organise and promote interim uses; manage retail diversity and market trading; promote training and internship partnerships with local HE institutions (see above) and businesses to train local people for new jobs and lobby for Stratford including ensuring implementation of strategic infrastructure.

The masterplan proposes a range of new and improved public spaces in the town centre which will help to facilitate outdoor dining, markets and events. These include a new square at the proposed Southern Gateway, pedestrianisation of a section of the Broadway next to St John’s Church and a new market square behind the Theatre Royal. In addition, there is potential in the short term for a new market to be established on the site of an underused car park opposite the bus station currently serving the vacant Morgan House office building.

Interim uses projects should offer space for new businesses and individuals to experiment and grow and make Stratford a hub of creative activity. Pop up bars, art exhibitions, summer-time concerts, buskers and impromptu performance spaces will encourage the area’s expanding student and young professional community to spend their free time in Stratford rather than elsewhere. Ideas can be tested, experience gained and skills developed on a flexible, low risk basis. New ideas and events should be encouraged to gather momentum, creating a stimulating, entrepreneurial environment. Further proposals for interim uses can be found in the supporting Meanwhile Uses report.

Where possible, uses will be brought back into existing buildings through creative refurbishment. These would include small and medium-sized enterprise clusters.
## Greater Carpenters Neighbourhood

### Summary of proposals and key benefits

The plan that follows describes a visionary yet achievable future for the greater Carpenters area. If implemented, the plan would achieve a significant step change for this important part of Stratford:

<table>
<thead>
<tr>
<th>Site</th>
<th>32ha land between the Aquatics Centre to the west, Greenway to the south, Jubilee Line to the north and Kerrison Road/Cam Road to the east. The core Carpenters Estate is 10 ha in size.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Main components and related benefits</td>
<td>Phased residential-led redevelopment of selected sites focusing on providing a very high quality family focused living environment as well as enabling the extension of the Town Centre southwards. The plan allows the community to stay together in the area by carefully phasing new homes to minimise off-site moves. If completed, the entire development would include around 1,900 new and refurbished homes and the ability to create over 1,000 new jobs:</td>
</tr>
<tr>
<td></td>
<td>• Up to 1,900 new and refurbished homes with some student housing</td>
</tr>
<tr>
<td></td>
<td>• From 20,000m² new office or work space providing over 1,000 new jobs and workplaces for local people</td>
</tr>
<tr>
<td></td>
<td>• 500-1000m² new local shops</td>
</tr>
<tr>
<td></td>
<td>• 1,000 – 2,500m² new community and health space</td>
</tr>
<tr>
<td></td>
<td>• Ability to expand the provision of non-residential uses to encompass greater levels of further and higher education uses</td>
</tr>
<tr>
<td></td>
<td>• Better use of under-developed land</td>
</tr>
<tr>
<td></td>
<td>• Appropriate contribution to wider infrastructure</td>
</tr>
<tr>
<td>Meanwhile Uses</td>
<td>• Carpenters Estate could provide local meanwhile uses, particularly of open spaces through local adoption of parks, green spaces and gardens for more intensive community uses.</td>
</tr>
<tr>
<td>Community facilities</td>
<td>• Expansion and refurbishment of Carpenters Primary School</td>
</tr>
<tr>
<td></td>
<td>• Relocation of TMO office, GP surgery and Docklands and Carpenters Community Centre into new co-located community hub.</td>
</tr>
<tr>
<td></td>
<td>• Potential development of further and higher education offer</td>
</tr>
<tr>
<td>Transport &amp; public realm</td>
<td>• New southern entrance to Stratford station</td>
</tr>
<tr>
<td></td>
<td>• Improved Jupp Road Bridge</td>
</tr>
<tr>
<td></td>
<td>• Improved connections to the Aquatics, the town centre and Bridgewater Road</td>
</tr>
<tr>
<td></td>
<td>• Improvements to Carpenters Park</td>
</tr>
<tr>
<td></td>
<td>• Greater connectivity and legibility within and through Greater Carpenters leading to more pedestrian and cycle movement (health and wellbeing benefits).</td>
</tr>
</tbody>
</table>

*The figures in the table above are based on the proposals specifically associated with the detailed masterplans (see delivery framework). A huge amount of development is coming forward outside of these masterplan areas and the impacts of this development are discussed at section 2 of the report above (and have also been fed into the community infrastructure assessment and transport modelling).*

Chapter 3: Areas of Focus
The image below shows an indicative massing model of the Greater Carpenters Neighbourhood if all the development took place. However, because of the phased approach to this area, less development than shown below could also take place.

1. Stratford High Street
2. The Central Line / DLR viaduct
3. Building Crafts College
4. Stratford Station
5. Pudding Mill DLR
Chapter 3: Areas of Focus

Context

The Greater Carpenters Area focuses on the Carpenters Estate but the masterplan proposals also consider how the area should link to adjacent sites such as the aquatics site and the Bridgewater Road site (both part of the Olympic Legacy proposals area) and the sites to the south of the High Street such as Cam Road. The area is largely residential at the present time and there are a number of different landowners across the site, however the majority of the area within the Estate is owned by the London Borough of Newham.

The Greater Carpenters Area has the potential to play a critical role in the development of Stratford as the main gateway to the Olympic Park and the opportunity to create a high quality residential-led environment close to the Town Centre. Key opportunities for the area are identified on the plan opposite.

The Greater Carpenters Neighbourhood must be seen in the context of Stratford’s wider role. Over the coming years, Stratford will be transformed into an economic, retail and educational hub for East London. It already has some of the best levels of public transport accessibility in the UK. This means that central Stratford will need new higher intensity mixed use areas for living and working much like other parts of central London.

Greater Carpenters is the main gateway to the Olympic Park and the Olympic Stadium and Aquatics area as well as the ArcelorMittal Orbit. The quality of the environment, buildings and connections are critical in ensuring that Stratford and the rest of Newham can access and be accessed from this area.

The core Carpenters Estate does not have the critical mass needed to support a wide range of community facilities on its own. It is also at the heart of a number of smaller and relatively residential areas that are divided from each other by significant roads, rail lines and waterways. Unless they are connected back into the core Carpenters area they could end up being quite isolated from facilities. Together these sites could provide a good mix of different residential dwelling types and affordabilities with the regenerated Carpenters estate at its core.

Development of the Options

The focus of options work was the Carpenters Estate as the land is mainly in Council ownership. The estate consists of 703 homes of which 94 are freehold houses and 67 are leasehold flats. The Council has worked with the community and consultants on a number of planning and design exercises over the past 10 years. This work has resulted in a decision to rehouse residents and then demolish James Riley Point, Lund Point and Dennison Point as well as 28-74 and 80-86 Doran Walk. This was taken as the starting position for this work.

The council has rehoused around half the households from Lund and Dennison Points and almost all those living in James Riley Point and has commenced those in the affected properties on Doran Walk. However, there remains a funding gap to complete the rehousing and demolish the towers. Refurbishment of the towers is judged prohibitively expensive and risky to be undertaken by either public or private sectors. Therefore, under any scenario, the Carpenters area will undergo substantial change.

The preferred option was arrived at through a detailed process of developing and appraising a wide range of options against the Council’s objectives and vision for Stratford (through a Sustainability Appraisal, available as a supporting document), resident views and financial viability. A Carpenters Options Appraisal document is available as a supporting paper to this document. The preferred option aims to balance community concerns to keep the community together (through phased redevelopment allowing residents to stay in the area) with the need to raise sufficient funding to complete the rehousing and demolish the towers and the importance of Carpenters within the wider vision for Stratford.

Physical options for the area were developed in tandem with discussions around the rehousing options open to residents and the need to keep the community together. These options for those affected by committed demolitions is governed by the Carpenters Charter agreed between the Council, the Tenants Management Organisation and the residents*. The council has decided that the Charter can be revisited if necessary to ensure that local residents do not lose out.

The options explored how development could take place on committed sites, but then could also expand in a phased way over time to take on board greater redevelopment to provide more and better homes, improved connections, upgraded local facilities and a wider mix of uses.

*This can be found at http://www.carpenterstmo.org.uk/charter/
The area could be within a few minutes walk of one of the best connected transport hubs in London (although currently movement is constrained by poor access out of the estate towards the town centre).

Access to the town centre and station is severely constrained by rail lines.

A decision is in place to demolish the three towers in the area, which provides sites for redevelopment and the impetus for change.

Carpenters is in a higher flood risk zone and this will need to be accommodated in any new development.

Large amounts of Council and OPLC land ownership mean that it could be easier to facilitate change.

A strong sense of community at Carpenters focused around a good local primary school and other key assets, such as the Building Crafts College.

Carpenters Road and War ton Road are the main access points to the Olympic Stadium, Aquatics and the Olympic Park from the south and southeast.

High Street 2012 and related plans which should improve the quality of the public realm on the High Street and Carpenters Road.

Most of the High Street sites on the west side of the street have been redeveloped or have planning permissions for tall buildings or bulky residential-led schemes. Development on the estate needs to respond to and to provide an alternative offer to these schemes.

A lot of masterplanning has taken place on the estate in the past but little change has yet been delivered. This plan needs to ensure that it is deliverable and that the existing community’s views and needs are taken into account.

Parts of the area are run down, with poor housing stock.

Certain areas are identified for industrial uses through the planning system, although this is under review by the GLA and Newham.

A strong sense of community at Carpenters focused around a good local primary school and other key assets, such as the Building Crafts College.
Chapter 3: Areas of Focus

Carpenters Concept Plan

1. Carpenters Community Spine
2. Carpenters Stitches
3. Carpenters Park
4. Northern Quadrant
5. Bridgewater Road area
6. Community facilities

Key:
- Primary structuring route
- Secondary structuring route
- Future links across rail lines
- Primary frontage
- Secondary Frontage
- Non-residential ground floor frontage
- Key buildings
- Proposed green space
- Pedestrian space
- Greater Carpenters Neighbourhood
- Suitable location for a landmark building
Preferred Approach for Carpenters Neighbourhood

The Council’s preferred approach is to work towards the redevelopment of the Carpenters Estate in a phased manner, starting with underused non-residential sites and those buildings already scheduled for demolition. The strategy for future phases will depend on community needs, financial viability and other development in the area. Redevelopment is likely to take 15 to 20 years to complete and therefore will take place over more than one economic cycle.

Early phases of redevelopment would focus on the provision of new community facilities and the creation of new high quality homes on underused sites throughout the Carpenters area. These homes should include a mix of different types and tenures of homes. The council will seek to redevelop areas that are already committed for redevelopment in the first five years of the programme, including provisionally Lund Point, James Riley Point and the Carpenters Road / Gibbons Road corner. The phasing plans will be subject to change due to changing market conditions and public sector finance availability. Further details on proposed phasing is available in the Delivery Framework. Indicative phasing is indicated on the 3D image on page 91.
Chapter 3: Areas of Focus

Creating a high quality residential neighbourhood

In seeking redevelopment, the Council will try to create a sustainable urban neighbourhood that will still remain popular over the course of future decades that exudes a sense of quality and permanence. This means embracing all sustainable urban design principles and ensuring that the community can stay in the area. This will also involve creating a neighbourhood that contains a variety of building design and choice of well proportioned and generously sized homes and avoids large uniform buildings with poor design standards.

Higher residential densities will be concentrated in areas closer to Stratford station and along Stratford High Street, where a number of tall residential buildings already exist (section 2 sets out further guidance in relation to development on the High Street). Even in higher density development, the Council will be seeking to maximize homes with their own front door to the street. Taller buildings will be limited to these areas with the remainder of the area being low and medium-rise buildings.

Development at the Carpenters estate will seek to create a series of coherent urban blocks that are structured by the routes set out above. These might be further subdivided to create a fine grain neighbourhood. This will ensure that they are well integrated with their own surroundings. Blocks should be designed in order to create a clear definition between public and private space and maximize the number of homes that have direct access to the street.

The Greater Carpenters Neighbourhood will be a mixed tenure area with all homes being designed in a ‘tenure blind’ way i.e. it should not be possible to distinguish between affordable and private homes from their external appearance. The council is seeking to reprovide all existing affordable homes on the estate, although the final mix will be dependent on agreement with public and private sector partners. A proportion of the affordable homes will be intermediate homes that provide homes for those who can only afford to pay for part of their homes and will help create a more mixed community and provide funding to deliver the project. A mix of tenures should be provided in each phase as a whole [with at least 35% of new homes as affordable in any one phase]. More details on tenure mix are provided in the Supporting Paper - Housing.

The neighbourhood will include a mix of home sizes to create a mixed community and provide for the rehousing of existing residents. This should include a significant proportion of family sized units with three bedrooms or more. The Council will aim to achieve the London Housing Design Guide standards (which are more generous than sizes of existing homes on the estate).

The neighbourhood will provide a mix of different house types to include a significant proportion of homes as houses, mews houses or as maisonettes with their own front door to the street. This will help minimise any costs and social issues associated with shared stairwells and entrance halls and will increase street-level activity.

The neighbourhood will embrace sustainable design and construction methods to ensure that there is no net increase in carbon emissions through the use of highly efficient buildings and other appropriate technologies. If viable, the neighbourhood will use low carbon energy sources such as Combined Heat and Power plants. A similar system has been built as part of the Olympics and new development at Carpenters could connect to this larger system. Water and waste management will be managed in line with the approach set out in the strategy: Smart Stratford (chapter 2).

Private amenity space will be provided to all homes in the form of communal gardens, private gardens and useable balconies or terraces. Child play spaces will be provided in line with Mayor of London standards with a series of doorstep playable spaces, larger local playspaces and multi-use games areas in accessible and well overlooked locations.

With expected Public Transport Accessibility Levels of 5 - 6 in the medium to long term, new development at the Carpenters should have minimal car parking spaces. More information can be found in the transport strategy supporting paper.
Chapter 3: Areas of Focus

The Community Spine forms a continuous route that links Pudding Mill DLR Station with Stratford Station as part of the longer Northern Parallel (see Active and Connected section). This is essentially a new route which will dramatically improve the accessibility of the Carpenters area by creating a continuous safe walking and cycling route that links the stations with Carpenters Park and the main community facilities in the area.

The route will commence with a new southern entrance to Stratford station. A number of options have been explored on how this might be achieved which are set out in the transport strategy and are being discussed with Network Rail and Transport for London. This has the potential to fundamentally change the role of the Carpenters area, moving it from a relatively poorly connected site to becoming a prime location in the core of Stratford Metropolitan Centre. The route joins with the end of Kennard Road – itself connected to the Jupp Road footbridge and the main centre of the Old Town.

The spine will then connect to the central Carpenters Park, crossing Carpenters Road and providing good links to community facilities and Carpenters Primary School. To the south the Community Spine extends via Bridgewater Road across the Green towards Pudding Mill DLR station. This gives residents a choice of public transport access and integrates the Bridgewater Road site as part of an expanded Carpenters Neighbourhood.

The Community Spine should be well enclosed by new homes and could support local on-street parking (examples above)
Chapter 3: Areas of Focus

Carpenters
Stitches and
Spaces

The Olympic Park Link is a direct link between the Stratford High Street DLR Station and the Olympic Park. The link follows an enhanced route along Wilmer Lea Close through the Carpenters Area, navigates the railway, and continues along a direct dedicated pedestrian and cycling route towards the Aquatics Centre passing south of the northernmost headhouse. This is a critical link, as it opens up the Olympic Park not only for Carpenters residents but also for a large population living east of Stratford Town Centre, via a more direct route and bypassing Stratford City. Due to a lack of forward visibility at the Carpenters Road railway bridge, and the design of infrastructure directly to the west of the railway line, the design of this route and the uses and overlooking of adjacent development needs to ensure that this becomes a quality route, that is continuous, convenient and legible for those who are not familiar with the area. This route will be a tree-lined, pedestrian-orientated street with no through traffic.

Carpenters park will be refocused to provide a multi-functional green space for the community. It will include improved play space and ecologically rich gardens for relaxing.

Carpenters Link includes the redesign of Carpenters Road to make it a pleasant place for meeting and staying and the heart of community facilities for the Greater Carpenters Neighbourhood. Traffic would be calmed and paving, lighting and tree planting would all be significantly improved. It joins with the Olympic Link as it reaches the railway viaduct and provides a common connection to the Aquatics area. Improvements to Carpenters Road east of the railway viaduct have received funding related to the 2012 Games.

The Warton Road Link is a route using an upgraded section of Warton Road then continuing along the water’s edge passing south of the Aquatics area and connecting up onto the bridge leading into Stratford City. This should be a proper street with access for vehicles, although designed to encourage pedestrian and cycle movement. A number of options have been explored to improve links underneath the rail lines and recently-built road viaduct that are discussed in more detail in the Transport Strategy supporting paper The preferred approach is to create a small canal side garden that would lead to a new pedestrian/cycle link in a backfilled underpass.
Social and community opportunities

Provision of local services will be improved including a community centre that brings together community space, a café and learning, health, social care and sports facilities in one place with on-site or nearby provision of local shops. In order to be accessible to the whole Greater Carpenters Neighbourhood, the hub will be located in a highly accessible and visible location. The current preferred location is at the junction of the Community Spine and Carpenters Road.

The hub would be enhanced by upgrading and extending Carpenters Primary school on its existing site.

A new secondary school is proposed conveniently located for Carpenters Neighbourhood at Rick Roberts Way / Aquatics area. Another potential site which could be explored for the secondary school is the south of the aquatics area. These would both contribute to the development of the Greater Carpenters Neighbourhood (see Community Infrastructure supporting paper for further details.)

Additional retail and café uses will be provided on the High Street in ground floor accommodation.

The council recognizes that successful regeneration requires social and economic opportunities to be realized as well as physical change. This must enhance existing successful community-based initiatives and be sustainably funded over time. The council will require any development that comes forward to provide funding for this type of initiative. This could include promoting events, improving existing and retained homes, gardens and open spaces with local people, training and skills development, arts and cultural activities, improving health provision and outreach, encouraging neighbourhood sports programmes and local food initiatives.

New and upgraded community facilities will be a key part of the Greater Carpenters Neighbourhood. The images show what these could be like.
Chapter 3: Areas of Focus

Bridgewater Road is planned as a family-focused housing area with high quality terraced houses defining streets, waterways and spaces. Expansion of the Carpenters neighbourhood into Bridgewater Road is key to the creation of a Greater Carpenters Neighbourhood due to its location immediately adjacent to the Carpenters Estate and with only a single vehicle access which is via the Carpenter Estate. Integration of Bridgewater Road into the regeneration of Carpenters could also provide more relocation options for existing Carpenters residents. This bridge and the connection up onto and under the Greenway towards Pudding Mill form part of the northern parallel (see section 2) and will define the main urban structure of this area.

Northern Quadrant

The Northern Quadrant of Carpenters is the most accessible area in the Greater Carpenters Neighbourhood and could include a significant proportion of non-residential uses in order to provide additional space for the long-term expansion of Stratford Town Centre and create a neighbourhood that allows for local employment and that is busy throughout the day. This will include flexible employment space that can be adapted to meet the needs of a range of businesses including incubator units and small and medium sized enterprises. Other uses such as education, student housing and local shops and cafes could also be provided in the Northern Quadrant.
The image below shows an indicative massing model of the Greater Carpenters Neighbourhood if all the development took place. However, because of the phased approach to this area, less development than shown below could also take place.

Artists impression showing view towards Bridgewater Road across the City Mill River
The plan describes a visionary yet achievable future for Chobham. If implemented, the plan would achieve a significant step change for this important area within Stratford, integrating communities old and new:

**Site**
10.7ha site known as Chobham Farm between Angel Lane/Leyton Road to the east, North London Line to the west, Temple Mills Lane to the north and CTRL ‘box’ to the south.

**Main components and related benefits**
Phased residential-led redevelopment of selected sites focusing on providing a very high quality family focused living environment as well as integrating with Stratford New Town/South Leyton and Stratford City. The plan provides the potential for:
- 1,200 new homes with significant family provision
- Local shopping facilities
- A new local park that will serve Stratford New Town as well provide amenity for residents, workers and visitors to the town centre
- Improve homes and connections through to Stratford New Town
- Better use of under-developed land
- Appropriate contribution to wider infrastructure

**Meanwhile Uses**
- Sites could be used for large-scale cultural events

**Community facilities**
- Local retail provision
- Access to community provision within Chobham Academy and Olympic Polyclinic

**Transport & public realm**
- Creation of well-overlooked connections, particularly those to the west to Stratford City
- Better defined streets and spaces leading to greater sense of safety.
- Providing a new local park for new and existing residents, and workers in Stratford Old Town.
- Greater connectivity and legibility within and through Chobham Farm and New Town leading to more pedestrian and cycle movement (health and wellbeing benefits).
- Upgraded junctions to cope with increased traffic

*The figures in the table above are based on the proposals specifically associated with the detailed masterplans (see delivery framework). A huge amount of development is coming forward outside of these masterplan areas and the impacts of this development are discussed at section 2 of the report above (and have also been fed into the community infrastructure assessment and transport modelling).*
Indicative massing model showing approach to Chobham neighbourhood

1 - Drapers Field Playing Fields
2 - The Chobham Academy
3 - Temple Mill Lane
4 - Leyton Road
5 - Major Road
Context

The masterplan proposals focus on the 12ha development site of Chobham Farm, bound to the west by the Central Line rail infrastructure, to the north by Drapers Field, to the south by the Channel Tunnel Rail Link ‘box’ and to the east by Stratford New Town and South Leyton. There are existing industrial and other employment uses at Thornham Grove in the centre of the site and a mix of uses to the north including the Travellers’ site relocated from the Olympic Park.

The remainder of the site is currently vacant with a large portion in public ownership albeit with a number of leaseholder interests. Stratford New Town is a mixed residential area consisting mostly of social housing built in the second half of the twentieth century. South Leyton is a Victorian residential quarter with some good quality housing stock although many homes have been subdivided for private rent. The proposals explore the ways in which this key development site links into both the new communities and facilities to the west and the existing communities to the east.

Being a largely cleared site in fairly close proximity to Stratford town centre and adjacent to proposed new community facilities (the Chobham Academy and Polyclinic), this area has great potential to become a successful new urban residential neighbourhood. Other opportunities are outlined on the plan opposite.

Development Options and Preferred Approach

The focus of the options work looked at a range of different types and densities of housing across the area, the mix of uses, the interface with surrounding areas, the location and scale of parkland and squares and local facilities and shopping. Chobham Farm has been subject to a significant number of design and planning exercises over the past few years. Work undertaken by Pollard Thomson Edwards Architects between 2008 and 2010 and by Urban Practitioners as part of the Northern Olympic Fringe (NOF) Masterplan (2010) was reviewed and informed the options analysis of this study. The NOF sets out some important design principles for the area in general. This masterplan document does not seek to replace NOF but rather to clarify and refine the council’s preferred approach.

The preferred approach is based on the outcomes of a detailed Sustainability Appraisal [see supporting papers], consultation with stakeholders, iterative financial appraisal work and transport assessment.

The Council’s preferred approach is to work with other landowners towards the creation of a new residential-led neighbourhood that binds together the mainly residential northern zones of Stratford City and the existing neighbourhoods to the east in South Leyton and Stratford New Town. The plan seeks to create excellent links to surrounding areas and a new urban park for north Stratford. The plan does not promote the concept of decking over the North London Rail Line (as suggested in the NOF masterplan) because of its negative financial impact and limited perceived community benefit given the location and role of surrounding parks and green spaces.

A successful family neighbourhood will require connecting the site with its surroundings. A series of new and existing connections – Temple Mills Lane, Chobham Road and Alma Street provide relatively direct links between Leytonstone Road and Alma Street West. Angel Lane/Leyton Road then forms the integrating local high street, serving people from both sides of Chobham Farm.

A relocation strategy for existing industrial uses will be prepared to minimise any potential loss of employment from Newham.
Chapter 3: Areas of Focus

Chobham context

To regenerate surrounding communities by providing local services, better connections, improved housing and social and economic opportunities to help tackle high levels of deprivation.

Links to the Olympic facilities and park via new bridges being built (one as a continuation of Chobham Road, the other as a continuation of Alma Street).

The potential for good public transport links at Maryland (to be served by Crossrail) and Stratford Station (if walking links are improved).

The potential to build critical mass for new local services along Angel Lane / Leyton Road.

The CTRL ‘box’ is required to vent the tunnels and will mean that the southern part of Chobham Farm will be noisy.

Existing Occupiers, mainly at Thornham Grove.

The potential for good public transport links at Maryland (to be served by Crossrail) and Stratford Station (if walking links are improved).

The CTRL ‘box’ is required to vent the tunnels and will mean that the southern part of Chobham Farm will be noisy.

Limited connections to Stratford City.

Opportunities

Constrains

There may be poor air quality around the High Meads Loop Junction (adjacent to where Leyton Road meets Temple Mill Lane). This is due to idling trains.

Transport capacity at local junctions is likely to be a constraint given the massive intensification of land-uses in the area.

Potential contamination of the site.

The significant change in level between Chobham Farm and Stratford City to the west and the large embankments created to build the Alma Street and Chobham Road bridge connections.

The designation of part of the area as industrial land (the GLA is seeking to re-designate this).

Land ownership is complex, with a limited number of freeholders but complex layers of leaseholders – particularly at Thornham Grove.

Limited connections to Stratford City.

Opportunities

Constrains
Chapter 3:
Areas of Focus

1. Urban Blocks
2. Leyton Road Local High Street
3. Interface with Stratford City
4. Chobham Park
5. Mending both sides of Leyon Road

Chobham Concept Plan

Chobham Urban Structure
2010

1. Primary structuring route
2. Secondary structuring route
3. Future links to Maryland
4. Primary frontage
5. Secondary frontage
6. Non-residential ground floor frontage
7. Key Buildings
8. Proposed green space
9. Public square
10. Suitable location for a landmark building
Creating a high quality residential neighbourhood

In seeking redevelopment, the Council will work with its partners to create a sustainable urban neighbourhood that will remain popular over the course of future decades that exudes a sense of quality and permanence. This means embracing all aspects of sustainable urban design. This will also involve creating a neighbourhood that contains a variety of building design and choice of well proportioned and generously sized homes and avoids large uniform buildings with poor design standards.

Chobham Farm will provide a transition between the high density homes at the Athlete’s Village and the lower rise homes at Stratford New Town. This means the provision of a significant proportion of terraced homes and not over-developing the area. Relatively higher residential densities will be concentrated in areas to the south (closer to Stratford station) and fronting onto Leyton Road. Even in higher density development, the Council will be seeking to maximize homes with their own front door to the street. Taller buildings will be limited to these areas with the remainder of the area being low and medium-rise buildings.

Chobham Neighbourhood will be a mixed tenure area with all homes being designed in a ‘tenure blind’ way i.e. it should not be possible to distinguish between affordable and private homes from their external appearance. A proportion of the affordable homes will be intermediate homes that provide homes for those who can only afford to pay for part of their homes but allow access to home ownership. Private and intermediate homes will help create a more mixed community and provide funding to deliver the project. A mix of tenures should be provided in each phase as a whole [with at least 35% of new homes as affordable in any one phase]. More details on tenure mix is provided in Supporting Papers – Housing.

The neighbourhood will include a mix of home sizes to create a mixed community. This should include a significant proportion of family sized units with three or more bedrooms. Recent development in Stratford has delivered a large number of one and two bedroom flats, which appear to have limited market demand. Chobham Family Neighbourhood offers the opportunity to create a more stable community.

The neighbourhood will provide a mix of different house types to include a significant proportion of homes as houses, mews houses or as maisonettes with their own front door to the street. This will help minimise any costs and social issues associated with shared stairwells and entrance halls and increases street-level activity.

The neighbourhood will embrace sustainable design and construction methods to ensure that there is no net increase in carbon emissions through the use of highly efficient buildings and other appropriate technologies. If viable, the neighbourhood will use low carbon energy sources such as Combined Heat and Power plants. A similar system has been built as part of the Olympics and new development at Chobham Farm could connect to this larger system. Water and waste management will be managed in line with the approach set out in the principles of Smart Stratford.

With Public Transport Accessibility Levels ranging from 3 to 5 and in accordance with the principles of the movement strategy and of the Smart Stratford principle, car parking spaces should be kept relatively low [average of 0.2 - 0.6 per dwelling].

Private amenity space will be provided for all homes in the form of communal gardens, private gardens and useable balconies or terraces.

Child play space will be provided in line with Mayor of London standards with a series of doorstep playable spaces, larger local playspaces and multi-use games areas in accessible and well overlooked locations.

Urban Blocks

Development at Chobham Farm will seek to create a series of coherent urban blocks that are structured by the routes shown on the concept plan. These might be further subdivided to create a fine grain neighbourhood. This will ensure that they are well integrated with their surroundings. Blocks should be designed in order to create a clear definition between public and private space and maximize the number of homes that have direct access to the street.

Alma Street and Chobham Road bridge links rise slowly up to Stratford City, creating large embankments that present a further challenge to development. The plan is to front new development directly onto the street, albeit with generous tree planting and front gardens/privacy strips. The change in level between the new development fronting onto these links and the existing level can help to accommodate podium parking to the rear incorporated within the block, or incorporate development fronting at both upper and lower levels.

The Travellers’ site at Major Road is likely to remain in its current location for some time. The plan promotes the opportunity to create a stronger hub and sense of enclosure by developing on the open spaces at the north and south ends of the site. Improvements to the enclosure around the site and public realm to create a higher quality environment will also be encouraged. In the longer term it may be possible for the Council to consider housing opportunities which better meet their needs, allowing for further new homes and local services to be built in this area.
Local shopping, workspace and services will be provided along Leyton Road to create services that can be accessed on foot and support for local businesses and entrepreneurship. A focus point of shopping and other local services could be provided at the crossroads of Henrietta Street, Chobham Road and Leyton Road around the creation of a new public space. This is a highly connected location that also provides good access to the new Polyclinic and Chobham Academy. The Academy will provide a mixed learning and childcare environment from nursery to sixth form. Angel Lane/Leyton Road will also link an improved Drapers Field in the north with the proposed Chobham Park in the south of the area. New pavilions in an improved Drapers Field could also provide a mixed-use focus point at Temple Mills Lane along with an improved street frontage.

The east side of Leyton Road includes a mix of walk-up flats and low-rise housing mainly from the second half of the twentieth century. Because of the previous industrial uses and distribution of uses in Chobham Farm some of these homes faced away from Leyton Road and some historic connections were severed. Stratford New Town has a range of issues, including connectivity, housing quality, social deprivation, lack of economic opportunities, poor environmental quality amongst others. Links between Maryland Station and Chobham Farm should be improved. A detailed regeneration plan for this area is beyond the scope of this masterplan, however the interface between old and new should be improved in order to minimise the potential for a perceived ‘cliff edge’ effect.

To become a successful local high street and properly knit old and new areas together, both sides of the street need to work well in urban design terms. This means that where possible, buildings should front onto the street and generate an appropriate sense of enclosure particularly at corners; streets should be designed for the human and the place should be well connected. The plan promotes enhancement and refurbishment to improve the street frontage on the east side of Leyton Road in the short and medium term, with the potential for greater change over time should that be financially viable and offer community and regeneration benefits.

The earlier phases of any physical changes should focus in particular on connecting Leyton Road with St Paul’s Drive and Waddington Street through remodeling and potentially selective demolition. Further details on this approach are set out in the Delivery Plan.
Interface with Stratford City

This is the most challenging interface with the North London Line at grade along the western boundary beyond which Stratford City is on a plateau up to 7m above Chobham Farm. Alma Street and Chobham Road bridges rise slowly up to Stratford City, creating large embankments that present a further challenge to development.

Because of the level differences, new streets running parallel and adjacent to the North London Line will not be continuous but should have development fronting onto them where possible. Attractive landscaping, tree planting and careful design of parking spaces can be used to buffer new development from the infrequently trafficked rail line.

There may be opportunities for additional pedestrian and cycle connections between Chobham Farm and Stratford City. Where possible these should align with existing connections such as the extensions of Henniker Road, St. Paul’s Drive, Waddington Road or Windmill Lane.

Future development should explore the potential for providing new development that could line the new connections to Stratford City. Although costly and complex, living bridges would activate the routes and provide a seamless connection between Chobham Farm and Stratford City.
Chapter 3: Areas of Focus

The new park could be used throughout the day and evening.

New apartment buildings should be carefully articulated to avoid creating an overbearing quality like the image below.

New development should create a good frontage onto the park with a shared surface street like the image below.

Indicative massing model showing approach to Chobham

1 - Drapers Field Playing Fields
2 - Major Road
3 - Leyton Road
4 - North London line
A new local park should be created in the south of Chobham Farm in order to serve existing and new residents as well as workers and visitors to the northern part of Stratford Town Centre. The park should have a direct frontage to Angel Lane/Leyton Road. This location enables the park to provide maximum benefit by serving an area of particularly poor access to open space whilst at the same time making it more likely to be used throughout the day and feel safe and overlooked. The location of the park also allows for a positive south-facing park frontage for new buildings, with the potential for small elements of commercial space.

The role of the park is critical in providing a multi-functional space of a scale and quality that will attract people from existing and newly built areas. Space for relaxing, play (both formal and informal), rich ecological habitat and high quality links between Windmill Lane and Stratford City will make the park an important feature of the neighbourhood. The character and design of the park will complement other local parks in the area which are focused further north such as Drapers Field, Chandos Road Open Space and those being provided nearby in Stratford City.

Indicative parks plan showing all parks and local park walkbands. The drawing shows how a new park at Chobham South could ‘fill in’ the gap in provision in this area and better serve the northern town centre. Carpenters Park also helps serve the southern part of the study area.
Chapter 3: Areas of Focus

Sugar House Lane

Summary of Proposals

The plan describes a visionary yet achievable future for Sugar House Lane. If implemented, the plan would achieve a lively, innovative live/work community in this historically important part of Stratford and would facilitate good links to the surrounding areas.

**Site**

14ha site known as Sugar House Lane between Three Mills Wall River and River Lea Navigational bounded by Stratford High Street to the north.

**Main components and related benefits**

Residential-led mixed-use development that enhances and respects fine contextual heritage within the conservation area and creating an exemplar water-side development. This would include:

- 1,000 new homes
- 30,000sqm new commercial space including small-scale workspace that could create almost 1,200 jobs. Refurbishment and intensification of the Conservation Area could support around 1,000 jobs. Currently there are between 800 and 1000 jobs in the area.
- Local health centre and community space (1,000 sqm)
- Significant refurbished space for employment and residential mixed use developments
- Local shops, cafes and restaurants (1,800 sqm)
- Appropriate contributions to wider infrastructure
- A more diverse economic offer including workspace to complement the creative industries already established at Three Mills and Sugar House Lane
- Better use of under-developed land

**Meanwhile Uses**

- Bringing buildings within the conservation area back into use for managed workspace, live-work, cultural or higher education uses.

**Community facilities**

- Local retail and community provision
- Access to proposed new primary schools at Bromley by Bow and Pudding Mill Lane

**Transport & public realm**

- Greater connectivity and legibility within and through Southern Stratford leading to more pedestrian and cycle movement (health and wellbeing benefits)
- Improved links westwards to Bromley-by-Bow over a new foot/cycle bridge
- Improved links eastwards to Three Mills Green and on to West Ham
- Improved direct connections across Stratford High Street to include a direct at-grade junction with a new extension of Marshgate Lane
- New mixed-mode bridge to connect south-westwards to Tescos at Bromley-by-Bow
- Two new public plazas
- New waterside routes and walkways
- New bus connection from Bromley-by-Bow to Stratford via Sugar House Lane

*The figures in the table above are based on the proposals specifically associated with the detailed masterplans (see delivery framework). A huge amount of development is coming forward outside of these masterplan areas and the impacts of this development are discussed at section 2 of the report above (and have also been fed into the community infrastructure assessment and transport modelling).*
Chapter 3: Areas of Focus

Indicative massing model showing approach to Sugar House Lane

1 - Stratford High Street
2 - Sugar House Lane
3 - Hunts Lane
4 - Three Mills Wall River
The Sugar House Lane area is an interesting and historically important area to the south west of Stratford town centre. It is bounded by Stratford High Street and the Bow Ryiver Highway to the north, Three Mills River and Bisson Road housing area to the east, the Lea Navigation and the historic Three Mills Island to the south, and the River Lea and low grade industrial uses to the west, forming an area of about ten hectares. A large amount of the area has recently been bought by Landdropt (the development arm of Inter IKEA). Sugar House Lane is an industrial area with a large amount of land used by the Film Studios. Much of the industrial uses have moved away and the film studios are likely to contract to their core focus around Three Mills Island immediately to the south.

The Sugar House Lane area is surrounded by some other important sites in which development is likely to be coming forward. To the north (across the High Street) lies the Pudding Mill area that is being masterplanned as part of the Olympic Legacy proposals. To the south west is the site of a major Tesco development at Bromley by Bow, which includes new housing and a school. To the west is Hancock Road which is also being planned as a new housing area. Past the Bisson Road housing area to the east is Rick Roberts Way, where new employment uses, residential uses and potentially a secondary school are proposed. A major part of the approach to the area, is to link it up with surrounding existing and proposed communities but also to capitalize on one of the few areas in Stratford where old industrial buildings remain in an interesting urban form.

A great deal of work had already been carried out prior to this masterplanning exercise culminating in the Sugar House Lane and Three Mills Land Use and Design Brief (commissioned by the London Thames Gateway Development Corporation) produced in 2010. The development framework uses the Design Brief as the basis of the plan proposals, using the overall urban structure, linking Sugar House Lane area to other surrounding areas through new bridges, retaining the idea of Hunts Lane and Sugar House Lane forming a parallel system of roads linked by a new central public space, supporting the creation of a mixed employment/residential neighbourhood and the forming of a strong frontage onto the High Street. The main ways in which this development framework diverges from the Design Brief are as follows:

- Some changes in the location of the proposed links into surrounding area
- More emphasis on the type of relationship of the proposed buildings with the waterways to the south, east and west of the area
- A stronger general presumption that within the conservation area most buildings should be adaptively re-used rather than redeveloped in order to preserve the fine historic character of the area, not just the ones identified as special

Images of the Conservation Area within Sugar House Lane
Chapter 3: Areas of Focus

Opportunities

- Potential for good public transport access including Bromley by Bow underground station and Sugar House Lane DLR station if severance can be overcome.
- Strong historical character with distinctive identity of lanes, courtyards and a mix of different industrial buildings many of which could be adapted to create new workspace and living opportunities.
- Large amounts of canal frontage which is navigable and defended from flooding.
- Strategic location close to the Olympics.
- Strong historical character with distinctive identity of lanes, courtyards and a mix of different industrial buildings many of which could be adapted to create new workspace and living opportunities.

Constraints

- The severance caused by Stratford High Road (A12) that separates Sugar House Lane from Pudding Mill area, the DLR station and the Olympic Park to the north.
- Strategic Industrial Location designations across parts of the site (this is being reviewed through the LDF/Olympic Legacy Supplementary Planning guidance).
- Possible contamination of land associated with previous industrial uses.
- Although largely defended, the area is in flood zones 2 and 3 (as defined by the EA) and is likely to require that new finished floor levels are to include a freeboard of at least 300mm above the 1 in 100 year plus climate change water level.

The character of the conservation area in Sugar House Lane must be respected (whilst there are no listed buildings, there are a number of spaces and buildings whose historical character are key to the conservation area).
Chapter 3: Areas of Focus

Sugar House Lane Concept Plan

1. Sugar House/Pudding Mill Link
2. New public connections
3. Creating a mix of uses
4. Relationship with the waterways

Sugar House Lane Urban Structure 2010

- Primary structuring route
- Secondary structuring route
- Future links across rail lines
- Primary frontage
- Secondary Frontage
- Non-residential ground floor frontage
- Major attractors
- Proposed green space
- Public square
Chapter 3: Areas of Focus

Urban Structure and Principal Uses

The broad approach to the area will be to retain as much as possible of the north part of the area (which falls within the conservation area). Not all the buildings are special in themselves, however there is a good opportunity to retrofit as many buildings as possible. Where this is not possible, contemporary new buildings of a similar grain could be inserted with a focus on providing active uses for the yards, streets and alleys. However, the focus of this area will be employment with a strong employment frontage to the High Street. The southern part of the area will be mainly redeveloped for residential and live-work uses with the potential for some community and retail use in key locations. The area will provide the perfect conditions for creative industries, start ups and will be a hub for innovation and new ideas.

Building heights should range from 2 – 6 storeys (more details in the Building Heights supporting paper). Any proposals for local landmark buildings (between 8 – 10 storeys) would need to be justified according to their specific context.

The plan builds on the distinctive identity of the area, retaining historic buildings of importance where possible and the distinctive lanes and spaces which make up the character of the area in the same way as, for example the Regent’s Quarter in Kings Cross. The area will be focused around a public square at the centre overlooked by perimeter blocks with a mix of residential and live work uses. Two parallel routes along Sugar House Lane and Hunts Lane will run north south through the area and will run either side of the square.

The route along Sugar House Lane / Pudding Mill link will form part of a strategic connection from Bromley-By-Bow Station via the Tesco site, Sugar House Lane, across the High Street, up to Pudding Mill DLR Station, further to the Olympic Stadium and the Olympic Park. The route requires the creation of a new junction at the High Street and a bridge link across the canal, tranversing the 68-70 High Street site and joining up with Marshgate Lane. The route creates a very direct and legible connection between sub-areas and joins together Pudding Mill and Sugar House Lane to create the critical mass for a new great neighbourhood.

Running east west through the area (also passing through the square) is a new link that joins the Bisson Road neighbourhood to Sugar House Lane via Three Mills Green facilitated by a new bridge link over the Three Mills Wall River. The link will continue westward over the River Lea Navigation at the western boundary of the area via another new bridge link. These new links will have the effect of transforming the legibility and accessibility of the area.

View of new central square at Sugar House Lane
Chapter 3: Areas of Focus

Relationship with the waterways

The proposals create better access to the waterways and, in particular create an old Amsterdam style canal-side street along the western side of the Three Mills Wall River. Large town houses will front this tree-lined street, creating a well overlooked, pleasant street to wander along and enjoy proximity to the canal. This will complement the Fatwalk that runs through the area. The plan also includes a new south-facing waterside square at the south of the ‘island’ linking the two key bridges to Three Mills Green and Bromley-by-Bow complemented by a new community building/café and restaurant uses.

Creating a mix of homes supported by local facilities

Sugar House Lane will include a mix of home sizes and types from canal side town houses to mews houses, maisonettes (with their own front door onto the street) and apartments. This will help to facilitate a mixed community and meet the range of housing needs in Stratford. Homes should be designed in a tenure blind way i.e. it should not be possible to distinguish between private and affordable homes from their appearance. A mix of tenures should be provided with at least 35% of new homes as affordable in any one phase.

Sugar House Lane has the opportunity to create a new housing offer for Stratford. As well as high quality apartments, very large, high value family homes could be created along areas with a positive water-side aspect. A proportion of these homes could be offered as self-build or self-procured homes that would create a unique offer in London. Prospective residents could purchase small, medium or large plots and have some input into the design of their homes. This has the benefit of helping to create diversity and an engaged, creative group of residents.

Sugar House Lane will be served both by facilities to the south at Bromley by Bow and to the north at Pudding Mill. The new link between Pudding Mill and Sugar House Lane will provide the critical mass to form a new neighbourhood centre either around the High Street where the two areas meet or further north by the DLR station.

In terms of schools for new and existing residents, it is likely that residents will be able to access the primary school proposed as part of the Tesco development to the south west, however it may also be the case that an additional primary should be built in the Pudding Mill area in order to meet the needs of residents in this part of Stratford.

Local community facilities including a health centre would need to be provided at Sugar House Lane.
Chapter 3: Areas of Focus

Indicative 3D massing of proposals for Sugar House Lane

1 - Stratford High Street
2 - Sugar House Lane
3 - Hunts Lane
4 - Three Mills Wall River
The development of Sugar House Lane must become an exemplar of how previously industrial parts of London can be sensitively and incrementally transformed into truly mixed use places with great opportunities for small and medium scale enterprises intertwined with high quality aspirational housing with a strong family focus. Sugar House Lane is one of the few parts of the wider Stratford area where a mix of industrial buildings from different eras sit together within a distinctive set of yards, alleys and streets. Many other ex-industrial areas have seen wholesale clearance of buildings and the creation of overscaled and poor quality flatted developments. Furthermore Sugar House Lane has a wonderful water-side aspect and an existing canalboat community. Sugar House Lane development should celebrate this by creating a fantastic public realm adjacent to its waterside and could encourage businesses associated with the water. The water also offers the opportunity to promote healthier lifestyles by offering high quality walking and cycling routes as well as sustainable energy sources.

Development at Sugar House Lane should adhere to all the principles of good urban design, but must include a real commitment to diversity and richness in all dimensions. In this sense it must be a bit messy as “it is the cracks that let in the light”. Therefore Sugar House Lane must include

- A mix of uses vertically and horizontally across the site
- A good medium-density housing offer that includes a significant proportion of family homes with their own front doors onto the street. House types should be super flexible so maximizing the opportunities to live and work in the same building.
- Retention, where possible of existing buildings that have the potential for creative reuse. This can also help to create highly affordable space that will encourage a range of different businesses to flourish and promote innovation.
- Juxtapositions of different uses, architectures, scales to allow interesting things to happen as contrasting things rub up against each other.
- Formal and unprogrammed internal and external spaces.
- Integration of cultural and art programmes.
- Flexible residential, business, education and community space that encourages a range of different occupiers by providing different rental and purchase levels including highly affordable space.
- A diverse economic base that includes a significant proportion of locally owned and run businesses with the potential for a specialist, higher order education institution.

An exemplar live-work neighbourhood
Section 4: Towards Implementation
To address delivery, rather than focusing on a single ‘big bang’, our focus has been to establish a number of projects, under an overarching masterplan umbrella, that can come forward over time in a flexible way to make the most of market opportunities as they arise. Each project will involve partnership working with other public sector entities, landowners, developers, communities and others to make them work successfully. Some projects such as underused town centre sites (e.g. Morgan House car park, town centre car park, Alice Billings House courtyard) can be delivered before the Olympics. Others will take 20 years or more to deliver. We have identified physical development projects with a positive Gross Development Value, focusing on significant sites where Newham Council and the public sector has an interest and can influence delivery within the first five years.

The delivery framework (which forms a separate, confidential volume) focuses on four key projects that Newham Council has a direct and leading involvement in via its land holdings, where it is responding to current market interest, and can therefore create real opportunities for transformational regeneration. Other opportunities may come forward through the framework, and the delivery framework identifies over 50 projects that could be taken forward. The initial financial and design appraisal work that we have undertaken shows that the four highlighted projects are deliverable and can be initiated, even given the current economic circumstances and with limited government funding. These key projects are as follows (with further detail below):

- Stratford Town Centre Southern Quadrant
- Chobham Farm
- Carpenters
- Sugar House Lane

These four key projects have the potential to have significant positive impacts for Stratford and Newham, playing a critical role in meeting the overall projections for the ward which includes the Olympic Legacy proposals and the (26,000 jobs and 20,000 new homes). The table below sets out the key benefits that these four projects alone could achieve in the short to medium term (in the next 10 years).

<table>
<thead>
<tr>
<th></th>
<th>GDV</th>
<th>Number of Homes</th>
<th>Number of Jobs</th>
<th>Commercial Space</th>
<th>Site Areas</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stratford Old Town Southern Quadrant</td>
<td>£256m</td>
<td>90</td>
<td>2,500</td>
<td>50,370m2</td>
<td>2.2 ha</td>
</tr>
<tr>
<td>Carpenters early phases</td>
<td>£208m</td>
<td>716</td>
<td>350</td>
<td>5,450m2</td>
<td>4.9 ha</td>
</tr>
<tr>
<td>Chobham Farm early phases</td>
<td>£146m</td>
<td>992</td>
<td>20</td>
<td>None</td>
<td>4.2 ha</td>
</tr>
<tr>
<td>Sugar House Lane early phases</td>
<td>£150m</td>
<td>475</td>
<td>800</td>
<td>15,060m2</td>
<td>4.9 ha</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>£760m</strong></td>
<td><strong>1873</strong></td>
<td><strong>3670</strong></td>
<td><strong>70,880m2</strong></td>
<td><strong>16.2 ha</strong></td>
</tr>
</tbody>
</table>
New Town project to happen.

interest in the land and needs to take a lead in order for the
Cheer - Where LBN can stand at the sidelines and
Steer - Where LBN wishes to maintain some land interest,
Row - Where LBN wishes to maintain the main freehold

regeneration that it needs to take an active and ongoing role
development control to support the project.

Row - Where LBN wishes to maintain the main freehold interest in the land and needs to take a lead in order for the project to happen.

Steer - Where LBN wishes to maintain some land interest, or alternatively where the project is vital to Newham’s regeneration that it needs to take an active and ongoing role in shaping and guiding the project.

Cheer - Where LBN can stand at the sidelines and allow others to take the lead in design development and delivery, and use existing influencing mechanisms such as development control to support the project.

Diagram showing the projects identified for the Stratford masterplan, their level of priority and Nehwam’s role in the project - see delivery plan for further details.
Stratford Town Centre Southern Quadrant

Given that the site has such a strategic importance for the regeneration of the remainder of the town centre, because of its high profile location, it is important that its delivery is not left purely to the market to respond to the development framework. The council is the primary landowner for the Southern Quadrant although most of the properties are leased. The site can be phased appropriately allowing sites to be brought forward independently. The council will use this land holding as well as its planning function to help to steer the quality and nature of new development to meet its vision rather than enter directly into a delivery vehicle with developers. It will also actively encourage underused spaces and buildings – such as Morgan House Car Park – to be brought back into temporary use prior to redevelopment.

The Council will work with private sector partners, members of the Town Centre Forum, Stratford Renaissance Partnership, TfL and other stakeholders/landowners to deliver a comprehensive scheme. Initially, it will work with the partners who already have a stake in the area as developing and implementing a scheme with these parties would be likely to be the most efficient way of securing regeneration of this part of the town centre. However, the council will always focus on delivering the right town centre for Newham, and will use its landholding to resist pressure to build a scheme that doesn’t meet its vision.

Financial appraisal work indicates that as the economy and property market recovers, the spill-over effect of the Olympics and Stratford City and the improved public realm in the town centre will make development viable. The council will apply a flexible approach to the provision of uses to help the implementation of the project objectives whereby more viable uses (such as food store or student housing) will subsidise less viable uses (such as new connections or fine-grain shops). The council will ensure that the Southern Quadrant development will make the appropriate contribution towards the delivery of strategic infrastructure such as two-way working of Broadway/Great Eastern Road.

It is feasible the Southern Quadrant project could be completed within five years from commencement if the process is smooth.
Chapter 4: Towards Implementation

Project Summary:

<table>
<thead>
<tr>
<th>Project</th>
<th>Stratford Centre Southern Quadrant</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Site</strong></td>
<td>3ha land between Great Eastern Street to the west and south, Broadway to the east and The Mall to the north, currently occupied by Morgan House and car park, Broadway Chambers,</td>
</tr>
<tr>
<td><strong>Type</strong></td>
<td>Physical development, associated public realm and ancillary social/economic components</td>
</tr>
<tr>
<td><strong>Main components</strong></td>
<td>Phased redevelopment focusing around a 3ha site in the southern end of existing island. This would include 84,200sqm/906,000sqft of development (all gross floor areas):</td>
</tr>
<tr>
<td></td>
<td>» Improved links and permeability</td>
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<tr>
<td></td>
<td>» A Southern Plaza and ‘front door’ to the centre</td>
</tr>
<tr>
<td></td>
<td>» A destination market and events space</td>
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<tr>
<td></td>
<td>» An urban format food store (5,000sqm with potential for additional space at mezzanine level)</td>
</tr>
<tr>
<td></td>
<td>» Small floorplate mix of shops, restaurants and cafes (14,800sqm/159,000sqft)</td>
</tr>
<tr>
<td></td>
<td>» A ‘dry’ leisure centre (2,000sqm/21,500sqft)</td>
</tr>
<tr>
<td></td>
<td>» 90 apartments (6,000sqm/65,000sqft) including appropriate affordable provision</td>
</tr>
<tr>
<td></td>
<td>» 300 student apartments (10,900sqm/117,000sqft)</td>
</tr>
<tr>
<td></td>
<td>» 300 hotel beds and other facilities (15,000sqm/161,000sqft)</td>
</tr>
<tr>
<td></td>
<td>» New offices including a mix of grades and lower-cost start up space (10,700sqm/115,000sqft)</td>
</tr>
<tr>
<td></td>
<td>» Refurbished Morgan House with additional space to provide a mix of affordable workspace or potential hostel or other mix of uses (17,000sqm/180,000sqft)</td>
</tr>
<tr>
<td></td>
<td>» Appropriate contribution to wider infrastructure</td>
</tr>
<tr>
<td><strong>Meanwhile Uses</strong></td>
<td>The Southern Quadrant should be the focus of a range of Meanwhile uses, many of which could be implemented in advance of the 2012 Olympic Games. Proposals include:</td>
</tr>
<tr>
<td></td>
<td>» Destination market/events space on site of existing Morgan House car park.</td>
</tr>
<tr>
<td></td>
<td>» Creative refurbishment of Morgan House and recladding of externals prior to Olympics.</td>
</tr>
<tr>
<td></td>
<td>» Use of top floor of Stratford Car Park for bar, performance space and visitor centre</td>
</tr>
<tr>
<td></td>
<td>» Top of Peacocks store could be used as a safe and secure outdoor performance space for cultural events.</td>
</tr>
<tr>
<td><strong>Financial impact</strong></td>
<td>This project is expected to deliver value to the council and to the developers. As modelled, it has a Gross Development Value of over £250 million.</td>
</tr>
<tr>
<td><strong>Other benefits</strong></td>
<td>Over 2,500 jobs of which 2,300 are additional</td>
</tr>
<tr>
<td></td>
<td>Greater connectivity and legibility within and through Stratford Town Centre leading to more pedestrian and cycle movement (health and wellbeing benefits), and reduction in pedestrian congestion in east/west malls.</td>
</tr>
<tr>
<td></td>
<td>Greater economic strength of town centre through additional and more diverse retail/office floorspace of a mix of affordabilities, without any single unit dominating.</td>
</tr>
<tr>
<td></td>
<td>More people living in the town centre will help to create more life and safety on the streets after business hours.</td>
</tr>
<tr>
<td></td>
<td>Better use of under-developed land</td>
</tr>
<tr>
<td><strong>Phasing</strong></td>
<td>Phase 1: Likely to be foodstore/smaller floorplate retail/leisure centre/student housing and refurbishment of Morgan House. Creation of destination market on Peacocks site by offering Peacocks another site in the centre or in new development.</td>
</tr>
<tr>
<td></td>
<td>Phase 2: Broadway Chambers site and 4-10 Broadway.</td>
</tr>
<tr>
<td></td>
<td>Phase 3: 12-42 Broadway and service area.</td>
</tr>
<tr>
<td><strong>Delivery Agencies</strong></td>
<td>Catalyst Capital, Chantrey, LBN</td>
</tr>
<tr>
<td><strong>LBN role</strong></td>
<td>Steer</td>
</tr>
</tbody>
</table>

Catalyst Capital, Chantrey, LBN

LBN role

Steer
The council will take a proactive role in working in close partnership with the other significant landowners to create a joint venture delivery vehicle to bring forward the development. Taking joint leadership will entail working together to select a developer/contractor to help to bring forward the scheme and also help the council acquire leaseholder interests on its land.

The size of the site, and the challenges associated with preparing the land and providing infrastructure all mean that this development is likely to be phased over 15 to 20 years. Development sites will have to be timed and designed with a distinct mix to ensure that other major nearby residential sales at Stratford City do not adversely affect sales.

Manageable development parcels would be created, that would be taken forward by a mix of developers, registered social landlords, contractors or others. It is possible that this project could commence construction in under five years.

High-level financial analysis of the masterplan scheme suggests that this development would deliver significant value to the landowners. The Council could consider the use of any surplus arising from development west of Leyton Road to help cross-fund any regeneration on the eastern side as well as other projects across north western Newham.

Chobham Farm
Chapter 4: Towards Implementation

Project Chobham Farm

Site

10.7ha site known as Chobham Farm between Angel Lane/Leighton Road to the east, North London Line to the west, Temple Mills Lane to the North and CTRL ‘box’ to the south.

Main components

New build, mixed use, residential led area to include 113,564 sqm/1,222,392 sq ft new development consisting of:

- 1,035 residential apartments (88,338 sq m / 950,861 sq ft)
- 199 residential houses (21,906 sq m / 235,794 sq ft)
- Ancillary retail accommodation (2,090 sq m / 22,497 sq ft)
- Local community/retail accommodation based in a hub building with a new public space (1,230 sq m / 13,240 sq ft)
- Chobham Park – a new local park for Stratford
- Potential for regeneration on the east side of Leyton Road including upgrading existing housing, building new housing and creating new connections eastwards towards Maryland and Leytonstone Road

Phasing

Next 15 to 20 years with early phases (within five years) likely to focus on the southern end of the site to better establish the area as a residential extension of a town centre that is being regenerated and to hence set the foundations for maximising values on the housing phases of the scheme that will follow. This scheme will have a different market profile and be likely to come to market slightly later than the Athlete’s Village to avoid market oversupply.

Financial Impact

This project is expected to yield significant value to the landowners/partners. As modelled this has a Gross Development Value of £325 million.

其它 benefits

- 1,200 new homes
- Limited new jobs
- Bringing back into use a part of Stratford that was rarely visited or used
- Improving homes for local residents
- Providing a new local park that is accessible both to new and existing residents, but also easily reached by visitors and workers in Stratford Old Town.
- Create well-overlooked connections, particularly those to the west to Stratford City
- Better defined streets and spaces leading to greater sense of safety.
- New homes, businesses, shops, educational uses for Stratford and Newham people.
- More efficient use of land.
- Appropriate contributions to wider infrastructure.

Project Summary:

<table>
<thead>
<tr>
<th>Project</th>
<th>Chobham Farm</th>
</tr>
</thead>
<tbody>
<tr>
<td>Site</td>
<td>10.7ha site known as Chobham Farm between Angel Lane/Leighton Road to the east, North London Line to the west, Temple Mills Lane to the North and CTRL ‘box’ to the south.</td>
</tr>
</tbody>
</table>
| Main components | New build, mixed use, residential led area to include 113,564 sqm/1,222,392 sq ft new development consisting of:
| | - 1,035 residential apartments (88,338 sq m / 950,861 sq ft)
| | - 199 residential houses (21,906 sq m / 235,794 sq ft)
| | - Ancillary retail accommodation (2,090 sq m / 22,497 sq ft)
| | - Local community/retail accommodation based in a hub building with a new public space (1,230 sq m / 13,240 sq ft)
| | - Chobham Park – a new local park for Stratford
| | - Potential for regeneration on the east side of Leyton Road including upgrading existing housing, building new housing and creating new connections eastwards towards Maryland and Leytonstone Road
| Financial Impact | This project is expected to yield significant value to the landowners/partners. As modelled this has a Gross Development Value of £325 million.
| Other benefits | - 1,200 new homes
| | - Limited new jobs
| | - Bringing back into use a part of Stratford that was rarely visited or used
| | - Improving homes for local residents
| | - Providing a new local park that is accessible both to new and existing residents, but also easily reached by visitors and workers in Stratford Old Town.
| | - Create well-overlooked connections, particularly those to the west to Stratford City
| | - Better defined streets and spaces leading to greater sense of safety.
| | - New homes, businesses, shops, educational uses for Stratford and Newham people.
| | - More efficient use of land.
| | - Appropriate contributions to wider infrastructure.

Delivery Agencies

LBN, LCR, Private developers.

LBN role

Row
Carpenters has been subject to a number of false dawns. It is clear that stalling the project further could adversely affect the quality of local people’s lives, cost the council significant sums of revenue funding and will not deliver regeneration of the area.

The Carpenters neighbourhood provides the opportunity for delivering a residential led re-development to provide new homes, improve quality of life for residents and Newham people, with the potential for a significant amount of office space and jobs, should market conditions allow to help the southwards expansion of Stratford town centre and cement its metropolitan status. The site also provides a vital link to the Queen Elizabeth Olympic Park and could be linked to new homes on the Bridgewater Road site. Therefore our preferred approach is to redevelop most of the Carpenters area in a phased way creating a well-connected and integrated piece of town that also allows local residents to stay in the area if they want to and ensures that they don’t lose out. New development must be of exemplar design quality, embodying the primary objective to create a place to live that will be successful in the long-term.

The council will work with the local community and other stakeholders to make sure that anyone affected by the redevelopment doesn’t lose out and will seek to ensure that the community can stay together. The council will work in partnership to update the existing Resident’s Charter where necessary.

The council will work with other landowners such as the Olympic Park Legacy Company / Mayoral Development Corporation and Carpenters Company where this helps meet the principles set out in this framework. The council will establish a specific team to drive effective delivery of this complex project.
Chapter 4: Towards Implementation

Project Summary:

<table>
<thead>
<tr>
<th>Project</th>
<th>Carpenters Regeneration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Site</td>
<td>Carpenters Estate, Rowe Close and Carpenters Company owned peripheral sites (Gibbins Road Industrial area and Jupp Road Telephone Exchange). These sites are 10 ha in total.</td>
</tr>
<tr>
<td>Main components</td>
<td>Phased redevelopment of most of Carpenters area to provide better homes, better connections, more facilities and potentially shops and offices. The project includes:</td>
</tr>
<tr>
<td></td>
<td>- Improvements to Carpenters Road and Wilmer Lea Close</td>
</tr>
<tr>
<td></td>
<td>- Ability to rehouse those residents who wish to come back to Carpenters who are in the towers and committed developments at Doran Walk.</td>
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<tr>
<td></td>
<td>- Creation of a new route – Carpenters Community Spine</td>
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<tr>
<td></td>
<td>- Improvements to Carpenters Park.</td>
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<tr>
<td></td>
<td>- Opening of a new southern entrance to Stratford Regional Station</td>
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<tr>
<td></td>
<td>- Phased redevelopment of most of the Carpenters estate to provide 1,900 new and refurbished homes with a significant proportion of family homes (approximately 40%)</td>
</tr>
<tr>
<td></td>
<td>- A significant office provision of 20,000sqm and above</td>
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<td></td>
<td>- Local retail provision of 500 - 1000 sqm</td>
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<td></td>
<td>- Relocation of local housing office, GP surgery and Docklands and Carpenters Community Centre into new co-located community hub of at least 2,300sqm</td>
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<td></td>
<td>- Improved connections to Aquatics via Carpenters Road and Warton Road underpasses.</td>
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<tr>
<td></td>
<td>- Improved connections to Greenway and Pudding Mill Lane via Bridgewater Road</td>
</tr>
<tr>
<td></td>
<td>- Appropriate contribution to wider infrastructure</td>
</tr>
<tr>
<td>Meanwhile Uses</td>
<td>Carpenters Estate could provide local meanwhile uses, particularly of open spaces through local adoption of parks, green spaces and gardens for more intensive community uses.</td>
</tr>
<tr>
<td></td>
<td>Vacated homes in Lund and Dennison Point offer opportunities for 2012 Olympic Games media uses.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Project</th>
<th>Carpenters Regeneration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Impact</td>
<td>The outputs of the project reflects a lack of substantial public subsidy and as such we have developed a scheme which is financially viable, based on a Gross Development Value £590 million. It will require mainly private finance, but will be led by the council as principal land owner and entity with a long term interest in the area.</td>
</tr>
<tr>
<td>Other benefits</td>
<td>- Improved homes and environment for residents</td>
</tr>
<tr>
<td></td>
<td>- Up to 1,000 additional homes</td>
</tr>
<tr>
<td></td>
<td>- Create a part of the town rather than an isolated enclave</td>
</tr>
<tr>
<td></td>
<td>- Greater connectivity between town centre and rest of Newham and southern Olympic Park as well as southwards to Pudding Mill Lane.</td>
</tr>
<tr>
<td></td>
<td>- Better defined streets and spaces leading to greater sense of safety.</td>
</tr>
<tr>
<td></td>
<td>- New homes, businesses, shops, educational uses for Stratford and Newham people.</td>
</tr>
<tr>
<td></td>
<td>- 1,000 new jobs providing greater economic strength for Stratford.</td>
</tr>
<tr>
<td></td>
<td>- More efficient use of land.</td>
</tr>
<tr>
<td></td>
<td>- Improved access to public transport capitalising on station access.</td>
</tr>
<tr>
<td></td>
<td>- Improved and expanded local Primary School.</td>
</tr>
<tr>
<td></td>
<td>- Appropriate contributions to wider infrastructure.</td>
</tr>
<tr>
<td>Phasing</td>
<td>Next 15 to 20 years with early phase focusing on Lund Point, Carpenters Arms Public House, Rowe Close and Carpenters TMO site followed by James Riley Point site. Phased development is likely to move northwards towards Stratford Railway station.</td>
</tr>
<tr>
<td>Delivery Agencies</td>
<td>LBN, Carpenters Company, HCA/GLA, OPLC/MDC, LTGDC</td>
</tr>
<tr>
<td>LBN role</td>
<td>Row</td>
</tr>
</tbody>
</table>

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Sugar House Lane

The council will take a proactive role in working in close partnership with the other significant landowners to create a joint venture delivery vehicle to bring forward the development. The Council will work with its partners to ensure that underused buildings are brought back into use through an active meanwhile and selective refurbishment programme – particularly focusing around the northern Conservation Area. It will support any compulsory purchase orders that are required to create a comprehensive development. The council will work with the LTGDC to work towards adopting the principles set out in the Land Use and Design Brief.

The size of the site, and the challenges associated with preparing the land and providing infrastructure all mean that this development is likely to be phased over 15 to 20 years. However, it is possible that construction could start within 5 years led by a private developer.

The council will work with partners to ensure that the Sugar House Lane area enables a wide range of delivery routes to promote the kind of richness, depth of character and diversity that this special place can embody. This should include exploration of plot-based delivery through self-procurement, lots for small community-led groups or local builders, blocks and phases for larger developers.

High-level financial analysis of the masterplan scheme suggests that this development would deliver significant value to the landowners.
Project Summary:

<table>
<thead>
<tr>
<th>Project</th>
<th>Sugar House Lane Live-work neighbourhood</th>
</tr>
</thead>
<tbody>
<tr>
<td>Site</td>
<td>14ha site known as Sugar House Lane between Three Mills Wall River and River Lea Navigational bounded by Stratford High Street to the north.</td>
</tr>
<tr>
<td>Main components</td>
<td>Residential-led mixed-use development that enhances and respects fine contextual heritage within the conservation area and creating an exemplar water-side development. This would include:</td>
</tr>
<tr>
<td></td>
<td>x Improved links westwards to Bromley-by-Bow over a new foot/cycle bridge</td>
</tr>
<tr>
<td></td>
<td>x Improved links eastwards to Three Mills Green and on to West Ham</td>
</tr>
<tr>
<td></td>
<td>x Improved direct connections across Stratford High Street to include a direct at-grade junction with a new extension of Marshgate Lane</td>
</tr>
<tr>
<td></td>
<td>x New mixed-mode bridge to connect south-westwards to Tescos at Bromley-by-Bow</td>
</tr>
<tr>
<td></td>
<td>x Two new public plazas</td>
</tr>
<tr>
<td></td>
<td>x New waterside routes and walkways</td>
</tr>
<tr>
<td></td>
<td>x New bus connection from Bromley-by-Bow to Stratford via Sugar House Lane</td>
</tr>
<tr>
<td></td>
<td>x 1,000 new homes</td>
</tr>
<tr>
<td></td>
<td>x 30,000sqm new commercial space including small-scale workspace</td>
</tr>
<tr>
<td></td>
<td>x Local health centre and community space (1,000 sqm)</td>
</tr>
<tr>
<td></td>
<td>x Significant refurbished space for employment and residential mixed use developments</td>
</tr>
<tr>
<td></td>
<td>x Local shops, cafes and restaurants (1,800 sqm)</td>
</tr>
<tr>
<td></td>
<td>x Appropriate contributions to wider infrastructure</td>
</tr>
<tr>
<td>Meanwhile</td>
<td>Bringing buildings within the conservation area back into use for managed workspace or higher education uses.</td>
</tr>
<tr>
<td>Financial Impact</td>
<td>Expected to return positive land value, but this needs to be compared against existing use value / land assembly costs. In addition Newham only own around 3% of the site, so their share would be fairly small. The GDV of this project would be around £300m</td>
</tr>
<tr>
<td>Other benefits</td>
<td>x Up to 1000 additional jobs</td>
</tr>
<tr>
<td></td>
<td>x Greater connectivity and legibility within and through Southern Stratford leading to more pedestrian and cycle movement (health and wellbeing benefits)</td>
</tr>
<tr>
<td></td>
<td>x A more diverse economic offer including workspace to complement the creative industries already established at Three Mills and Sugar House Lane</td>
</tr>
<tr>
<td></td>
<td>x Better use of under-developed land</td>
</tr>
<tr>
<td></td>
<td>x A mix of homes</td>
</tr>
<tr>
<td>Phasing</td>
<td>Delivered over 15 years.</td>
</tr>
<tr>
<td>Delivery Agencies</td>
<td>LDA, LBN, private developers, LTGDC.</td>
</tr>
<tr>
<td>LBN role</td>
<td>Steer.</td>
</tr>
</tbody>
</table>
Stratford Metropolitan masterplan area is characterised by a complex planning governance structure. Newham shares its development control powers with both the ODA and the LTGDC, however it retains plan making powers across the area and therefore has an important role in setting a strategic framework for development in the borough.

The statutory development plan for the area is made up of the saved policies in the Unitary Development Plan, however this was adopted almost a decade ago in 2001. The Core Strategy is currently in preparation. It will set the spatial vision for Stratford for the 15 years from adoption. It is the Council’s aim to publish the Submission version of the Core Strategy for examination in June 2011, with adoption anticipated by the end of 2012.

This development framework is being developed in tandem with the core strategy to ensure key thematic and spatial proposals form part of the strategy and will therefore be independently tested and gain statutory planning weight as part of the adoption process.

Planning policy direction at a regional level is more up-to-date and is positioned on the premise that the Lower Lea Valley (LLV) Opportunity Area will accommodate some of the most important strategic regeneration initiatives for London and an urban renewal challenge of global significance (paragraph 5.78, London Plan, 2008)

At regional level the area is earmarked for ongoing substantial change. The London Plan states that:

» Stratford is to be one of three major centres of economic growth and jobs creation in London

» The town centre is to be developed from a major centre to a metropolitan centre

» 30,000 of 50,000 jobs in the LLV Opportunity Area should be in Stratford City and Stratford town centre should accommodate at least 4,500 homes.

» The Olympic Park for the 2012 Olympic and Paralympic Games should be used as a catalyst to accelerate the realisation of the vision for the Lower Lea Valley: for it to become a vibrant, high quality and sustainable mixed use new city district set within an unrivalled landscape of high quality parkland and water features.

A new Olympic Legacy Supplementary Planning Document is currently being prepared by the GLA which will provide a vision and strategy for how the Olympic legacy should be capitalised upon for the benefit of the surrounding boroughs.
Statutory Linkages for Planning Policy

Olympic Legacy Supplementary Planning Guidance

Despite the revocation of Regional Spatial Strategies, the London Plan continues to provide the planning framework for London boroughs. The Olympic Legacy Supplementary Planning Guidance (OLSPG) currently being prepared by the GLA sets out the Mayor’s vision and legacy goals and establishes a set of development principles to be applied throughout the area to help ensure that the opportunities the Games present do continue to transform east London and achieve the wider ambitions of the London 2012 bid.

In terms of providing a strategic footing for the Stratford masterplan, this document can helpfully:

- provide a spatial vision for Stratford central and Olympic fringe areas;
- set out strategic interventions to deliver the legacy vision;
- set out strategic connections through the Olympic legacy area;
- set a strategic context for the delivery of infrastructure within the area, including social and community infrastructure and green and grey infrastructure networks; and
- set out the Mayor’s position on strategic industrial land release.

The masterplanning team has been working closely with the GLA to ensure that the vision for Stratford Metropolitan is reflected in this regional-level document to build a firm foundation for referencing the masterplan proposals in high-level planning policy.

The team’s work on the OLSPG relates to inputting into the vision for regeneration and development; helping steer the overall development principles (such as the treatment of Strategic Industrial Land, connectivity and tall buildings guidance); and inputting into the development principles and strategic interventions for Olympic Legacy sub areas covered by the masterplan.

Core Strategy Development Plan Document

The Newham 2017 Choices for the Core Strategy document is currently out for consultation. This is a consultation document that sets out the current spatial policy direction of Newham council, taking on board previous public consultation responses and including proposals for strategic sites. Public consultation responses to this will be fed into the Core Strategy submission document which will be published by Newham and subject to independent examination.

In terms of providing a statutory footing for the Stratford masterplan, the core strategy can helpfully:

- provide a spatial vision for the Stratford Metropolitan masterplan area;
- set out how the spatial vision for Stratford will integrate with other regeneration areas, particularly in the arc of opportunity;
- ensure the thematic policy areas contain policies on development quality, placemaking, building heights, metropolitan centre uses, provision of infrastructure and services and incremental development;
- designate strategic sites where these are key to the implementation of the masterplan and accompanying design and development principles (as the SPD will not be able to do this).

The masterplanning team has been involved in the preparation of the Newham Core Strategy Choices document to ensure proposals coming forward as part of the masterplan are embedded in statutory local planning policy. The team’s work on the Choices document has covered informing policy choices for the Stratford and New Town Community Forum Area; supporting work on the designation of strategic sites and accompanying development principles and reviewing general thematic policy choices in terms of areas which may impact on masterplan proposals.
Role

The Stratford Metropolitan Masterplan SPD will be a document which will translate the aspirations for the development of Metropolitan Stratford into reality. It will be a key tool for officers from regeneration, major sites and development control to use in discussions with landowners and developers to explain the vision for Stratford. It will show the context for regeneration and how individual development sites fit into the bigger picture to help deliver the vision for Stratford Metropolitan.

Process

SPDs can provide supplementary detail to a regional policy which forms part of the statutory development plan for the area. The London Plan provides useful policy impetus, recognising the importance of the strategic regeneration initiatives such as the Olympic Legacy and the significance of the urban renewal challenge, as well as outlining development capacities and Stratford’s transition from a major to a metropolitan centre. Nevertheless, the Core Strategy is currently in preparation and will provide a stronger policy basis for the proposed SPD.

The preparation of the SPD is likely to take place as the submission draft of the Core Strategy is being finalised, which is advantageous in terms of synergising of the documents. So elements of the Stratford masterplan which should be subject to independent examination, such as site designation, changing the status of safeguarded land, identifying broad locations for strategic development and site-specific proposals should be written into the Core Strategy so the SPD can build upon them.

The masterplanning team should work closely with the planning policy team to ensure the information supporting the strategic site allocation is appropriate to ensure high quality development and sufficient to avoid the need for a further Development Plan Document to bring the sites forward. Supporting information could include a set of broad development principles to guide future development proposals such as the specific land use or mix of suitable uses, quantum of development including size and scale, and access arrangements.

Structure

As the SPD’s role is to establish an effective framework to guide future development and investment in the area, it should be a concise, well designed and highly illustrated document. It should be easy to read and to use.

The exact structure of the SPD will be determined at a later stage once key considerations, such as the exact area to be covered, the level of detail to be provided and the timeline have been resolved. However, at this stage, it can be said that the SPD is likely to comprise three broad sections: an introductory section, a section on development principles and a section on delivery.

The introductory section is likely to include four main sub-sections, including:

- **Purpose** – Covering why the SPD has been produced, the context for regeneration (including the Olympic legacy), and how Stratford fits into the bigger picture.

- **Background** – Covering the historical development of the area where useful and directly relevant (plus reference to conservation areas); a perspective on the area today and a set of core challenges for the area’s future.

- **Vision** – Building on the above sections, this will set out the vision for Metropolitan Stratford.

- **Use** – The status of the SPD, the policy context (supported by an appendix of development plan policies), the area covered by the SPD, the applicability of the SPD. Policy context may need to be drawn into its own section if the policy basis for the SPD is in transition and therefore more complex.
The development principles section is likely to contain two sub-sections:

- **Area-based development principles** – Due to the strategic importance of Stratford to Newham and London, this section will contain topic based guidance, drawing together Core Strategy and London Plan policy strands, and relating them to the development in the area. This could involve providing guidance on development quality (and making clear what this means in Metropolitan Stratford); placemaking (in terms of streets and public spaces); movement (if this is key to the delivery of proposals); building heights (depending on what the Core Strategy is to provide on this); Metropolitan centre uses, provision of infrastructure and services and incremental development (setting out local applicability of the Core Strategy policy) amongst others.

- **Area-based guidance** – The main part of the document should be area based guidance, drawing from the masterplan to guide the development of parcels of land and influence the quality of the streets and spaces in between them. It is yet to be determined what level of detail should be provided in the SPD considering the large area covered by the masterplan. It may be that more detailed guidance is provided for key sites.

The delivery section will cover:

- **Working with the community** – What will be expected from applicants, building on the Statement of Community Involvement and encouraging Localism principles and ways of working if the borough is prioritising this.

- **Working with landowners and developers** – Including pre-application procedures.

- **Section 106 Agreements and the Community Infrastructure Levy** – Provide guidance on planning obligations and what contributions would be used for in the area.

The London Borough of Newham has already adopted two area-based SPDs (the Canning Town and Custom House SPD and the Forest Gate SPD). For clarity and ease of use it will be important to not dramatically depart from the format of these documents.

This outline structure is broadly aligned with the existing SPDs. Nevertheless, it also has the flexibility to enable enhanced graphical and textual input to clearly communicate the vision and framework for the development of Metropolitan Stratford.