
Crayford

Strategy and Action Plan

July 2005

Development proposals and projects to promote environmental, cultural and economic improvements to regenerate a sustainable town centre

Bexley Council
Strategic Planning and Regeneration Department
Wyncham House, 207 Longlands Road
Sidcup, Kent DA15 7JH

Acknowledgements

This Strategy is the product of an integrated process to regenerate Crayford Town Centre in a working partnership between the community, businesses and Bexley Council. Special thanks go to those Council officers most closely involved, including Daphne Lowe, Sue Formolli, Jean Keeler and Brenda Johnson, for their secretarial and technical services, to Richard Hawkins and Steve Burke for their ongoing focus on traffic issues, and to Glyn Bryant and Lois Bowser in the Strategy and Regeneration Department for their enthusiasm and commitment to the future of Crayford.

Our thanks also to Paul Davies and the Civic Trust Regeneration Unit for their earlier work on the Crayford Development Framework and for most of the illustrations used in this document.

Aerial photo by Commission Air, Peterborough
All photos copyright Bexley Council

Foreword

The Crayford Strategy and Action Plan is the exciting culmination of over two years of partnership working between the Council, private developers and landowners, local businesses and shopkeepers, local residents and the Crayford Community and Business Forum. Its vision and objectives are rooted in local aspirations and commercial reality. I feel we have a real opportunity to use the Strategy to guide valuable new development, community projects and to achieve top quality design of buildings and public spaces. I welcome the Strategy as a tool to focus ideas and aspirations, to draw in additional funding where needed and to direct the energy of individuals, businesses and the Crayford Forum to move forward together. We must remember that the adoption of this Strategy is part of a process that will continue for many years to come. I am confident that it will help us to achieve our vision for Crayford Town Centre.

Councillor Margaret O'Neill,
Cabinet Member,
Town Centres, Industry and Regeneration.
Bexley Council



Contents

	<i>Page</i>		<i>Page</i>		<i>Page</i>
Executive Summary	6	5. A Vision for Crayford	26	12 Crayford Bridge	
1. Background	9	6. Key Objectives of the Strategy	28	13 Shopping Opportunities	
1.1 The Need for a Strategy and Action Plan for Crayford		7. The Strategic Development Framework	29	14 Stadium Link	
1.2 The Process of Preparing the Strategy and Action Plan		7.1 The Guiding Principles		15 Riverside Housing Opportunities	
1.3 The Status of the Strategy and Action Plan		7.2 The Development Framework		16 Town Hall Lands	
1.4 Public Consultation		7.3 Guidance for New Development		17 Station Link	
2. Policy Context	12	8. Action Plan	38	18 Crayford Road	
2.1 Strategic Policy Context		8.1 Site Development Proposals		Appendices	97
2.2 Local Policy Context		8.2 Projects		Appendix 1: Summary of Issues 2002/03	98
3. Crayford Past and Present	17	8.3 Key Initiatives		Appendix 2: Consultation on Draft Strategy 2004/05	101
3.1 A Brief History		9 Next Steps	57	Appendix 3: Business Improvement District	123
3.2 The Use of Land and Buildings		Figures	59	Appendix 4: River Cray Programme: Issues and Projects.....	126
3.3 Townscape and the Public Realm		1 Study Area Boundary		Appendix 5: Traffic Studies	131
3.4 Physical Constraints		2 Historic Context		Appendix 6: Action Plan Timescale	141
3.5 Traffic Movement		3 Existing Land Use Analysis		Appendix 7: Contact Details	145
3.6 Public Buildings and Community Facilities		4 Townscape Analysis			
3.7 Commercial Considerations		5 Physical Constraints			
4. Working in Partnership	21	6 Existing Circulation			
4.1 The Key Issues		7 Character Zones			
4.2 'Planning for Real'		8 Movement Strategy			
4.3 Crayford Community and Business Forum		9 Public Realm			
4.4 Business Capacity Building		10 Development Framework			
4.5 Consultation on the Draft Strategy		11 BT Island			

Executive Summary

The Crayford Strategy and Action Plan is the product of extensive consultation with the local community and businesses, landowners and developers since October 2002. The Strategy reflects, as far as practicable, the aspirations of local people, businesses, land owners, developers and service providers. It is based on commercial realities and should give the private sector confidence to come forward and to progress innovative, responsive and sustainable development proposals. Local residents can be confident that only viable schemes bringing agreed benefits to the town will be supported. The Council is confident in the Strategy as a tool to promote and to co-ordinate regeneration in and around the town centre, and to realise opportunities that might not otherwise be achieved.

The Strategy is the result of a two-part process. The first involved detailed consultation on identifying the main issues that it should address. The second part responded to the issues in the draft Strategy of July 2004, setting out ideas for improving the town and its facilities through a Development Framework, related key initiatives and action projects. It was considered regularly at public meetings and by the Crayford Community and Business Forum and other local groups. This revised Strategy takes into account comments on the draft and progress on the

projects and proposals since, and is the agreed way forward.

The Vision

A partnership working to create a sustainable and cohesive town with a clear identity that reflects local civic pride, meets the cultural, shopping, employment, community and leisure needs of all users, and is:

- Accessible and pedestrian friendly
- Prosperous and thriving for business
- A pleasing, clean, attractive and safe place to be

Its Key Objectives derive from the Vision and respond to the main issues:

Identity - To create a strong identity for Crayford, with focal points, quality design, landmarks and a safe, attractive, public realm that will help to give a sense of place

Roman Way -To reduce the adverse effect of Roman Way by alterations to lanes, management of traffic flow, junctions and

alignment to facilitate pedestrian and traffic movements.

Pedestrian network - To create a safe and accessible pedestrian network within the town centre and linking to adjoining areas including the station, along the river and to new housing developments



Public Transport - To promote improved public transport including a public transport area at, or easily accessible to, the station.

Local Employment and Businesses - To support and promote local employment and businesses

Town Centre Viability - To support the viability of the town centre, including Waterside, High Street and Crayford Road shopping areas and the extension of the Tower Retail Park and Sainsbury's in so far as this meets the wider objectives of the Strategy.

Housing - To promote a range of dwelling types, including affordable housing in and around the town centre.

Community and Civic Facilities - To provide community uses to meet the needs of youth, health, leisure and culture, and encompass the Town Hall as part of a mixed use scheme to include civic/community uses within the site.

Water - To exploit the **River Cray** and use water as an environmental feature for public spaces, the setting of buildings, views, public access, bridging points, flood mediation and nature conservation.

The Council appointed the Civic Trust Regeneration Unit (CTRU) to help turn the objectives into viable and practicable projects. After wide consultation on the draft Development Framework, through the Shadow Forum and the 'Planning for Real' exercise in December 2003, there was agreement on key features of the Development Framework:



- Creating a high quality public realm of soft and hard landscape, including the riverside and settings for major buildings
- Restructuring land uses to permit and encourage investment to create attractive development sites, such as housing alongside the river
- Using streets and frontages to create meaningful public space, with public art and high quality landscaping
- Creating mixed use zones with dominant uses and characters, such as town centre housing, an expanded commercial heart, an improved Sainsbury's that better relates to the town centre and a consolidated industrial area.
- Features of interest that local people can be proud of and will give the town identity such

as water features, public art, gateways, landmarks, views

The **Movement Strategy** aims to reduce or restrict through-traffic by alterations to Roman Way, and improving pedestrian accessibility along the river and between town centre attractions, Sainsbury's, Crayford Bridge and between the **Zones of Character**.

Good quality **Public Realm** is the key to the viability, vitality and identity of Crayford and new development will be required to be co-ordinated in accordance with an agreed design theme.

The fundamental desire is to re-focus the heart of Crayford to its original location at Crayford Bridge and to recapture its vitality and viability. There should be a new public park or open space on the northern part of the BT Island site, linked by pedestrian routes to the town centre and possibly incorporating a restaurant. The bus lane will be removed from the High Street and left turns along Crayford Way allowed. This will allow environmental improvements, limited on-street parking, local access and an improved public realm. The Strategy exploits the environmental potential of the river with new housing from Crayford Rough through to the BT island site. Riverside paths and new bridging points add to the accessibility across the river. A new pedestrian access at the eastern end of

Waterside / Crayford Way will link this area to the current industrial site, redeveloped with a mixture of uses and an extension to the Tower Retail Park. This will allow pedestrians to walk from the Retail Park along the riverside to Waterside and to the local shops along Crayford Road. High quality public space around a refurbished Town Hall will create a new public 'place' with a mixture of uses and safe, convenient routes to the station and across Crayford Road from the Tower Retail Park. The Stadium would be at the end of a vista created by a well defined route linking it to the town centre along the front of a refurbished Sainsbury's / Homebase and the Town Hall. Secondary pedestrian access would lead from the station to the Greyhound Stadium, itself improved with expanded function and conference facilities. There would be a new pedestrian bridge across the river from the existing Maxim Road housing to new private and social residential units on the south side of the river with vehicular access from Stadium Way.

Adopted as Council policy for the Crayford area in July 2005, the Strategy constitutes interim Planning Guidance, pending its incorporation into the Core Strategy of the new Local Development Framework.

The Council is committed to the Strategy but nevertheless recognises that the proposals must

necessarily and ultimately be a compromise between the aspirations of the community, the realities of traffic circulation, the need for good quality public realm, funding opportunities and the commercial viability of development proposals. Working in partnership, the Strategy is an excellent tool to manage and to realise these shared aspirations.



1. Background

1.1 The Need for a Strategy and Action Plan for Crayford

Crayford is faced with a number of **challenges**:

- A declining physical environment where it is increasingly difficult to walk about and unpleasant or unsafe to stay or to explore.
- A growing amount of congestion from industrial traffic using the town centre as a through route to the A2 or Thames Road, and local access traffic.
- Difficult trading conditions for the small shops in part due to a poor environment and to competition from the larger shops and other centres.
- A need to strengthen the industrial base and businesses in one of the main areas of employment in the Borough.
- Increasing development pressure for retail, leisure, residential and employment uses.
- Community facilities that are in need of creation, modernisation and expansion: the clinic, library, Crayford Leisure Centre, the Town Hall, community meeting places, public parks, youth provision and areas of relaxation.

Crayford has many **strengths** that give rise to opportunities to meet these challenges:

- High accessibility by road and rail.
- Increasing popularity as a retail centre since the opening of Sainsbury's and more recently, the Tower Retail Park.
- Its location within London's strategic development areas such as the Thames Gateway Zone of Change, Bexley Council's 'Area of Opportunity' and Regeneration

Partnership Area which bring possibilities of public funding assistance for projects and developments.

The response to these challenges and opportunities needs to be carefully co-ordinated. New developments should contribute to the prosperity and environment of the town as a whole so that the community can gain maximum benefit. Figure 1 identifies broadly the area covered by the Strategy.



1.2 The Process of Preparing the Strategy and Action Plan

Aware of the challenges facing Crayford, the Council has a longstanding commitment to improve the town centre. Following from retail capacity and leisure studies in November 2000, in partnership with Sainsbury's and Chelverton, the developers of the Tower Retail Park, it commissioned consultants to prepare a draft Urban Design Framework. At that time, it was envisaged that the regeneration of the town would be led by a major re-development of the Sainsbury/Homebase site and adjacent land. Although various design and redevelopment proposals were discussed for Sainsbury's land holdings, Sainsbury's were not able to progress any comprehensive proposals. Their focus is now on extending and refurbishing the existing store. Planning consents for retail uses on the BT Island site in Roman Way and to relocate part of BT's operations to the BT West site have been granted.

Nevertheless, in response to the continuing challenges and development pressure, the Council decided to take the ideas in the draft Urban Design Framework further and to prepare a Strategy and Action Plan in two stages:

Stage 1: Agreeing the Issues

In partnership with local people and businesses,

to agree the main issues that the Strategy should address (Section 4.1 and Appendix 1).

Following from this, to set out a shared Vision and Key Objectives (Sections 5 and 6).

Stage 2: A Strategy to interpret the Vision and Key Objectives

- A Strategic Development Framework to set out the preferred arrangement of land uses, circulation and buildings, together with development, design and aspirations for proposals for the public realm.
- The Action Plan comprising development proposals for key sites, and projects and initiatives that address issues that may be more generic or are targeted at specific groups or kinds of activity.

1.3 The Status of the Strategy and Action Plan

The Strategy informs the regeneration of Crayford over the next 5-10 years. It will ensure that developments and projects focus on the key objectives and are planned in a co-ordinated way. The foundation for assessing planning applications is the Borough's Unitary Development Plan (UDP), a development planning document with policies and land use proposals used to guide decisions about proposed uses of land and buildings. The Council adopted a revised UDP on 28th April

2004 and this currently forms the basis for planning decisions, unless material circumstances suggest otherwise. The preparation of this Strategy and Action Plan fulfils a commitment to do so in Policy SHO (Cray) 3 of the approved UDP.

This Strategy is therefore an important material consideration that the Planning Authority will use in assessing planning applications. In the main it complies with the statutory development plan but in a small number of instances it looks beyond current Development Plan allocations. These are included because they reflect the issues raised and are in the overall interest of the co-ordinated regeneration of the town. Planning applications that are based on these particular proposals will need to be referred to the Secretary of State as 'departures' from the UDP, but otherwise supported through the Strategy.

Nationally the planning system is undergoing change. The Council is in the process of preparing the new Local Development Framework (LDF). This will replace the UDP and will cover the whole of Bexley Borough. Relevant provisions of this Strategy will be incorporated into the LDF core strategy. In the meantime, all developments will be expected to comply with the principles and guidance in the Strategy.

The Strategy conforms broadly with the aims of

other wider and Council strategies (Section 2). It will also be used to support bids for Government and other external funding. Some proposals in the Action Plan will be eligible for public funding through partnerships with the private sector or because they help to meet the Government's wider aspirations for Thames Gateway of which the London Borough of Bexley and Crayford are part. Some will be eligible where high infrastructure costs are inherent in development proposals on key sites.

1.4 Public Consultation

The Council has supported partnership working for several years, including the development of Community and Town Centre Forums. In Crayford, local residents, voluntary and commercial interests have come together to share ideas through the Crayford Community and Business Forum. The Status of the Forum was formalised at a public meeting on the 1st April 2004 and it has played a key role in discussing issues and proposals that have informed the preparation of the Strategy and described in Section 4.

Wherever possible, the views of the public have been reflected in the finalised Strategy. However there must ultimately be a balance between community aspirations, the realities of the need for efficient traffic circulation, the creation of good quality public realm, funding opportunities

and the commercial viability of development proposals, whether on privately owned sites or in the public domain.

Just as the process of preparing the Strategy has seen the emergence of a working partnership between the Council, the wider community and key stakeholders, a continuation of this partnership working and keeping the Strategy under review will ensure that this focus remains apposite.



2. Policy Context

2.1 Strategic Policy Context

The Strategy has been prepared within a strong national and regional regeneration context. It supports the delivery of key national and regional objectives.

2.1.1 ODPM Sustainable Communities Plan

The Government is encouraging the creation of 'sustainable communities': places that meet the needs of all citizens, stand the test of time and are places where people want to live. The Sustainable Communities Plan was published by the Office of the Deputy Prime Minister in February 2003 and sets out a vision and strategy for sustainable communities across the country. The Government's Planning Policy Statement (PPS1) places a strong emphasis on creating sustainable communities in development proposals that have a high quality public realm and enhance the natural environment.

2.1.2 Water Framework Directive

The European Union Water Framework Directive became national legislation in December 2003. The Environment Agency is obliged to implement the Directive in England and there are a number of key elements to the

Directive which the Crayford Strategy supports including:

- Prevent deterioration of and protect and enhance the status of aquatic ecosystems and associated wetlands;
- Prevent deterioration of and reduce pollution to groundwater;
- Contribute to mitigating effects of floods and droughts;
- Promote sustainable use of water.

2.1.3 Planning Policy Statement 6 (Town Centres)

Government's key objective for town centres is to promote their vitality and viability by planning for and promoting the growth and development of existing centres in a good quality, accessible environment. The Crayford Strategy is entirely consistent with these Government aspirations. The underlying drive coming from PPS6 and reflected in the Strategy is to create a sustainable pattern of development with high densities, mixed uses and measures to try to reduce the need to travel by car. PPS6 encourages development to promote high standards of design and public realm, provide a sense of place and focus for civic and community activities in an attractive, safe and accessible environment.

2.1.4 The London Plan 2004



The London Plan is the Mayor of London's Spatial Development Strategy for London. It provides strategic guidance based on the principles of sustainable development, and sets the framework for future local development frameworks. This "plan of plans" also provides the umbrella for all the Mayor's other London-wide strategies.

The London Plan is based on a vision of the capital as an exemplary sustainable World City, with anticipated strong economic growth, population growth and the demand for more housing, but with an equally strong commitment to protect the Green Belt metropolitan open land and London's open spaces. The Plan places great emphasis on the importance of open and water environments.

The Thames Gateway sub-region is one of the principal locations for housing growth. The Crayford Strategy makes provision for new housing areas and environmental improvements particularly along the riverside. The River Cray forms part of the Blue Ribbon Network defined in the London Plan as a network of semi-natural and man-made water systems, and is part of London's natural drainage system. The management of flood risk is extremely pertinent to London and to the Thames Gateway and parts of Crayford are within areas at risk from flooding.

2.1.5 Crime and Disorder Act 1998 Section 17

By law, all the activities of local authorities must take into account the effect on crime and disorder and take steps to address issues that may arise. Land use policies must have safety considerations at the forefront. The Strategy acknowledges its influence on youth activities,

car crime and envirocrime. Crime can only take place if three circumstances come together: the victim, whether this is person or property, the location and the offender. As each project or development proposal is progressed, it will be assessed to ensure that it does not enhance or create the opportunity for crime. The Council has received Beacon status for the work of the Bexley Community Safety Partnership (BCSP) to reduce crime. In high crime areas the Council has worked with the police to set up "Community Safety Action Zones" (CSAZ) that benefit from additional policy. Crayford is scheduled to be considered for a CSAZ in 2007.

2.2 Local Policy Context

2.2.1 Bexley Regeneration Framework

Bexley's Regeneration Framework covers the period 2005-2016 and sets change within the Borough, including Crayford, within the Thames Gateway context. The Regeneration Framework will help to deliver the aims of the Community Strategy adopted by the Local Strategic Partnership for Bexley in 2003. It seeks to secure individual well-being and development, safe, secure and attractive environments, economic opportunity and prosperity, a strong, sustainable and cohesive community. The Regeneration Framework targets priority areas within the London Thames Gateway 'Zone of Change' that includes Crayford. It recognises

the considerable potential for development and problems of mixed land ownership, poor environment and difficult traffic conditions but looks to the Crayford Strategy to help deliver several hundred new homes, 550 jobs in new retail and employment opportunities on around 20 ha of land and around 170,000 sq ft of additional retail floorspace. Crayford is included in the Council's new delivery vehicle, the Bexley Regeneration Partnership, for the sustainable communities programme.

The Council's Areas of Opportunity Programme endeavours to provide practical solutions to realise the Community Strategy. It focuses on service delivery in areas of the Borough where these are regeneration initiatives and helps to fund the community worker in Crayford.

2.2.2 Crayford Industrial Area Development Brief

In January 1998 the Council adopted a Development Brief for the Crayford industrial area between Swaislands Drive and Maiden Lane as its land use planning policy supplementary to the UDP. It considered the potential for expansion of the industrial estates including the redevelopment of the former Rich Estate to create the retail park and new industrial units. Based on a traffic assessment and understanding of the aspirations of landowners at that time it lent support to the expansion of

the four main industrial areas for employment purposes as follows:

Samas Roneo, Maiden Lane - Additional 5,000 sq.m of industrial floorspace

Acorn Estate - Additional 24,968 sq.m of industrial floorspace

Crayford Freshwater Estate - 11,000 sq.m redeveloped industrial floorspace

Rich Estate - 5,500 sq.m industrial and 9,500 sq.m retail floorspace

All development proposals for the area are subject to a traffic impact assessment, Section 106 issues and environmental impact.

The Brief's aspirations are reflected in the Crayford Strategy. The most relevant are:

- Interlinkage: a three phase proposal to encourage industrial traffic to use a common access through the area that avoids the town centre (para. 6.17). The first phase to link the Rich (Tower) Estate and Crayford Industrial (Freshwater) Estate has been completed. It is anticipated that ultimately the Swaislands Drive access as a vehicular route will close too. The vehicular link between the Acorn and Samas Roneo estates is strongly supported, allowing the closure of the Maiden Lane access to industrial traffic. Linkage between the Acorn and Freshwater

Estate (para 6.18) is supported in principle but the Strategy supports a pedestrian connection that is now considered more appropriate for a mixed use redevelopment of the Freshwater Estate.

- Incubator Units/Managed Work Space of around 2,000 sq.m (para 6.5).
- Displaced firms arising from redevelopment proposals should be re-accommodated in speculative or purpose built units (para. 6.6)
- Library and Clinic could be accommodated within redevelopment proposals or as part of the redevelopment of the lands around the Town Hall (paras 6.14-6.15).
- Town Forum meeting facility could be included (para 6.16)
- Crèche/Indoor Play Facility could be included (para. 6.16)
- Section 106 Contributions towards public art, enhanced bus services, highway improvements, conservation of features of historic or architectural significance, training.

2.2.3 Bexley Economic and Employment Development Strategy and Plan (Draft April 2005)

The vision is for an increasingly knowledge-based economy. The plan has five strategic objectives including revitalisation of the business base through encouraging innovation

and enterprise. The Crayford Strategy supports this Economic Strategy through:

- Business capacity building;
- The feasibility study into a Business Improvement District;
- Promotion of managed workspace whether this be for incubator units or targeted at creative and cultural industries including live-work spaces;
- Skills training and support for employees;
- Requiring developers to contribute to the Local Labour Scheme;
- Strengthening the employment base by building on existing business areas and sectoral clusters;
- Consolidating the edge of centre business areas whilst allowing mixed employment on the Freshwater site as a mechanism to support the local shopping areas around Waterside;
- Environmental improvements to enhance the attractiveness of areas to new and growing firms;
- Infrastructure and public transport improvements, promoting the town centre in general, encouraging key worker housing and mixed use developments. The promotion of livework space and warehouse conversions for creative industries suitable for the Maxim

Road, Swaisland's Triangle and possibly Samas Roneo sites.

The Economic and Employment Development Strategy seeks resources from several quarters that the Crayford Strategy shares including:

- Business Improvement District using a voluntary arrangement by and for businesses to develop a plan of action to meet their own needs, included in the Crayford Strategy (Appendix 3).
- London Development Agency funding for the Single Regeneration Budget Round 6 (SRB 6) programme in the Thames Gateway South Priority Area. Funding from this source is supporting the Crayford Business Regeneration Officer post.
- Planning "tariffs" in association with planning agreements on development sites. Determining the amount that is agreeable to the developer and that will generate a fair and reasonable input to the community has been a point of discussion in the consultation phase of the Crayford Strategy. The principle is agreed; new development is expected to bring forward improvements to access, environment, business support, employment, training as well as community benefits and good design. It is expected that where employment land is lost to mixed uses, then that contribution will be proportionately enhanced.

2.2.4 Bexley Local Implementation Plan

The UDP sets out the proposals for implementing the Mayor of London's Transport Strategy to be approved by December 2005. It emphasises the development opportunities in Crayford as part of the ODPM's 'Zone of Change', identified in the Sustainable Communities Plan in February 2003. Traffic congestion in the town centre is seen as part of the general difficulty of travelling north-south across the Borough, particularly with a need to improve public transport routes and it identifies a need to extend the 486 service to Bexleyheath.

Traffic management schemes in operation or proposed in the draft LIP for the Crayford area include:

- Barnes Cray 20mph zone completed
- Heath Road 20mph zone planned for 2005/06
- Safer Routes to School - Barnes Cray Primary
- London Bus Priority Network Scheme to alter signals to reduce congestion and (bus) delay at Crayford Bridge
- Improvement to pedestrian facilities in the local shopping area.
- Pedestrian refuge at Perry Street 2005/06
- A 'Walk Audit' in the town centre in 2006/07 and subsequent improvements planned for 2007/08.

- Maintenance works on Crayford Road in 2005/06 and in Crayford High Street in 2006/07
- The dualling of Thames Road continues to be the top priority.

2.2.5 Bexley Parks Strategy

This underlines the Council's commitment to its top quality open space management, reflected in many awards for 'London in Bloom', Green Flags and achieving Council Beacon Status for Urban Green Spaces. The Parks Strategy shares the Crayford Strategy Vision in conserving and enhancing the natural environment and supports the Council's Biodiversity Action Plan, e.g. at Crayford Rough, to secure and promote open space at BT Island, along the riverside and links to the Hall Place Project.

2.2.6 Biodiversity Action Plan

Adopted in 2002, the Biodiversity Action Plan (BAP) sets out Habitat Action Plans and Species Action Plans, some of which will need to be considered in development proposals in Crayford including the sections on parks and open spaces, gardens, wetlands, rivers and standing waters. Developers should refer to the document and consider how their development can promote biodiversity.

2.2.7 River Cray Environmental Regeneration Programme

The River Cray and its environs as it flows through Crayford are included in an extensive programme of environmental works funded through the Office of the Deputy Prime Minister.

The Vision is for a river corridor, which is ecologically rich, well managed and an attractive area for people to visit and enjoy. It will provide opportunities for nature conservation, learning, exercise, community activity and recreation, and reduce the impact of flooding. The overall aims of the programme are integral to the Crayford Strategy. The objectives of the programme are set out here.

River Cray Programme Objectives

Biodiversity

- Obj 1 Improve the understanding of flora and fauna within the Cray corridor
- Obj 2 Develop Management plans to protect and enhance biodiversity in the area and secure long term management
- Obj 3 Eradicate invasive species which adversely affect biodiversity
- Obj 4 Negotiate towards securing long term management arrangements and funding

Access

- Obj 5 Provide an access network which is safe, low maintenance and attractive
- Obj 6 Further develop an accessible riverside route
- Obj 7 Establish linkages between the riverside route and adjoining town centres, local facilities and residential areas
- Obj 8 Enable users of the network to understand the importance of the area through improved interpretation
- Obj 9 Prevent damage and deterioration to the fabric of the access network
- Obj 10 Promote interest through the installation of public art along the route

Flood Alleviation

- Obj 11 Contribute to efforts to manage flood risk in the area
- Obj 12 Identify, develop and implement key projects for improvement at locations of greatest risk.

Education

- Obj 13 Promote the corridor as an outdoor classroom
- Obj 14 Work with local schools to create curriculum based materials
- Obj 15 Support training, particularly in the practical skills required to maintain the area.

Envirocrime

- Obj 16 Engage local people in the reduction of envirocrime
- Obj 17 Develop a co-ordinated approach to prevention and reporting of envirocrime
- Obj 18 Promote initiatives that encourage positive recreational use of the river

Community Participation

- Obj 19 Understand the views of the local community and incorporate them into improvement plans whenever possible
- Obj 20 Work with a range of community groups to co-ordinate and sustain the programme of improvements
- Obj 21 Develop mechanisms for long-term care of the river corridor

3. Crayford Past and Present

3.1 A Brief History (Figure 2)

Crayford has a long history of settlement with evidence of Iron Age occupation in the vicinity of what is now St Paulinus Church, on the high ground to the north. Rebuilt by the Normans around 1100 AD the church of St Paulinus has always been a prominent feature. Crayford later developed where Watling Street, linking London with Canterbury and Dover, crossed the River Cray and the military station of Noviomagus was located here. In 1396 the town received its charter to hold an annual fair on 8th September, which in the 19th century was held on the 24th August. A weekly market was held on Tuesdays.

Industry has characterised Crayford since the 15th century when an Iron Mill was erected beside the River Cray on land to the east. Fields by the Cray were used for calico bleaching in the late 17th century followed by textile printing works. During the 19th century textile printing and brick making were the main activities including the former David Evans silk works. A carpet factory established on the banks of the Cray from the 1860's at Maiden Lane was complemented by the 'Printers Arms'. The railway and Crayford Station arrived in 1866. Hiram Maxim's machine gun factory on land north of Crayford Road was taken over by Vickers at the turn of the nineteenth century;



engineering dominated with the manufacture of armaments, aircraft and cars. Along with the growth in industry came a surge in the town's population and the construction of housing. The Crayford Cottage Society was one of the first in the country to be supported by Government funding to house key workers employed in military manufacturing at the Vickers works to the south.

Landholdings diversified and land was sold off to create today's industrial estates: Samas Roneo, Acorn, Freshwater's Crayford Industrial Estate, the former Rich estate, the Tower Retail Park and new industrial units, and the Swaisland triangle area of independent ownerships. The Vickers Works canteen is now the Town Hall. The corner of Roman Way/Crayford Road is the

site of the bus garage built by Vickers to transport workers from afar. The original greyhound stadium was relocated to the west in 1985 to accommodate the Sainsbury/Homebase store with the leisure centre built alongside as a requirement of the planning permission.

History has left few traces in Crayford's buildings although the landownership boundaries and names are close to its past and former identity. The clock tower built in 1902 to celebrate the coronation of Edward VII and enclose the sewage lift station stands adjacent to the roundabout and, together with the Town Hall, are prominent on approach from all directions.

The River Cray, an historic feature in the town, introduces precious natural landscape. Latterly, large-scale retail redevelopment has led to a shift in the town's "centre of gravity" away from Crayford Bridge and Crayford Road, but the local perception of Crayford Bridge and Waterside as the "village centre" remains.

3.2 The Use of Land and Buildings (Figure 3)

The predominant pattern of land use is of large contiguous areas of similar use. **Primary retail** uses are located along the Crayford Road spine

and several offshoots including Waterside/The Parade, the Tower Retail Park and Sainsburys/Homebase. **Residential** use is largely located north of the River Cray and south of the railway line with pockets of housing immediately adjacent to the town centre. Many of the retail parades have residential use on upper floors. Formal **leisure** uses are restricted to the Greyhound Stadium, a facility rare in a town that brings the name of Crayford to a world wide audience, and Crayford Leisure Centre, whilst informal leisure and amenity spaces include alongside the River Cray and Crayford Rough.

Industrial and **warehouse** uses in the primary employment area occupy land immediately behind and adjoining the primary retail frontages on Crayford Road and eastwards. The industrial estates lie along traffic arteries although with limited points of access. **Community** uses are scattered throughout the town from the Town Hall to the historic St Paulinus Church on the hilltop to the north. There are several community halls including the Bakers Hall and Crayford Centre along London Road, and the Crayford Social Club at the eastern end of Waterside. Some of the buildings are underused and are in need of refurbishment and some community activities are seeking more permanent premises. The Crayford Community worker has a temporary office in the Town Hall.

The library and clinic are located on the Town Hall lands nearby.



3.3 Townscape and the Public Realm (Figure 4)

The structure of the main north-south spine route along Crayford High Street and Crayford Road is well defined with substantial built up edges, but the quality of much of the building stock is poor. St Paulinus Church, a Grade II* Listed Building, is a landmark clearly visible from the town centre and together with other listed buildings in the vicinity lends an air of historic and high quality townscape at the northern end of Crayford High Street.

Away from this, urban space is amorphous around stand-alone industrial, leisure and retail

developments with wide visual spans of car parking that contribute little to the townscape. To the west of Crayford Road between the River Cray and the railway line the definition of space is weak, dissected by the road system of Roman Way, with industrial units and car parking associated with the Sainsbury's store. New buildings on the Acorn Estate offer more architectural promise. To the east of Crayford Road, the architecture of the Tower Retail Park has coherence and its mass and shape help to define the large car parking area. The Freshwater/Crayford Industrial Estate is a collection of buildings of historical interest but with no clear townscape structure.

The River Cray is the link. The area around Crayford Bridge, Waterside and The Parade has well-maintained parkland alongside the river with trees and seating areas and is cherished by the local community. Elsewhere, most development turns its back on the river and in some places is below the river level. The River Wansunt runs in a culvert close to Roman Way and along the Swaisland triangle site. It is visible for a short stretch at the Acorn boundary and across Samas Roneo.

Long distance views around the town centre focus on the tower of St Paulinus Church, the Town Hall and the Clock Tower. Whether standing in Sainsbury's car park, outside the Town Hall, on arrival at the station or further



south along Crayford Road, these landmarks act as important points of orientation for the casual visitor. By contrast the high voltage transmission line and pylons that traverse the town centre from south west to north east mar long distance views and restrict certain types of new development.

3.4 Physical Constraints (Figure 5)

The majority of the study area between the River Cray and the railway line lies within the Flood Plain Zone 2 as determined by the Environment Agency. Special measures are required in any redevelopment to avoid reducing flood water capacity and to minimise risk to life and property. Flood risk is assessed as a probability of severity and consequence. It varies across the study area but all sites are at risk of flooding. (See Section 7.3.2).

The high voltage electricity transmission line imposes height restrictions along its route and impacts on the potential for new residential uses. The possibility of burying or relocating these lines can be considered with every re-development opportunity although the cost and practicality may be prohibitive.

3.5 Traffic and Movement (Figure 6)

The Council has commissioned various studies to address the current vehicular and pedestrian circulation systems within Crayford town centre. The key issue is one of severance: the restriction of pedestrian movement by excessive highway infrastructure and other impediments. If retail shopping at the northern end of the town centre is to be viable, it is essential that ease of pedestrian movement around the town centre is improved. The Sainsbury's development dislocated the convenient pedestrian connection between the station and the town centre.

The Council's initial traffic study looked at options for the remodelling of Roman Way and Crayford Road. It examined the effect on traffic flows, junction layouts, pedestrian and cyclist facilities of existing and new development. The study did not, in any detail, explore the possibility of re-aligning Roman Way although at that time it expressed a preference for two-way working along the entire stretch. The 2005 study is re-examining this, in response to local

feeling that there may be other more achievable and environmentally sensitive solutions.

3.6 Public Buildings, Leisure and Community Facilities

The Council commissioned the Civic Trust in association with Chambers Goodwin and Partners to carry out an initial feasibility study of the options for the Town Hall building. They concluded that, originally constructed in 1915, the building has considerable architectural merit although its external and internal fabric has been repaired and altered; it requires considerable expenditure on urgent essential works. The strong public support for the retention of the building in public and/or community use must be set against the scale, cost of repairs and commercial viability. The study considered that a library or neighbourhood resource centre was a possibility, with business or community office uses above. It concluded that residential uses although appropriate, may be more difficult to achieve because of the design of the building.

Following the Civic Trust recommendations, the Council commissioned a full structural survey of the Town Hall. There may be additional cost implications arising from the survey beyond those currently known and depending on the nature of the refurbishment works. The building together with the Council owned lands are the subject of a marketing exercise to retain it and

adapt the remainder of the site in a mixed use scheme. The final scheme will meet the requirements of the Strategy.

3.7 Commercial Considerations

Retail Capacity

Crayford performs the role of a District Centre, secondary to Bexleyheath. It has approximately 25,500m² of retail and service floorspace compared to Bexleyheath with 70,000m², Dartford with 110,000m² and Bluewater with 140,000 m². The retail catchment is split between local for the traditional area and the larger stores / retail warehouse operators, who draw from a wider area.

The catchment population is relatively affluent and is predicted to increase slightly from 66,000 to 67,000 by 2009. DTZ Peda's retail capacity study in 2000 forecast capacity for comparison goods net floorspace for the Borough of 12,400-21,100m² up to 2009. It predicted a minimal additional requirement for convenience goods floorspace, although additional convenience floorspace could widen local choice.

Retail Demand

The status of the centre has improved with the opening and evolution of the Tower Retail Park, providing space for a number of national multiples. Official retailer requirements from the FOCUS database (October 2003) indicated that

eight retailers were seeking space in Crayford: Aldi, Burger King, Farm Foods, JD Wetherspoon, KFC takeaway, a mobile phone shop, pizza takeaway and a tile/carpet retailer. This could have amounted to a requirement for approximately 40,000 sq.ft of retail (A1 and A3) space.

The size of units required by these retailers varied between 1,000 sq.ft to 3,500-10,000 sq.ft for larger operators. Smaller units could be accommodated at the southern end of Crayford Road or within the Town Hall site. There is interest in restructuring the retail uses in the existing Tower Retail Park and in increasing the floor space and including local and independent retailers in new schemes.

Industrial Demand

There is a healthy demand for small and medium sized units including freehold. Take up of units on the former David Evans site is high and Phase 3 of the Acorn Estate is planned to commence in the foreseeable future. Samas Roneo has not yet been re-occupied but restricted access and hope values for residential uses have impeded this. The relocation of existing firms from elsewhere in Crayford represents additional demand which, Council surveys suggest could amount to around 100,000 sq.ft. There is interest in managed workspace and creative industries creating a cluster in the Borough in general.

Residential Demand

Crayford town centre's residential market at 12% below the national price average is more affordable than elsewhere in the Borough. Local agents indicate that there is a good demand for one and two-bedroom apartments in the Crayford area, and that new developments would be attractive to both first-time buyers and young professionals. The preferred areas for new residential development from a commercial perspective are adjacent to the River Cray in the Waterside area to the north of Swaislands Drive and opposite Maxim Road and Wolsley Close on the south side of the water.

4. Working in Partnership

This section describes the process and outcomes of the different elements of partnership working to prepare and to implement the Strategy.

4.1 The Key Issues

The two-part process in preparing the Strategy gave rise to general agreement on the key issues it should address. Nearly two hundred people came to the first public meeting in October 2002 to discuss how the Council, local community and the private sector were going to work together to help plan the future of Crayford. The Council subsequently published “Crayford: Towards a Strategy and Action Plan” which set out a discussion of the issues. Over 6,000 summary leaflets were distributed to residents and businesses in the area seeking views and proposing the formation of the Crayford Community and Business Forum. The meeting on 29th January 2003 considered the issues identified through the consultation and the Council held workshops to discuss some of the topics in more detail. Finally, a public meeting on 21st May 2003 agreed the broad range of issues to be addressed in the Strategy:

- The commercial vitality of the town, given the dominance of Bexleyheath, Lakeside and Bluewater.
- The viability of major proposals to transform

the town based on market considerations.

- The possibility and need of public funding for a partnership venture with the private sector to assist with infrastructure or compulsory purchase if necessary.
- The traffic flow through the town centre accessibility and safety.
- How to improve the quality of the public space, buildings and townscape in order to create a place where people want to live, work and visit.
- Meeting community needs including young people

The more detailed concerns over the 2002/2003 period included:

New Developments

- In the major development sites new buildings should be of a high quality and new activities must bring benefits to the whole town centre.

New Housing

- Not enough housing in the town centre including above shops.
- Little provision for starter housing, key worker housing, retirement homes or a mix of housing for sale and rent.
- Poor condition of flats in Princess Parade.



Traffic

- Traffic domination and difficulty for people to walk around the town centre.
- Rat running by lorries because of traffic hold-ups on Thames Road, along the High Street and one-way system.
- Too much traffic in town centre.
- Crayford Road and Roman Way as one or two way?
- Should the town centre have a relief road (under discussion for some time) alongside the railway line and stadium and across the River Cray to join London Road?

Pedestrians

- Insufficient pedestrian flow between Sainsbury's and Crayford's local shops.
- Heavy traffic limits access to the Town Hall and Railway Station.
- Poor pedestrian links to nearby housing.
- No pedestrian link between the railway station across the railway line and to the town centre.

Public Transport



- Congestion caused by bus priority lane through the town centre.
- Inconvenience to buses because of the one-way system.
- The station is separated from the town centre and bus routes.

- No public transport interchange at the station to link bus and train transport together and provide pedestrian link to the centre.
- Absence of Hoppa/mobility bus hinders access of less mobile people to the town centre.
- Inconvenient bus stops for shoppers, partly due to the one-way system, to reach Sainsbury's and the town centre.

Business and Retailing

- Lack of quality restaurant, bars and places to entertain business clients or have a reasonable meal.
- Proportion of take-away and charity shops is too high.
- Need to provide for employment land.
- Viability of small shops is threatened.
- Loss of the market from Crayford?

Community and Leisure

- Poor range of community/leisure facilities with a need for a new clinic, larger library, children's nursery/crèche, community meeting rooms and more toilets.
- Lack of leisure facilities: youth club/night club, skate boarding, theatre, dancing, badminton, bowls, swimming, skating.
- Lack of cultural facilities: artist/craft studios, silk museum, arts and drama courses.

- No youth "club" or general community and leisure complex/sports hall with lots of different activities going on.
- Few places to meet.
- Insufficient number of post boxes.

Environment

- Poor quality physical environment for business, shoppers and visitors.
- Waterside is under-used as a focal point, limited use of the riverside and a focus for restaurants and bars.
- Concern about flooding.
- Lack of trees in the town centre.
- Protection of Green Belt.
- How to improve Crayford Rough and make it more accessible.
- Safety and appearance of riverside walks, effect on wildlife and residential privacy of increased access.

Town Hall and Surrounding Land

- Overwhelming opposition to demolishing the Town Hall despite the need for at least £1m of repairs, excluding refurbishment costs for alternative uses.
- Can much-needed community and leisure space be located in refurbished Town Hall?

- Use of Town Hall by good quality restaurant or hotel?
- Possibility of a new, larger health centre to replace clinic.
- The library service must stay in the town centre although not necessarily in the current building.
- Can residential uses be included?



Safety and Security

- Concern about pedestrian/vehicular conflict.
- Poor street lighting and no CCTV.
- Insufficient police presence.

Appendix 1 illustrates how the various issues were addressed in the Draft Strategy and Action Plan of July 2004. Appendix 2 illustrates how

comments on the draft Strategy have been taken on board in this final version.

4.2 “Planning for Real”

To assist in the preparation of the Development Framework the Council appointed the Civic Trust’s Regeneration Unit (CTRU). The aim was to make the transition between priority issues, as set out in section 4.1, and the reality of creating and organising buildings and spaces on the ground. They ran a community planning event, “Planning for Real”, at the Town Hall on 3rd December 2003. The exercise included an exhibition to set the scene, identifying the agreed issues and illustrating good practice from elsewhere.

In the workshop session participants divided into task groups to deal with: Streets and Public Spaces; Town Centre Housing; Shops and Leisure; and Community Uses and Buildings and considered three common issues; Safety and Security; Accessibility; and Design Quality. Several key themes emerged:

- Where is the heart of Crayford? How can we make Crayford Bridge the focus of the town?
- The amount of through traffic and accessibility of the town centre for pedestrians.
- A wish to make more of the central bridge

crossing of the River Cray, the original reason for Crayford being where it is now.

- A desire to enhance the role of the historic High Street in the regeneration of the town centre.
- Concern to retain the civic and community dimension of the Town Hall building and to refurbish it for other uses.
- Desire to exploit the River Cray as a setting for new uses and public access.
- Need for town centre housing that local people and key workers can afford.
- Need for a new park in the centre for people and children to visit, preferably to extend the Waterside area.
- How to enhance the viability of the local shops and to find the right balance between pedestrian priority, environmental benefits, vehicular access and on-street parking.
- The need to increase pedestrian access, particularly to re-instate the link to the station.
- To improve the range of community facilities, particularly leisure uses and facilities to meet the needs of young people.
- How to find out about and address the needs of young people.

4.3 Crayford Community and Business Forum

The Crayford Community and Business Forum was formally constituted in April 2004 with 30 members representing different interest groups. Such was the commitment to Crayford and enthusiasm to be part of the process of preparing and implementing the Strategy, that the Forum set up four sub-groups to work in more detail on issues relating to Traffic, Architecture and Design, Ecology and the Environment, and Youth. The Forum is supported by a Community Worker, funded through the Government's single Regeneration Budget round 6 programme and the Council's 'Areas of Opportunity' programme, and appointed in March 2005. The Forum will also link up with other Forums and initiatives across the Borough, including community events such as the Fun Day on 18th June 2005.



4.4 Business Capacity Building

The Crayford Partnership is an organisation representing businesses, primarily retail. The Council appointed a Business Regeneration Officer in November 2004 to work closely with all local businesses and the Crayford Partnership to assist in their growth and development. Part of the work is to explore whether a Business Improvement District (BID) would be a useful tool to support Crayford businesses. Appendix 3 sets out how a BID might operate in Crayford.

4.5 Consultation on the Draft Strategy, July 2004

Consultation on the draft Strategy commenced in July 2004 and lasted for several months. Over 60 responses were formally received covering nearly 300 different points. There was general support for the Strategy, its Vision and Objectives. Principal concerns expressed from developers included how to calculate reasonable planning gain, and from the community about lack of provision for youth. Individual developers also supported retail expansion, non-industrial uses on the Samas Roneo site, and the renovation of Princesses Parade. Statutory agencies expressed concern over infrastructure capacity, the feasibility of redirecting electricity cables underground, support for the principle of easy access to the station, and the need for more

emphasis on environmental management of the town as a whole, including Crayford Rough, and the desirability of a sustainability appraisal.

The Crayford Community and Business Forum made the following points:

- Town Hall – Strategy should emphasise retention of Town Hall particularly the elevation fronting Crayford Road and a desire to use part of the interior for the community, eg library/resource centre, health centre, internet café.
- Traffic management proposals should be the subject of on-going discussion with the Traffic Sub-Group of the Forum and the Strategy should commit to this. Concern that dualling of Roman Way will affect passing trade to Crayford Road shops, further divide the town and make access to Maxim Road difficult.
- Young people should be targeted and facilities such as ice-skating, cafes and drive-in cinema explored.
- Advice/information kiosk, eg within the Town Hall, should be proposed and a permanent police presence. Make more reference to local history.
- Access issues need to be specifically addressed, particularly disabled access, as part of a sustainability assessment.

- Local business support should be strengthened, eg grants for shop front improvements, involvement in redevelopment proposals, investment around Waterside (play area, environmental improvements, water feature).
- Housing provision should be supported by community infrastructure.

Appendix 2 provides the results of the consultation in detail and describes how the Strategy has addressed each viewpoint.

5. A Vision for the Future of Crayford

A partnership working to create a sustainable and cohesive town with a clear identity that reflects local civic pride, meets the cultural, shopping, employment, community and leisure needs of all users, and is:

- Accessible and pedestrian friendly
- Prosperous and thriving for business
- A pleasing, clean, attractive and safe place to be

A Vision for Streets and Public Spaces

- Safe, clean and well-lit streets and public spaces, well maintained and accessible to all whatever their mobility.
- Convenient routes from bus, car and train to the key attractions and integrating public transport.
- Control of traffic through calming and reduced dominance of the car.
- Things to see, do and enjoy in the town centre with lively public spaces and places to relax.
- The River Cray to become a focus as a green landscaped corridor.
- Art, sculpture, fountains and imaginative use of water.
- A programme of street-based activities such

as specialist markets.

A Vision for Town Centre Housing

- A town centre where living, working and shopping co-exist.
- Housing along the riverside, west of Roman Way, close to the town centre with access to green open spaces.
- Housing above and/or alongside the retail buildings where practicable and with convenient access to the railway station for commuting to work.
- A high standard of innovation and 'Ecohome' housing design, in keeping with new Government policy for attractive and viable, higher density living that is ecological, sustainable and accessible.
- Affordable and diverse housing in the town

centre or within easy access including key worker housing and live-work units.

A Vision for Shops, Leisure, Culture and Employment

- Encourage new businesses and those arising out of new developments to support the Council's Local Labour Scheme.
- Consolidation of Crayford as a district retail destination, source of employment and business area.
- Improvements in the provision of food shopping including choice and pleasant surroundings and good links to the town centre.
- A concentration of new and improved shops around Crayford Road so that the traditional shopping parades benefit too.
- Extension to the Tower Retail Park that increases the range of quality shops with possibilities for local and independent retailers, mixed uses and creates strong linkage along the river to the town centre.
- Promote a creative industries hub combining different forms of art, craft manufacture and ancillary retail.
- Improved leisure provision with entertainment and quality restaurants and a

- range of activities to offer people of all ages including young people.
- Upgraded and expanded Greyhound Stadium to meet local needs for catering and to provide conference and sizeable meeting facilities for use by local businesses and the community.
- Establish a working partnership with businesses to explore issues of environment, signage and access, training, security, Business Improvement District, childcare, advice etc and identify how they can be supported.
- Promote high density employment uses, affordable new workspace and the retention of local firms in redevelopment proposals.
- Encourage the development of a seed-bed centre and incubator units for small and growing businesses, and managed workspace for new and relocated firms.
- An enhanced health facility.
- A multi-purpose community and youth focus for physical activities, music, dance, drama and public events.
- A children's nursery/crèche/play centre to help meet the need of businesses, shoppers and local people.
- A town with a programme of activities, appropriate facilities and services that addresses the needs of young people.



A Vision for Community Uses and Buildings

- A revived community and civic cluster focussed on the Town Hall site and retaining the Town Hall.
- A town centre that has a range of services and attractions to offer local people and visitors.
- A transformed public library embodying state of the art in culture and learning.

6. Key Objectives of the Strategy

Identity - To create a strong identity for Crayford, with focal points, quality design, landmarks and a safe, attractive, public realm that will help to give a sense of place

Roman Way - To reduce the adverse effect of Roman Way by alterations to lanes, management of traffic flow, junctions and alignment to facilitate pedestrian and traffic movements

Pedestrian Network - To create a safe and accessible pedestrian network within the town centre and linking to adjoining areas including the station, along the river and to new housing developments

Public Transport - To promote improved public transport including a public transport area at or easily accessible to the station

Local Employment and Businesses - To support and promote local employment and businesses

Town Centre Viability - To support the viability of the town centre, including Waterside, High Street and Crayford Road shopping areas and the extension of the Tower Retail Park and Sainsbury's in so far as this meets the wider objectives of the Strategy

Housing - To promote a range of housing including affordable housing in and around the town centre

Community and Civic Facilities - To provide community uses to meet the needs of youth, health, leisure and culture, and to encompass the Town Hall as part of a mixed use scheme to include civic/community uses within the site

Water - To exploit the River Cray and use water as an environmental feature for public spaces, the setting of buildings, views, public access, bridging points, recreation, flood mediation and nature conservation.

The Council is committed to the Strategy but recognises that its achievement depends on a practical balance between its aspirations, traffic circulation, creating good quality public realm, funding opportunities and commercial viability. Appendix 4 illustrates which of the objectives can be met through the Action Plans development initiatives and projects described in Section 8

The Vision and Objectives will be achieved through the strategic Development Framework, development proposals, projects and initiatives described in Sections 7.1 - 8.3.

7. The Strategic Development Framework

The strategic Development Framework, development proposals, projects and initiatives described in Sections 7.1 - 8.3 and summarised in Figure 10 will work to achieve the Vision and Objectives.

7.1 The Guiding Principles

The guiding principles of the Strategy are:

- Allowing additional development, based on the capacity of the town centre and local road network to absorb it, and an expectation that any development must enhance the prosperity and appearance of the town centre to achieve the objectives of this Strategy.
- Creating mixed use zones, some with dominant uses and characters, such as town centre housing, an expanded commercial heart, an improved Sainsbury, a contained industrial area.
- Restructuring land uses to permit and encourage investment to create attractive development sites, such as housing alongside the river.
- Creating a public realm of soft and hard landscape, including the riverside and public space around the Town Hall and using building blocks, streets and frontages to enclose and define routes and areas of public space or car parking.

- Securing a viable range of community facilities to meet the needs of local people, groups and organisations
- Creating features of interest that local people can be proud of and will give the town identity, including using water as an environmental asset.

The Strategy promotes the realisation of Zones of Character, a Movement Strategy and a structured Public Realm.

7.2 Development Framework

7.2.1 Zones of Character (Figure 7)

The identity of a town is in part determined by the uses in different localities. Crayford will



develop a number of areas distinct in terms of character and use: retail core, peripheral residential, leisure, industrial estates, civic etc.

Retail Zone

The Strategy supports the expansion of the main retail area to include BT Island and to provide for a more viable and diverse retail offer integrating independent retailers wherever possible. Sainsbury's is encouraged to refurbish to a high standard of architectural quality and to take on board sustainable principles of design and construction. Preferred extension is to provide a focus towards the town centre, encouraging easier access by the position of new building and entrance/exits, in an improved car park with pedestrian routes that are clear and well designed and link to the Stadium with

secondary access to the station. The Tower Retail Park is encouraged to expand towards the river and to include leisure, employment, community and an appropriate mix of uses. It should encompass a top quality riverside

plaza with pedestrian links across the river and along the river to Waterside. Pedestrian links within the retail zone and with other zones will be improved through traffic management and the creation of pedestrian “loops” between shopping areas. Surface treatment, street furniture, colour and structure planting will conform to a chosen palette throughout the zone to improve visual consistency; these will be agreed through an Image and Identity Study.

Civic Quarter

This zone focuses on the refurbished Town Hall. It will dovetail with the retail zone and will be of the highest townscape quality with linkages to the town centre, station, Sainsbury’s and Tower Retail Park. It will include public space as a setting for the Town Hall and Library and health buildings together with community uses and become a place in its own right. Its details will be agreed as part of the process of marketing the long-term leasehold of the site.

River Cray Green Corridor

The River Cray is the setting for a clear pedestrian link through the town centre connecting Hall Place, housing, retail and industrial zones. The appearance should contrast with the retail and civic zones and be less formal in nature.

Surface treatment, lighting and street furniture

should also differ to highlight the dynamic, linear nature of the space. Safety and security are also important considerations in the vicinity of the river and proposed footbridges, particularly for young children. The route will include gateways, public art and interpretation boards.

Residential Character Zones include Wolsley Close, Ducketts Road, riverside housing on the southern banks of the River Cray, BT Island and housing areas along London Road, Braeburn Park, Heath Road, including a potential housing site at Dale Road. The character of some developments will tend to be derived from the



River Cray Green Corridor zone, rather than the civic or retail quarters, to reflect the nature of the use and their proximity to the river. A Conservation Area, currently under consideration in the Barnes Cray area will seek to enhance its historic interest and sustain the sense of local distinctiveness.

The ***Leisure Character Zone*** at the western end of the town centre will reflect its function as an enjoyable destination in its own right, building on expanding the facilities of the Greyhound Stadium. The style of street furniture, lighting and tree planting should echo that of the retail and civic zones with an illuminated water feature, possibly with flagpoles, focussing on the revamped entrances and restaurant adding to the sense of occasion. It should be linked by a strongly defined route using water as a unifying feature to the civic quarter past Sainsbury’s, and with secondary links to the station, Crayford Rough and new housing to the north.

Industrial Zones

Vital to the local economy, the sites should be consolidated in the Bourne Road Industrial Estate and east of the Tower Retail Park. The new layouts will increase efficiency, employment density, including affordable workspace and incorporate some of the displaced industrial uses. The design emphasis should be simplicity and low maintenance with a palette of functional materials. The Acorn Phase

2 development is a useful start. Roof colours should be dark to lessen the visual impact of large industrial or warehouse units in long distance views from raised vantage points. Imaginative architectural treatment is encouraged in places that are more visible such as the entrances.

Culture and Creative Quarter

The creation of a youth culture centre and creative industries hub could be located on the Swaislands Triangle or possibly within the new housing area to the south of the river (see Section 8.3 ref. 29).

7.2.2 Movement Strategy (Figure 8)

The strategic aims of the movement strategy are:

- To reduce or restrict through-traffic at the northern end of Crayford Road including the removal of the bus lane from the High Street, allowing left turns along Crayford Way and easier pedestrian movement between shops on either side of Crayford Road.
- To improve vehicular and pedestrian accessibility to the land south of the river and west of Roman Way including the Electrobases lands using Stadium Way as the principal means of access.
- To reduce pedestrian severance throughout the town centre but particularly across Roman Way and at Crayford Bridge.

- To improve traffic management along Roman Way (Appendix 5 and section 8.2, ref. 24)

The Council's highways consultants are considering schemes to reduce the impact of through-traffic on the town centre and traffic flows generally, and to allow for development in proposals for Roman Way.

There remains an emerging plan for traffic movement. This will have a significant effect on the proposals in terms of the amount of road space needed for intersections, the extent of pedestrian space on Crayford Road, the ease for pedestrians of crossing roads, and the kinds and amounts of land uses that are acceptable in different locations. Developers will be expected to make provisions in their proposals including along Roman Way and will be required to make financial contributions towards the preferred scheme, or to undertake improvements as part of their approved development proposals.

It may also be possible to create a more formal access to the station on the northern side of the railway line for taxis, drop-off and possibly for commuter parking with pedestrian access to the town centre but this is subject to a separate feasibility study.

Pedestrian Routes / Cycling

Of prime importance are the proposed network of pedestrian and/or cycle route connections to

maximise accessibility throughout the restructured town centre. The main routes are described below with letters referred to shown on Figure 8.

A-B-E-H = Crayford Station - Town Hall - Crayford Bridge (town centre) - High Street

B-C = Town Hall - Greyhound Stadium

A-C-D = Crayford Station - Greyhound Stadium - Maxim Road/Tanners existing and new housing

B-F-G-E = Town Hall/Tower Retail Park and extension - The Parade/Waterwide/Crayford Way - Crayford Bridge

I-J = Maxim Road – Stadium Way

K-L-A = Crayford Rough - new housing - Crayford Station town centre

K-M = River Cray Walk

Crayford High Street to Crayford Road and the routes from the Station to Town Hall and to the Greyhound Stadium BT island will constitute the main north-south connections through the town centre. The River Cray Green Corridor, the high quality route between the Greyhound Stadium and the Town Hall / Crayford Road and the link between Crayford Rough / Station and Station Road / Town Hall site will become the major cross routes. Built frontages along these routes should be well designed as public 'fronts'

with some short cuts to various parts of the town. It is hoped that the River Cray Green Corridor will become part of a much larger strategic route through the Borough in due course.

Public Transport



Strong emphasis is given to the bus and rail network. A new town centre bus stop area is proposed outside the Tower Retail Park to improve bus access to the town centre. Stops should be close to Sainsbury's also with a clear, attractive and safe route to the store. The proposed direct pedestrian link between the Railway Station and the Town Hall/Crayford Road will facilitate journeys by rail. The secondary link from the station to the Greyhound Stadium will also encourage access by rail.

7.2.3 Public Space and Buildings (Figure 9)

The main urban design components are: the built edges, new spaces, connections, focal points and landmarks, town centre gateways and views that together create the experience of what is known as the 'public realm'. A poor public realm weakens the experience of visiting Crayford; a high quality public realm will entice shoppers and visitors to explore, to stay longer and to come back again.

Built edges enclose space and give it definition and avoid the shapeless space that can be the experience of car parks or simply space 'leftover'. The principal new building edges should be

- around BT island
- along the river front
- enclosing the public space around the Town Hall
- defining the pedestrian connections to the station and river from the Tower Retail Park
- fronting Roman Way.

Existing frontages that should be strengthened by façade renovation, infill buildings and better architecture are:

- elevations to the Sainsbury's store and define the pedestrian route
- Greyhound Stadium

- Princesses Parade and Waterside both occupying key townscape positions to enclose the Gardens
- historic High Street
- local shopfront improvements along Crayford Road
- Station Road/Crayford Road Corner
- London Road.

Public spaces are places where activities take place and give a town its vitality. The important public spaces are:

- Crayford Bridge
- Waterside
- a public space setting for/ and around the Town Hall
- alongside the river where the retail park could be extended
- northern side of BT Island as a hard landscape setting for a pocket park and facilities to help to mark the entrance to the town centre and endow a sense of place.
- car parks but improved by better defined public routes, layouts, planting, consideration of porous surfaces/ run off control.

Connections are essential for the viability of the commercial areas and for the vitality of streets and routes.

- Crayford Road shopping area will undergo

streetscape improvements as part of the traffic management scheme and related projects. Additional contributions will be sought from private developers to benefit the local shopping environment.

- The High Street as a destination will be the focus of streetscape improvements following from the Image and Identity study.
- Strong landscape structure using good tree planting, hard linear features and water where possible will be required to emphasise the purpose of the routes. A linear water feature would help to define the public space along the front of Sainsbury's and could consider water as part of flood control and water management in the area.

Important new connections are listed in Section 7.2.2. and Figure 8.

Focal points and landmarks help people to orientate themselves when moving around and provide opportunities for public art. The Clock Tower and St Paulinus Church are natural foci whose presence must be protected and enhanced. New secondary foci should be created at the Town Hall, the Stadium and the riverside open spaces. A town sign at Crayford Bridge would become a natural landmark and help to strengthen identity. Buildings should be orientated to allow framed glimpses of the river.

Gateways signal the entrance to the town centre



and major routes. They emphasise the feeling of arrival at an identifiable place. The clock tower is a useful reference point but new gateway features (a landmark building of quality, fountain, strong landscaping, archway or public art etc) should be created at several locations including:

- the Roman Way/London Road junction

- the eastern end of Waterside where the new access to the riverside extension of the Tower Retail Park and mixed use development is proposed
- top of the High Street/Perry Street
- on arrival at the station
- Maiden Lane and the riverside walks
- Acorn Road/Crayford Road junction.

Views of the town as people move about enhance their experience and help to lure the shopper or visitor to the next attraction. The geography of Crayford means that the roofscape of new development is highly visible, and the higher elevation of the station gives an immediate view across Sainsbury's/Homebase to the town centre and Town Hall. Glimpses of the river by aligning new development appropriately will help to exploit its environmental potential. New development must frame existing views, and with the orientation of building blocks, help to create attractive new ones.

7.3 Guidance for New Development

The strategic Development Framework illustrates the application of the principles set out above on one diagram (Figure 10). The numerical notation refers to more specific proposals for key development sites as set out in Section 8 and illustrated in Figures 11-18. More

detailed design briefs may be prepared for some of the sites if required. This section describes the general considerations that also need to be taken into account in the preparation of development proposals.

The guidance draws attention to a range of topics and details that pertain to particular sites and should be discussed with the Council's Development Control officers, specialist advisors and agencies as appropriate. Contact details are provided in Appendix 7. Developers are expected to comply with the Council's Advice Note, "Smarter Developments" and supply all relevant information in order to speed the process of considering planning applications. For major development proposals, developers are required to provide a Design Statement as part of their planning application. It should include an explanation of how the urban design aspects of the Development Framework are addressed and enhanced.

7.3.1 Sustainability

Often described as balancing economic, social and environmental needs it is inherent in the philosophy of the Strategy that the initiatives will conform to the general principles of sustainability. 'Sustainability' means fundamentally that no decision made today will compromise the enjoyment of the town for

future generations or the ability of future generations to meet their community needs.

- The proposals should endure in a positive way encouraging economic prosperity, physical durability with low adverse environmental impact.
- Buildings and spaces must be adaptable to future needs, changing markets and different uses.
- The use of natural resources in the building itself should be minimised with low use of energy and natural resources, high efficiency, and short transport of building materials; New housing should be built to 'ecohome' standard.
- Proposals must cut down on the need to travel especially by car and support the use of public transport, cycling and walking.
- Proposals should incorporate as much planting, particularly of street trees, as possible and should always have regard to enhancing the ecological value of the area.

The Council is preparing Guidance for Sustainable Design and Construction that will become a Supplementary Planning Document in the Local Development Framework. Developers in Crayford will be expected to follow its recommendations. For major planning applications developers are required to submit an Environmental Impact Assessment and

provide evidence that sustainability issues have been considered including use of materials, facilities for recycling and refuse disposal, use of renewable energy sources, re-usable water systems and sustainable drainage systems. Other factors for residential developments relate to the re-use of land and buildings; conservation of energy, materials and water; impacts of noise, pollution, flooding and micro-climatic effects; comfortable and secure designs; conserve and enhance the natural environment, particularly in relation to biodiversity; sustainable waste recycling schemes.

Major residential development should aim to achieve the Building Research Establishment (BREEAM) Ecohomes 'Excellent' rating and for non-residential development, the 'very good' rating. During construction, the Council may require developers to register under the 'Considerate Contractors Scheme' in order to minimise nuisance to adjoining sites. With regard to the development itself, the Council will require an Energy Assessment to demonstrate how energy usage is minimised through energy efficiency measures and technologies, passive solar design and natural ventilation.

In addition, it will require:

- the re-use of land and buildings
- minimisation, re-use and recycling of demolition waste

- design to take account of deconstruction and de-use
- minimal use of new aggregates and use of materials that have a low toxicity
- locally sourced materials
- consider impact on biodiversity by not using limestone, peat etc
- waste management plan and composting facilities
- minimise glare from light pollution
- consider the effects of microclimates created by building on the public realm to create high quality public realm in Crayford with no wind tunnels, damp, shaded areas etc.
- travel plans to encourage cycling and walking.

7.3.2 Flood Risk Management

The Strategy proposes to undertake a strategic flood risk assessment leading to the possibility of an environmental management plan. This will provide more detailed guidance and will be delivered in partnership with the Environment Agency and developers. The Council's Supplementary Planning Document on Sustainable Construction will include details on Flood Mitigation and Water Conservation that should be considered with regard to the Government's Planning Policy Guidance (PPG) 25 "Development and Flood Risk". The DETR's publication "Preparing for Floods" also includes detailed advice on building design. The Council



will employ the principle of 'balanced management' in relation to flood risk, allowing development which serves the social and economic needs of the community to proceed whilst ensuring that flood risk is properly managed and mitigated, subject to the overriding principle that the Council will not normally permit development which places people or property at direct risk from flooding or displaces the risk to other areas.

A key objective is to secure the River Cray and its environs as a valuable environmental resource for future generations, whilst enabling commercial and residential development. The Strategy intends that this will be delivered by an innovative approach to landscape design and management with enhanced ecological benefits and improved public access.

The aim is to consider the risk of and potential consequences of flooding from the River Cray in order to derive proposals for sustainable mediation measures. The measures should optimise "environmental performance" in terms of biodiversity value, landscape function and public realm provision, essential for the delivery of the sustainable urban regeneration of sites in and around Crayford Town Centre. An outline of the essential elements of an appropriate Sustainable Urban Drainage System (SUDS) will also be required. In this way the Crayford Strategy should contribute to sustainable development of the borough as a whole and needs to be as environmentally sensitive as possible.

Drainage is a particular issue with the adequacy of water supply and sewerage a pre-requisite of development proposals that should be assessed within an impact study funded by the developer. The sewers across Crayford are operating at or near capacity. On brownfield sites where these are existing operational sewers or water supply Thames Water (TW) may require a diversion. Developers should contact TW at the earliest stage in their development proposals. On new developments, foul and surface water drainage should be separated, since drainage to the foul sewer only is the major contributor to sewer flooding. Grease traps should be installed in all catering establishments. Guidance can be obtained from the environment Agency's

National Water Demand Management Centre or Thames Water. Paragraph 63 of the Government's Planning Policy Guidance 25 on Development and Flood Risk also applies: "...Where run-off considerations are likely to be significant, authorities should consult the Environment Agency, the sewerage undertaker and, where relevant, any navigation authority concerned on the capacity of existing drainage systems, the feasibility and desirability of using sustainable drainage systems and the impacts of discharges into water courses."

With regard to the supply of water itself, Planning Policy Statement 12 states that, "...Section 83 of the Water Act 2003 requires all public authorities to take into account the desirability of conserving water supplied to premises. This applies to both their actual use of water and where their functions might have an impact on water use."

7.3.3 Accessibility

All developments will comply with the Disability Discrimination Act 1995. The Council's Access Officer can provide advice and the following points should be borne in mind in designing public areas:

- Level changes should be avoided wherever possible
- Gentle slopes, with a maximum gradient of 1

- in 20, and steps should be used only where level changes are unavoidable
- Level changes should be clearly marked and well lit with guards, handrails and plan, non-slip, non-glare surfaces
- Trees, on-road parking and bicycle lanes can be used to separate pedestrians from heavy traffic
- Footways should be flat, smooth, non-slip and well maintained paving.

Developers should refer to Design Guideline No. 4 in the Unitary Development Plan.

7.3.4 Crime and Safety

The Strategy promotes the principles of 'Secured by Design'. Action Plan Initiative No.43 proposes a security audit of the town centre to identify where and how existing areas can be improved from a personal and property safety perspective. The Borough's Crime Prevention Officer should be involved in emerging development proposals.

7.3.5 Land Contamination

Most of the development sites are "brownfield", and have been used previously, generally for industrial purposes. The rich industrial history of Crayford has brought problems associated with the potential for contamination including:

- soil and sub-soil
- water including groundwater
- land stability
- gas escape and accumulation

Developers should consult the Council's Environmental Health Officer at an early stage in order to identify the nature of pollution and risk of hazard and to agree appropriate remediation and de-contamination measures.

7.3.6 Archaeology

Crayford lies within an Area of Archaeological Search and the Council will require a preliminary site investigation to determine whether further assessments are necessary. Much of the land in Crayford has been disturbed but several finds of interest have been made over the years and developers should contact the Council's Development Control Department.

7.3.7 Residential and Shop Front Design Guidance

The Council's Residential Design Guidance Supplementary Planning Document is one of the documents comprising the Local Development Framework and will be available by early 2006. Developers will be expected to take account of its suggestions but will also need to tailor their proposals to the circumstances of the sites



themselves and to the wider requirements of the Development Framework.

Developers should refer to the Council's shopfront design guidance in the UDP Design Guidance No.7. Developers are encouraged to provide for local and independent retailers in their commercial development proposals. The Image and Identity Study (Action Plan Initiative 34) will take these ideas and develop them to reflect and strengthen the character areas of Crayford.

7.3.8 Biodiversity and Landscape

The study on Flood Mediation (Sec. 7.3.2) will look at sustainable methods of control that enhance local biodiversity and landscape. Proposals for landscaping should meet the aims of the Council's Biodiversity Action Plan.

Adopted in 2002, the Biodiversity Action Plan sets out Habitat Action Plans and Species Action Plans. Developers should refer to the sections on parks and open spaces, gardens, rivers and standing waters and wetlands and consider how their development can promote biodiversity.

7.3.9 Community Contributions

The Strategy will succeed through excellence in design, sustainability of development proposals and targeted community provision. Developers are required to make financial contributions or in-kind to the range of projects and initiatives described in section 8. The contribution will be expected to reflect the overall value of the proposed development and help it to contribute to the objectives of the Strategy. It will normally be confirmed in a Planning Agreement.

8. Action Plan

The Development Framework and Development Guidance set the general context, standard and requirements for development proposals on key sites in and around the town centre. Not all the aims and objectives can be realised through these proposals, many will be achieved through bespoke projects, service delivery and other initiatives. Together they comprise the Action Plan. This sets the programme for delivery and a framework for the private sector to make their contribution in the working partnership between the private, public and voluntary sectors. Appendix 6 provides an indicative timescale for delivery.

Table (1) identifies the main development sites during the Strategy period, and the estimated amount of proposed new floorspace. These figures are used in the traffic studies and may need to be amended in the light of changing circumstances.

The proposals reflect local and developer aspirations. They aim to create a viable basis for private and public investment that is inherently sustainable, securing good planning, environment and community provision.

It is expected that development proposals will be accompanied by impact statements in accordance with the Council's guidance for all



major developments. The Council will normally require developers to enter into Section 106 or other legal agreements to deliver benefits to Crayford in accordance with this Strategy.

The main proposals are:

- Upgrade Roman Way and consider the relative values of one or two way flows over different sections in the light of further traffic studies and local consultation (Appendix 5).
- New bus stop area off Crayford Road beside Tower Retail Park and improved bus facilities adjoining Sainsbury's.
- New landscaped public space adjacent to refurbished Town Hall.

- Introduce linear and/or water feature to relate in part to River Wansunt, including de-culverting where practicable.
- Reconnect pedestrian links between Railway Station and town centre, and from housing areas to south across railway line to station and town centre/Crayford Rough.
- Remove bus lane along Crayford Road and High Street and create additional on-street parking.
- Re-orientate refurbished Sainsbury and Homebase stores towards the town centre, and to public space around the Town Hall with further connection to Tower Retail Park.
- Redevelop derelict retail units at Crayford Bridge at northern end of Crayford Road.
- Create pedestrian link along riverside to new public space on redeveloped BT Island.
- Introduce structure planting and hard landscaping to strengthen legibility of town to provide strong visual psychological and physical connections and enhance public realm.
- Promote views of prominent features, eg clock tower, Town Hall, St Paulinus.
- Introduce landscaped riverside walk and cycleway along River Cray with public

space, public art, gateway features signage, access to water activities.

- Introduce gateway features to establish edge to town centre including signage, banners, hard and soft landscaping and public art.
- Extend the Tower Retail Park to the riverside, subject to the creation of a dominant and strong pedestrian connection to Waterside and Crayford Bridge.
- Redevelop the Swaislands Triangle for mixed uses including a focus for creative industries, community uses and retail.
- Include residential uses on BT Island.
- Encourage live-work units in mixed use redevelopments.
- Encourage modification of Crayside Leisure Centre and expansion of Greyhound Stadium facilities to provide: extended restaurant; exercise suite; conference and childcare facilities; and large meeting room, accessible for community and private functions; with pedestrian access from station.
- Strengthen town centre link with Stadium along the front of Sainsbury's in accordance with an agreed access and landscape scheme using water to help delineate the route and underline water as an identity characteristic of Crayford.
- Redevelop sections of industrial estates at

Freshwater, Swaislands Road, Samas Roneo and smaller sites to strengthen visual structure and enhance diversity, including affordable workspace and range of employment prospects.

- *Assist relocation of firms to retain local labour skills in improved and affordable accommodation.*
- *Locate new leisure uses in association with Greyhound Stadium or within mixed use sites*



Table 1 Crayford Development Sites: Anticipated Floorspace (see Figure 10 for location of sites)

Site	Existing	Proposed	Total
1. Acorn	Manufacturing c.58,000 sq m	Manufacturing 5,000 sq m	Manufacturing 63,000 sq m
2. BT Island	Vehicle maintenance, parking and office	Planning consent for c. 45,000 sq ft non-food retail and A3 drive-through. Possible inclusion of housing - c. 60 units.	Planning consent for c. 45,000 sq ft non-food retail and A3 drive-through. Possible inclusion of housing above- c. 60 units.
3. BT West	BT Vehicle maintenance	Vehicle maintenance Part of relocated petrol filling station Mixed use on remainder of site	Vehicle maintenance Part of relocated petrol filling station Mixed use on remainder of site
4. Electrobase Lands	Existing manufacturing use and open space	100-150 flats Relocated business	100-150 flats
5. Freshwater Crayford Industrial Estate	Existing manufacturing c. 11,000 sq m	Retail c. 100,000 sq ft B1 c. 20,000 sq ft	c. 83,000 sq ft retail + leisure 15,000 sq ft B1 incubator
6. Homebase	Non-food retail 4,645 sq m, including 1,675 sq m garden centre	263 sq m lobby area	4,908 sq m
7. Ladbrokes Stadium	Refreshment and meeting facilities Sports hall	Extension of refreshment facilities into sports hall, to include conference and meeting room facilities, and exclude leisure uses	Under discussion
8. London Road	Former vehicle repairs	Mixed residential and community	30-40 units dependent on density, design, amenity space and access issues

Site	Existing	Proposed	Total
9. Maxim Road South/ Tanners	Disused industrial site. Temporary community use on 4,000 sq.ft	Housing-150 units? Part of relocated petrol filling station/mixed leisure/community/housing/creative industries	Housing-150 units?/mixed leisure/community/housing/creative industries/part of relocated petrol filling station
10. Sainsbury's	Food retail Gross external 7,493 sq m (3,781 sq m food sales) 434 parking spaces	3,186 sq m retail sales area 329 parking spaces	10,679sq m 763 parking spaces
11. Samas Roneo	18,725 sq m B1 (Disused)	5,000 sq m allowed in Development Brief approved July 1998. Floorspace included in traffic studies but details under discussion	23,725 sq m B1
12. Swaislands Triangle	Industrial community ATC c.6500 sq.ft Crayford Social Club c.23,500 sq.ft	Creative industries hub and/or youth culture/community uses. Possible retail outlets	Youth culture community 10-20,000 sq.ft. Creative industries/retail 30,000 sq.ft
13. Tower Retail Park	c. 110,000 sq ft non-food retail A3 restaurant/drive-through 50,000 sq ft B1	Reduction in retail floor area of c. 21,000 sq ft to allow connection through to expansion	Approx. 89,000 sq.ft retail +A3 + B1 as existing
14. Town Hall Lands	Civic and community uses	Residential, community and retail	Residential, community, and retail with high quality public realm and linkages

Action Plan: Site Development Proposals, Projects and Initiatives (see also Appendix 6 and Figure 10)

Proposals and projects that are place-specific are located on Figure 10, Development Framework.

Site Development Proposals (section 8.1)

1. Acorn Industrial Park
2. BT Island and Crayford Bridge Park
3. BT West
4. Electrobases lands
5. Freshwater Crayford Industrial Estate
6. Homebase
7. Ladbrokes Stadium
8. London Road
9. Maxim Road South/Tanners
10. Sainsbury's
11. Samas Roneo
12. Swaislands Triangle
13. Tower Retail Park
14. Town Hall Lands/Library/Health Centre

Projects (section 8.2)

15. Bus Stop Area
16. Crayford Road – Streetscape and shopfronts
17. Crayford Rough
18. Gateways
19. High Street – Streetscape and shopfronts
20. Pedestrian Network
21. Princesses Parade
22. Public Art and Water Features
23. River Cray Programme
24. Roman Way
25. Station Access and Bridge
26. Waterside – Streetscape and shopfronts

Key Initiatives (section 8.3)

27. Business Directory
28. Business Regeneration Officer
29. Creative Industries Hub
30. Community Events
31. Community Newsletter
32. Community Worker
33. Crayford Community and Business Forum
34. Design Guidance: Image and Identity
35. Flood Mediation and Infrastructure Study
36. Floral Displays
37. "Green Grants" for Business
38. Barnes Cray Conservation Area
39. Local Information Kiosk
40. Local Museum
41. Mystery Shopper Surveys
42. Post Boxes
43. Security and Safety Audit
44. Signs and Signage
45. Specialist Markets
46. Town Centre Management
47. Town Trail
48. Traffic Studies
49. Youth Culture Centre
50. Youth Programme

8.1 Site Development Proposals

(Figures 11-18)

1 Acorn Industrial Park

- Consolidation of employment uses on the Acorn Industrial Park, with new employment uses on Samas Roneo and part of Freshwater as the industrial heartland of Crayford.
- Encourage and facilitate displaced businesses to relocate within Acorn Park and redeveloped Samas Roneo.
- Secure interlinkage for industrial traffic with the adjoining Samas Roneo site.
- Create pedestrian access to town centre for employees with pedestrian connection to expanded Tower Retail Park.



- Improve access at Acorn Road/Crayford Road to reduce waiting times, ease traffic movements and accommodate employment traffic from Samas Roneo.
- Improve signage as required to and within estate.
- *Contributions to signage; traffic management junctions, interlinkage; pedestrian connection to Tower Retail Park extension; River Cray Programme; invasive species control and management programme.*

Funding:

- Private sector
- Public sector contribution to feasibility studies and infrastructure works

2 BT Island and Crayford Bridge Park

(Figure 11)

- Create strong retail frontage to river and Roman Way with residential above or in association with and including local/independent retailers where possible.
- Create riverside walk with pedestrian connection to Crayford Road.
- Vehicular access at southern end of site from Roman Way as new junction in vicinity of petrol station.
- High quality architecture on riverside elevation creating landmark on approach from London Road.

- Improvements to rear of shops in Crayford Road with possibility of additional linkage.
- Creation of Crayford Bridge Park, a public space and/or landmark building or feature on BT Island north.
- Redevelop disused retail units on Crayford Road.
- Environmental improvements to river channel and biodiversity of River Cray in consultation with Environment Agency.
- *Contribution to town centre streetscape improvements including CCTV; Roman Way and traffic management proposals; River Cray Programme; invasive species control and management programme; youth programme.*

Funding: - Private sector with limited public funding to Roman Way improvements.

3 BT West

- Consolidation of BT Operations on western part of this site primarily for vehicle servicing and parking.
- Good quality boundary treatment on north/east and south sides fronting new housing and Stadium Way.
- Pedestrian route along eastern boundary linking new housing on Electrobase lands (4) and Maxim Road South/Tanners (9).

- Northern boundary to new housing to accommodate art or decorative features.
- Redevelopment of eastern end to make provision for vehicular access to lands to north alongside river and to Electrobase lands.
- *Contribution to pedestrian routes; public art; vehicular access to sites to north/north-east.*

Funding: - Private Sector

4 Electrobase lands (Figure 15)

- Residential development to provide approximately 150 units, including social/affordable housing.
- Relocation of Electrobase company preferably within Crayford.
- Design of blocks to be high quality and provide local landmark and visual backstop on arrival along riverside walk from Hall Place/Crayford Rough.
- Preferred vehicular access from south off Stadium Way (Refs. 3 and 9) with alternative and emergency access using existing Maxim Road bridge through Tanners Site (ref. 9).
- The Council may consider compulsory purchase powers to achieve the optimal access solutions
- Pedestrian routes, to incorporate cycling, as follows:



- to town centre alongside BT West (ref.3)
- link to Stadium Way past Crayford Commercial Centre
- along riverside towards Hall Place
- southwards along Crayford Rough/Ladbroke's boundary to station.
- from existing housing in Maxim Road across new footbridge over river.
- Creation of gateway feature on riverside including public art.
- *Contribution to: pedestrian bridge across river in Crayford Rough; management, maintenance and capital works to Crayford Rough; provision of Crayford Rough lands to public body or Wildlife Trust to secure long term protection and management; play space; riverside walks; environmental improvements and enhancement to community facilities in Maxim Road housing and Bakers Hall; traffic management*

proposals; invasive species control and management programme.

Funding:

- Private sector
- Housing Corporation

5 Freshwater Crayford Industrial Estate (Figure 13)

- Expand Tower Retail Park to create mixed use retail/leisure/employment uses including provision for local/independent retailers with pedestrian link to Waterside.
- Relocate existing firms.
- Exploit riverside location with quality public space and (riverside) routes linking to Waterside, shops and to Acorn Estate.
- Pedestrian footbridge link from public riverside space across River Cray to riverside walk on north side.
- Create Gateway feature to site from Crayford Way at the eastern end of Waterside Gardens, to enhance this point of 'entry'.
- Create essential and attractive pedestrian loop connecting The Parade, Waterside Gardens, and Crayford Road to the Tower Retail Park, together with contribution to streetscape improvements for these properties.
- New retailing should endorse a strong identity appropriate to the riverside and

townscape setting, reflecting the industrial character and following from the Image and Identity Study (ref. 34).

- Encourage leisure uses at first floor level overlooking the River Cray and relocated community uses as appropriate.
- Pedestrian and local access via Swaislands Drive, depending on traffic study.
- New employment uses adjoining the consolidated industrial area of Acorn Park.
- Investigate and exploit architecture of Barclays Bank building as an entrance to the site along Swaisland Drive.
- *Contributions to: streetscape improvements, Crayford Business and Community Forum events; Christmas decorations; floral displays; River Cray programme; community and cultural facilities; public art; Crayford Business Directory; traffic management; control of invasive species management programme.*

Funding: - Private sector with partnership working on environmental improvements to River Cray.

6 Homebase (Figures 14, 16)

- Encourage quality refurbishment with attractive east elevation to Town Hall and fronting route to Stadium.

- Permit retail expansion towards Town Hall lands, if appropriate, depending on arrangement and mix of uses within Town Hall site.
- Create pedestrian connection to Town Hall lands.
- Improve servicing, car parking manoeuvres and pedestrian linkage to town centre.
- *Contributions to Crayford Road streetscape improvements; pedestrian access and routes; traffic management and Roman Way improvements.*

Funding: - Private sector



7 Ladbrokes Stadium (Figure 14)

- Consolidate as Crayford's leisure quarter and expand entertainment facilities within Stadium to incorporate business

seminar/conference facility and enlarged restaurant. Include meeting space and accommodation accessible to the community.

- Enhanced entrance to refurbished building.
- Modernise or relocate Crayside Leisure Centre, to provide updated facilities, possible crèche for shoppers/employees of local businesses, exercise suite.
- Modest expansion of stadium to west, to allow longer and wider racing track.
- Pedestrian link along western boundary linking Electrobase lands, new housing and station.
- Strong pedestrian linkage across Sainsbury's car park to Town Hall lands and town centre.
- New pedestrian ramped access to station.
- *Contributions to long term management of and capital works on Crayford Rough; enhanced leisure and cultural facilities, youth programme; traffic management; ramped access from station alongside Sainsbury's.*

Funding: - Private sector in partnership

8 London Road

- Redevelop the site at 4-10 London Road for new community and residential uses.
- Create strong street elevations to London Road to exploit landmark/entrance location

- and views towards Waterside.
- Pedestrian connections to High Street and adjoining areas as appropriate.
- Relocate Crayford Centre within site or elsewhere in town centre as part of other redevelopment proposals.
- *Contributions include community facilities; public art; play space; River Cray Programme.*

Funding: - Private sector

9 Maxim Road South/Tanners (Figure 15)

- Redevelopment of disused industrial land along River Cray frontage, to west of Crayford Bridge Park, to create Waterside Village with residential and/or live/work units and possibly a hub for creative industries/community and youth activities.



- New vehicular access from south via Stadium Way and BT West (ref. 3) that also provides for access to Electrobase lands (ref.4). Secondary access to this site and Electrobase lands to west across Maxim Bridge
- Pedestrian access from Maxim Bridge to town centre and to new housing on Electrobase lands.
- Possible new leisure youth culture / community uses or creative industries hub at eastern end alongside Roman Way on prominent site, requiring strong frontage and helping to give identity to Crayford.
- *Contributions to traffic management; youth programme; youth facility; community facilities; play space; River Cray Programme; public art; invasive species control and management programme; enhancement to community facilities in Maxim Road housing and Bakers Trust Hall; streetscape improvements.*

Funding:

- Private sector
- Housing Association

10 Sainsbury's (Figures 14 and 16)

- Encourage refurbishment and extension with quality architectural treatment of façade and roof.
- Allow for ramped pedestrian link between the

railway station and Ladbroke's/Sainsbury's at the western end.

- Explore options to screen base of electricity pylon using built development and landscaping.
- Rationalise main Sainsbury's car park and leisure area car park to west to optimise parking numbers and create clear, attractive pedestrian links to town centre, Town Hall lands and Tower Retail Park.
- Use refurbished frontage of Sainsbury's to create an attractive, lively edge and public space along the newly defined route to Stadium.
- Public access to Sainsbury's should be as close to eastern end as possible to help integrate Sainsbury's with Town Centre and capitalise on the potential for linked trips.
- Upgrade bus stop facilities.
- Create top quality pedestrian route from Town Hall lands to Stadium using water to help define the axis together with water features and/or public art along its length or at each end.
- *Contributions to make available southern part of Crayford Rough for long term management by a public body or trust together with a sum for commuted management and capital works; make available route to Station and Crayford Rough from Station Road for public access*

and contribution to capital works including ramped access to Sainsbury's/Ladbrokes; streetscape improvements including CCTV; public art; provision for police liaison officer; community and cultural facilities; Christmas decorations; Roman Way and traffic management improvements.

Funding: - Private sector

11 Samas Roneo

- Redevelop for employment uses including incubator for start-up businesses and freehold/leasehold premises for relocation of business displaced by redevelopment of other sites in Crayford and new businesses.
- Include proposals for enhancement of ecological value of Area of Metropolitan Importance for Nature Conservation (AMINC) along riverside.
- Principal vehicular access for industrial traffic from interlinkage with adjoining Acorn Estate.
- Council will consider Compulsory Purchase powers of this site to secure development for employment purposes.
- *Contributions to control invasive species and management programme; River Cray Programme; Acorn Road access improvements.*

Funding:

- Private sector
- Public funding to support infrastructure works

12 Swaislands Triangle

- Redevelopment of land occupied by firms and community uses for retail, creative industries hub, cultural, youth and community projects in an interactive mixed use development linked to Tower Retail Park expansion. Uses will help to give strong identity to Crayford.
- Support relocation of displaced firms and community uses.
- Pedestrian access along Swaislands Drive.
- Improved rear access to Crayford Road shops.
- Consider how to use culverted River Wansunt as landscape element in public realm.
- Investigate and exploit landmark architecture of Barclays Bank building as an entrance to the site along Swaislands Drive.

Funding: - Public and private sectors.

13 Tower Retail Park (Figure 13)

- Support expansion northwards to river (ref.5) provided that high quality pedestrian route is



created to Waterside Gardens area.

- Support continued refurbishment and intensification of retail uses to retain the attraction as a retail park and encourage incorporation of local and independent retailers into redevelopment schemes.
- Encourage landscape and traffic circulation improvements to car park.
- Encourage extension of pedestrian link between Greyhound Stadium, along Sainsbury's across Town Hall lands to Tower

Retail Park.

- Provide for bus stop area.
- *Contributions include to town centre streetscape improvements including CCTV; public transport; Crayford Forum; Christmas lights; invasive species control and management programme; River Cray Programme; youth programme; business directory.*

Funding: - Private sector.



14 Town Hall Lands/Library/Health Centre (Figures 16 and 17)

- Retention and refurbishment of Town Hall for mix of community, civic, restaurant, retail and residential uses, as viable and appropriate. Could include extension.

- Creation of pedestrian links to Homebase/Sainsbury's and Crayford Station.
- High quality public routes through the site and in design of public space.
- Redevelopment of remainder of site for residential, retail and community uses including replacement and enhanced library and medical facilities.
- Prominent civic site requires excellence in architecture and design of public realm.
- Public art feature encouraged.

Funding: - Private sector.

8.2 Projects

These proposals refer to proposed enhancements to nodes, routes, buildings and places in Crayford. Funding will largely be derived from the working partnership between the private and public sectors.

15 Bus Stop Area

The convenience of bus routes and bus stops is essential to vitality and ease of access. An enhanced bus stop area along Crayford Road on the edge of the Tower Retail Park is a central location. Details will be considered as part of the Roman Way/ traffic studies and in partnership with the owners of the Tower Retail Park.

- Incorporate improved seating, shelter, town information and landscaping.

Funding: - Public and private sectors.

16 Crayford Road: Streetscape and shopfronts (Figure 18)

- Allow left turn into Crayford Way at Crayford Bridge.
- Improvements to pedestrian environment and traffic management to take account of the needs of shopkeepers, pedestrians, public and private transport.
- New street furniture and public realm improvements following from outcome of Image and Identity Study (ref.34).
- Consideration of introduction of a street market, occasional specialist market and entertainment in association with Waterside.
- Public consultation on details of access for local traffic, buses, taxis, disabled drivers, key-holders, cyclists and the restriction of service access during peak shopping hours.

Funding:

- Private sector contributions, public sector.

17 Crayford Rough

- Preparation of a Management Plan and nature conservation improvements to protect and



enhance the ecological value of the area together with appropriate controlled public access to town centre/Hall Place/along river and interpretation for use by local people and schools.

- Set up Trust or work in association with an established wildlife body to secure its long term protection and maintenance.
- Acquisition of site from owners as a donation.
- No residential development on the Rough within or at the expense of the character of the Green Belt.

Funding:

- ODPM
- private sector.

18 Gateways

- Introduce gateway features to establish

landmark boundary to Crayford town centre, including signage, banners, structure planting, hard landscaping and public art, with interpretation boards at river crossing points.

Funding:

- Council
- private sector
- ODPM.

19 High Street - streetscape and shopfronts (Figure 13)

- Re-focus the historic core around Crayford Bridge at Waterside and draw in the retail offer along Crayford Road/High Street as part of the overall valued local shopping area and add to the attraction of Crayford shops.
- Investigate a new role for the traditional High Street in specialist retailing and (non-takeaway) quality restaurant uses.
- Removal of the dedicated bus lane.
- Environmental improvements to the public realm and shop frontages based on the recommendations of the Image and Identity study.
- Conversion of appropriate retail units to restaurant use, professional offices or residential to improve vitality of area. Owners seeking conversion of existing retail use must produce evidence of retail failure

and history of marketing and/or attempted letting.

Funding:

- Council/Transport for London to fund traffic improvements to bus lane and junction between Crayford Way and High Street.
- Private sector contributions to streetscape improvements.

20 Pedestrian Network

(Figures 8, 10, 14, 17 Sec 7.2.2)

- Principal objective is to create safe, accessible and attractive routes, critical to the success of the town centre. All parts of the Character Zones to become as 'connected' as possible and to create a sequence of spaces, views, sitting areas, public art and water features to encourage people to explore and to re-visit the town.
- Link between Town Hall and Stadium.
- Emphasise existing bridge crossing, the historical heart of Crayford, by improving pedestrian links at Crayford Bridge in all directions.
- New pedestrian and cycle link along River Cray with pocket park, interpretation boards and public art at regular intervals.
- Pedestrian bridge to Crayford Way housing from Freshwater site.
- Possible new pedestrian and cycle link from

industrial area on Bourne Road to railway station across Crayford Rough, immediately to the west of the Greyhound Stadium and through Tanners site.

- Link from Braeburn Park and station to Town Hall/town centre, Sainsbury's / Ladbrokes lands and to Crayford Rough/Hall Place.

21 Princesses Parade (Figure 15)

- Refurbishment of existing flats/shops or redevelopment of existing retail and residential block/garages to rear with flats on upper levels.
- create major landmark building.
- Possible creation of (specialist) retail destination (eg covered food market, antiques and/or arts and crafts sales, subject to appropriate legal powers).
- Feasibility study to investigate scope for new development to rear.

Funding:

- Council
- Private freeholder
- Housing Association.

22 Public Art and Water Features (Figures 14, 16)

- Locate water feature close to culverted River Wansunt near corner with Roman Way as a



reminder of its historic existence as an open river.

- Locate similar feature at end of axis to entrance to Greyhound Stadium to define the new route from the centre to the stadium.
- Investigate how to exploit the environmental potential of the River Wansunt and take into account its role in flood mediation.
- Explore opportunities for public art as individual pieces and incorporated into railings, street furniture, etc including through River Cray programme.
- Consider creation of linear water feature to define route in front of Sainsbury's.
- Use water and art to emphasise gateways, landmarks, public spaces.

Funding:

- Private sector
- Arts Council

23 River Cray Programme

The Strategy supports this comprehensive programme of environmental works to enhance the educational, ecological and recreational value of the River Cray (see section 2.2.7 and Appendix 4).

Funding for the continuation of the programme through private sector contributions and public sector programmes as relevant.

24 Roman Way

Roman Way is the subject of on-going traffic studies that will continue to assess the effect of new development on the road system and how conditions can be made safer, more pleasant and improve traffic circulation.

Section 7.2.2 describes the Movement Strategy in general. The Council will continue to monitor traffic and will seek to implement the appropriate transport infrastructure when the ongoing traffic studies reach a conclusion from the four options currently under consideration outlined in Appendix 5. The Council will consult the public on the proposed traffic arrangements and will, in the meantime, continue to require provision for land and

funding through negotiations on the key development sites. Developers are expected to make land available and financial contributions towards improvements to traffic management and Roman Way.

Funding: - private sector

25 Station Access and Bridge (Figure 17)

The creation of this link, across the railway line and to the town centre, is an important objective in the integration of transport modes. It will provide access to the town centre at a gateway 'arrival' point and improve safety and convenience for passengers. Its will be implemented using Section 106 money from the redevelopment of the 'Gun Club' site at Braeburn Park and is dependent on partnership working with landowners and rail operators. It is



a high priority project to co-ordinate with the development proposals at Sainsbury's, Homebase and the Town Hall lands.

26 Waterside - Streetscape and Shopfronts (Figure 13)

Following from the Image and Identity Study, to set in place streetscape improvements and a pilot shopfront improvement programme.

8.3 Key Initiatives

The initiatives will also help to implement the objectives of the Strategy. Because the Strategy has had a long gestation, several initiatives have commenced but are included here because they are critical to its long term success.

27 Business Directory

In order to support local businesses, as part of the local economy and the network of services they provide, the Council, in partnership with local retail and non-retail firms and the Crayford (Business) Partnership, will prepare a Directory of local services. It will include local information and a map to locate the shops and facilities. This may be displayed at key locations in the town centre. This initiative is in response to the issues that have been fed back to the Council's Business Regeneration Officer.

Funding:

- SRB6
- Private sector

28 Business Regeneration Officer

In order to help meet the objective of supporting and promoting local businesses, the Council appointed a Business Regeneration Officer in November 2004. Funded through the Government's Single Regeneration Budget Round 6 this is a new post until March 2007. Its aim is to support local retail and non retail business, teasing out their specific needs and exploring whether these can be addressed through the declaration of a Crayford Business Improvement District (Appendix 3).

Funding: - SRB6

29 Creative Industries Hub

The Council is keen to support smallscale employment and different skills and has identified a demand for a centre for people engaged in creative industries. In view of the long history of manufacturing and creativity in Crayford and of the rapid growth in the creative industry sector in London there could be a cultural "quarter" as part of the regeneration of the town. This would cover the spectrum of creativity from media and art, to handicrafts, model makers, musicians, fashion design and

printing. The idea is to have a centre with support services, training room, workshops, display space etc. and to include an ancillary retail outlet. Early discussions with artists and start up business support organisations have also demonstrated a potential demand for infrastructure to support the development of this sector of the economy in Bexley. Alongside the more traditional art forms that are referred to as 'cultural industries', such as art, sculpture, music, this terminology relates to a wider portfolio of economic activity, including advertising, antiques, crafts, film and music.

Although it is not yet possible to detail the specific elements that would make up the cultural quarter in Crayford as additional research and further consultation is required, the building(s) could include studio space (either converted warehousing or more intimate studios, depending upon the type of artist that the project was seeking to attract) and affordable living space for the artists. There might also be retail space, to enable the local community to have direct access to the purchase of work.

Located in the heart of Crayford in the Swaislands Triangle or possibly on the Tanners site, it would make a unique contribution to strengthening an identity for Crayford, one which builds on its creative fabric printing and manufacturing past.

Funding will be sought from a mixture of public and private sources.

30 Community Events

Bringing the community together to enjoy events strengthens the feeling of pride and ownership that will help to meet the Vision for Crayford. The Crayford Forum, River Cray Programme, Council's Town Centre Manager and Rotary Club staged an event on 18th June 2005. It is anticipated that further events will take place.

31 Community Newsletter

Keeping local people informed of local events, public meetings, development proposals, traffic schemes, local talks and walks will contribute to the feeling of cohesiveness that helps people to identify with the town. The Council, through the Forum, will support the production of a regular newsletter and press releases. The first newsletter was produced in Summer 2005.

32 Community Worker

In order to assist the Forum and to tease out local issues and to bring organisations and individuals together to address common problems, the Council appointed a Community Worker for Crayford in March 2005.



Funded through the Government's SRB6 programme and the Council's Areas of Opportunity, the postholder supports the work of the Forum including administration, promotion, capacity building, funding applications, community events, constitutional matters, and liaising with other community organisations.

33 Crayford Community and Business Forum

The Council will continue to support and involve the Forum in the implementation of the Strategy together with community initiatives. The role of the Forum is as a consultative body on development proposals and a focus for community capacity building. With the help of the Community Worker it will set out its “business” work plan annually. The Council recognises that the Forum provides a valuable input to projects and is one important stakeholder in the partnership working in Crayford.

34 Design Guidance: Image and Identity

Crucial to the creation of a high quality and co-ordinated public realm is the production of practical Design Guidance that reflects an agreed identity and image. The Council will appoint consultants to work with the Crayford Forum and the community to prepare such guidance. There is an agreed emblem for Crayford (the clocktower and ripples of the river) and town colours (purple and silver). The identity of the town will be derived from a number of different forms including street furniture, colours, signage, town trail, interpretation boards, promotional literature and shopfronts.



35 Flood Mediation and Infrastructure Study

As referred to in section 7.3.2 this study will focus on water and will assess the risk of flooding of the development sites and make suggestions to alleviate the likely effect of flooding and to reduce its effects through, for example, Sustainable Urban Drainage Systems. It will examine how flooding issues along the River Cray corridor, including the Rivers Stanham and Wansunt, can be addressed in sensitive development proposals that can

capitalise on water as an asset in terms of the quality of its environment and its potential for leisure uses, both along the banks and using the water itself. The possibility of flooding should be perceived as an opportunity to create development that delivers multi-functional environmental benefits such as flood storage pools, wetland habitats, green roofs, porous ground level surfaces, grey-water filtration, rainwater harvesting etc.

36 Floral Displays

Part of the initiative to “Green Crayford” to make the town centre a more attractive place to linger, the Council provided winter foliage planters in January 2005, followed by stunning pyramids of red geraniums in May 2005. It is intended to continue this initiative as long as funds permit.

37 “Green Grants” for Business

This initiative is an opportunity for the Council and businesses to work together on environmentally sustainable business projects. Firms will be eligible for a free green business audit that will identify how they can make cost effective savings in the areas of waste, energy and resource efficiency and management. Grants will be available for capital improvements. It is also intended to promote floral displays outside private commercial premises where they can be

viewed from the public domain. The aim is to provide small grants to organisations based in Crayford which wish to improve, through planting, the appearance of a building, a piece of land, street frontage or other parts of the area that is visible and accessible to the public. Applications would be made by offices, retailers, restaurants, cafes, public houses, bars, churches, other traders or business interests.. Organisations will enter into an agreement with the responsible body, either the Council or the emerging Crayford Business Partnership, in respect of their contribution to the cost of the works, materials and ongoing maintenance of the planting.

Funding:

- Council
- Private sector

38 Barnes Cray Conservation Area

The Council is considering declaring a Conservation Area to reflect the social history of the creation of the Vickers housing at Barnes Cray. This was an early example of housing provided by the Voluntary Sector through the Crayford Cottage Society. It is intended to consolidate the historical research to date and to prepare a statement of character for public consultation. The area will be included in a new town trail.



39 Local Information Kiosk

Interest in a local information kiosk focuses on finding out more about Crayford and in being able to publicise what it has to offer. The kiosk could be included in a development proposal in a prominent site. A map showing local shops, businesses and facilities could also be installed in a prominent position.

40 Local Museum

Within one of the proposed developments there should be a local history facility to act as the focus for Crayford's history. It could be run as a Trust with funding sought from public sector sources and donations.

41 Mystery Shopper Surveys

In order to provide high quality service and

products and to attract repeat visits, feedback from customers to retailers is invaluable. The Council will fund a Mystery Shopper survey of Crayford and through the Forum report back its findings. The Town Centres Manager will oversee the surveys.

Funding: - Council

42 Post Boxes

Demand for additional post boxes is greatest from local businesses although there are perceived gaps in some residential areas. An assessment of their location and gaps in provision will be carried out and the possibility of additional ones being installed will be explored.

43 Security and Safety Audit

One of the chief concerns of businesses and retailers is security of premises and staff. The Council will arrange for an audit overseen by the Business Regeneration Officer, in association with the police, to identify in detail what the problems are. Proposals to address these issues can be addressed through grants or partnership schemes.

44 Signs and Signage

The town needs identity, an edge, a beginning to

the town centre. The role of signage in achieving this and in assisting people to circulate is clear. “Welcome to Crayford” signs will be installed at key entry points around the town. Additional signage may be required at major commercial developments and at Crayford Bridge to identify where the local shops and facilities are located. The Forum will be involved in designing a Town Sign to be located in the area around Crayford Bridge.

Funding; - Council and private sector

45 Specialist Markets

Specialist markets add vitality and attract new customers who hopefully will come to Crayford again. The Council will investigate encouraging an occasional specialist market to locate in the Waterside area.

46 Town Centre Management

The Borough’s Town Centres Manager will focus on promoting Crayford to visitors and will assist in local events, markets, preparing local information. This will underline Crayford’s role in the shopping hierarchy and encourage more people to visit.

47 Town Trail

To reflect the history of Crayford and its natural

environment, the Strategy proposes a new Town Trail that takes the visitor to places of historical, natural or general interest. It will be another source of information to promote the identity of the town.

48 Traffic Studies

The Movement Strategy referred to in section 7.2.2 is evolving and is dependent on the outcome of continuing traffic studies. The principal focus is on options for making the capacity of Roman Way more efficient, including looking at critical junctions such as London Road/High Street, the Station Road/Clock Tower roundabout and Acorn Road/Crayford Road. The Council is working closely with the traffic sub-group of the Forum to derive acceptable solutions.

49 Youth Culture Centre

There is interest in a facility for youth as part of a wider community centre and youth programme. There is potential to explore how this might be funded. This is a long term project that the Council will be investigating and which the Strategy could accommodate, possibly on the Tanners or Swaislands Triangle site.

50 Youth Programme

In order to meet the diverse demands and needs

of young people in Crayford the Forum has undertaken a pilot questionnaire survey and is drawing together a list of activities and initiatives that will be put together in a “Youth Programme”. The following is a list of possible ideas most of which will need to be explored in more detail and will only be implemented if capital and revenue funding opportunities, particularly from the private sector, allow. They are included here for reference and for further discussion and will be reconsidered as the Strategy undergoes monitoring and review.

Outline ideas for consideration for inclusion in a future Youth Programme are:

- questionnaire survey
- youth panel
- a centre for the community where youth could be part, as opposed to a youth centre, as a youth culture centre
- youth worker
- youth shelter
- skateboard park
- badminton/tennis facilities or access to
- community mini-bus to transport youngsters to venues
- music practice room and hire of musical instruments
- disc recording studio
- youth drama group
- Princes Trust Programme
- Young River Keepers scheme (proposed as

- part of the River Cray Programme)
- computer/IT courses in graphics, digital photography, filming
- holiday activity schemes, play schemes for younger children
- indoor play facility
- indoor bowling/laser games
- crèche
- public park/outdoor play
- graffiti wall possibly at Crayford Arrows
- sports coaching/dancing for teenagers
- training to be a football referee
- outdoor kickabout area possibly at Crayford Arrows Football Club ground
- canoeing on the river to link in with the River Cray project
- young anglers club
- directory of youth activities currently available



9. Next steps

The Strategy is the culmination of extensive partnership working between the Crayford Community and Business Forum, the local community, businesses, Civic Trust Regeneration Unit, landowners, developers and the Council. It is part of a process of securing the sustainable future of the town centre and depends on the endurance of working together. As a process, it will be subject to monitoring and review. As development schemes progress and markets fluctuate the Strategy must be kept up to date. The preparation of the Local Development Framework (LDF) may highlight issues of demand and supply that will need to be addressed for this Strategy to be adopted as part of the Core Strategy of the Local Development Framework.

The Council adopted the Strategy as Supplementary Planning Guidance to the UDP on 19th July 2005. We have now reached this critical point where all interests are in broad agreement and on which the parties can work together to promote the improvements that the townspeople of Crayford need and deserve.

If you have any questions about the Strategy, please contact

Lois Bowser, Team Leader
Bexley Council
Strategic Planning and Regeneration
Wyncham House
207 Longlands Road
Sidcup
Kent, DA15 7JH

Telephone: 020 8303 7777
Email: crayford.strategy@bexley.gov.uk

Bexley Council
July 2005

Figures

- 1 Study Area Boundary
- 2 Historic Context
- 3 Existing Land Use Analysis
- 4 Townscape Analysis
- 5 Physical Constraints
- 6 Existing Circulation
- 7 Character Zones
- 8 Movement Strategy
- 9 Public Realm
- 10 Development Framework
- 11 BT Island
- 12 Crayford Bridge
- 13 Shopping Opportunities
- 14 Stadium Link
- 15 Riverside Housing Opportunities
- 16 Town Hall Lands
- 17 Station Link
- 18 Crayford Road

Appendices

- 1 Summary of Issues 2002/03
- 2 Consultation on Draft Strategy
2004/05
- 3 Business Improvement District
- 4 River Cray Programme: Issues and
Projects
- 5 Traffic Studies
- 6 Action Plan Timescale
- 7 Contact Details

Appendix 1: Summary of Issues, and Draft Strategy Responses 2003

This Appendix lists the issues agreed through consultations that needed to be addressed by the Strategy and Action Plan. The Strategy response was reflected in the Draft and may, depending on the outcome of consultation since July 2004, have been altered since in this final version of July 2005.

Issue	Draft Strategy Response
High quality design in new buildings	Strong urban design content in Development Framework
Traffic domination	New traffic routes and improved pedestrian network
Rat running	Traffic studies will take account of need to negate this and improve flows along ;main routes
Crayford Road traffic	Subject to traffic studies
Town Centre relief road	Consider Roman Way improvements
Town centre housing and above shops	Upper floor residential use is encouraged eg High Street and support for upgrading eg Princesses Parade. New Town Centre housing encouraged on BT Island, Town Square, Freshwater, above Sainsbury's.
Need for key worker, starter, retirement and rented housing.	All types of affordable housing are encouraged.
Flats in Princesses Parade poor standard	Project proposal

Issue	Draft Strategy Response
Poor public access to Crayford Rough	Included in River Cray project for nature and public access. Proposed route to station and link to Crayford Rough
Heart of Crayford has disappeared	Focus on Waterside to revive the original heart with new Town Square as secondary focus
High Street must not be forgotten	Environmental improvements/removal of bus lane
Do not forget young people	Young people/s representation on Crayford Forum. Consideration of community/youth facility in development proposals
Segregation between Sainsbury's and town centre	Roman Way proposal includes improved pedestrian priority traffic management at this junction.
Access to Town Hall and railway station	Route to station proposed.
Poor pedestrian links to housing	Dense pedestrian network to and around town centre including river crossings

Issue	Draft Strategy Response
Bus priority lane causes traffic congestion	Proposed removal of bus lane.
One way system causes problems for buses/passengers	Proposal to create two-way working around Roman Way.
Station separated away from bus routes/town centre	Pedestrian link to station.
Hoppa/mobility bus needed.	Under investigation
Buses don't go to Sainsbury's	Bus stops outside Sainsbury's.
Need a central location for bus stops.	Bus stop 'area' proposed in front of Tower Retail Park.
No quality restaurants	Promotion of High Street, riverside and possibly Town Hall as locations for 'quality' restaurants
Too many takeaway and charity shops	Support for improvements to traditional shopping areas will help to encourage their viability and higher value uses
Loss of employment land.	Consolidate industrial employment uses at Acorn, Samas Roneo and Bourne Road. Appoint Business Co-ordinator to support and promote local business interest
Protect small shops	Environmental improvement and town centre promotion. Pedestrian network including walking 'circuit' between main retail attractions.
No market in Crayford	Improvements to Crayford Road, for example, could accommodate an

Issue	Draft Strategy Response
	occasional market
Need of range of youth and community facilities	Leisure and community use allocations included in Development Framework
Not enough post boxes	Under investigation.
Need modern sports facilities	Leisure areas proposed in Development Framework
Cultural facilities, eg arts, museum are lacking	Proposed civic area around Town Hall
Poor street lighting	Improved lighting will be part of street improvements in Town Centre
No hotel in Crayford	Would be supported.
Not enough police presence	Police involvement in Crayford Forum
Public desire to retain Town Hall for community, restaurant, leisure	Development Framework proposes mixed use/refurbishment to include civic/community use on part of Town Hall site
Future of library	New library provision on either existing site or site overlooking river at Crayford Bridge
Future of Clinic	New health centre site included in Town Hall lands proposals
Poor local environment	All development proposals will be expected to provide high quality buildings and public space. River Cray project will enhance riverside

Issue	Draft Strategy Response
	environment. Shopping street improvements will enhance the environment for local businesses and shoppers.
How can Waterside become a focal point?	Environmental and traffic management improvements. Proposed urban park on other side of Crayford Bridge.
Flooding	River Cray project addresses flooding issues
Green Belt protection	Proposed improvement to nature area at Crayford Rough as part of River Cray project
Need for more trees	Landscape improvements are incorporated within environmental improvements generally.

Appendix 2: Consultation on Draft Strategy 2004/2005

The following is a summary of the main issues raised during consultation, followed by a table setting out detailed comments.

- **“Creating a heart for Crayford around Crayford Bridge”** – The community expressed firm support for this objective. To help achieve it there were suggestions for upgrading Princesses Parade with a rooftop restaurant overlooking Waterside and linking new retail development to Crayford Road along Crayford Way from an expanded retail park. Some people felt that the Town Hall should be the heart, or at least well linked to Crayford Bridge.
- **Crayford Road Shopping Area** – There were mixed views about the degree of pedestrianisation/traffic control – fears for loss of passing trade, effect of controlling traffic on the rest of the network. Suggestion (from Forum) to introduce shop improvement programme/grants to upgrade the appearance and attraction of the area. Strong desire to see the disused buildings fronting Crayford Bridge re-used. Strong views on parallel need to support Crayford High Street, eg on-street parking and environmental improvements.
- **Housing** – Support for introduction of housing to town centre including Town Hall

lands but concern over flooding and need for related social, educational and community facilities. Thames Water is concerned that water and sewage systems are at capacity and any developer would need to upgrade. Some developers expressed reservations over housing, given the problems of flooding, land contamination and overhead cables being considered too costly and impractical to relocate underground. Local opposition to access the redevelopment of the Electrobases site for housing; concern that extension to Stadium Way will create a rat run around Roman Way. Housing must be affordable. Riverside housing must include public access on foot/cycle alongside river. Residential should be mixed with other uses. Princesses Parade should be refurbished. Creation of a new road bridge over the river via Maxim Road.

- **Support for Local Businesses** - Businesses are seeking proposals that include lower Council tax, security measures, improvements to local environment and access. Concern that firms should not be forced to relocate to accommodate redevelopment but some businesses interested in the possibility. GLA wish to protect industrial areas and request that the Council undertakes a capacity/demand study.

General community feeling that without improved access and traffic management, the Samas Roneo site is not ideally suited to industrial redevelopment.

- **Additional food/non-food shopping** – Support for additional shopping provided that it is linked to the town centre in order to attract trade, footfall and good public realm. Sainsbury’s emphasise that they have a town centre store where expansion is suitable and request a definition of a ‘modest expansion’. Strong support to expansion of Tower Retail ark and mixed uses on the Freshwater site that should include restaurants and leisure. The GLA and developers felt that a large increase in floor space could alter the role of Crayford in the shopping hierarchy and that the DTZ Retail Study should be updated to assess the effect of expansion. Need a diversity of shops including a market.
- **Leisure and Community Uses** - Strong concern that strategy makes no explicit provision for young people. Need a range of sports including skating, basketball. Concern to retain the Library and the Town Hall for community uses with a meeting room Support for expansion of the Greyhound Stadium. Request for additional cycle routes, family bowling, gym/aerobics, use the Stadium as a focus for leisure, local history

museum, leisure for older as well as the young, small public park along riverside.

- **Roman Way Traffic and Accessibility** - Mixed response to proposal to consider Roman Way two-way with strong concerns expressed by Traffic Sub-Group of the Crayford Forum about making Roman Way dualling two-way along its length. Concern that the scheme must relate to the Thames Road improvements and effect on traffic in Crayford Road. Considerable support for access from the station to town centre and for enhancing the bus routes to reach into the expanded retail area. Support for removal of bus lane. Concern about additional traffic in Maiden Lane if Samas Roneo is redeveloped. The Strategy should require Section 106 Agreements to allow access to development sites where there is a risk they become 'landlocked'. Various comments on the preferred width and junction arrangements around Roman Way.
- **River Cray and Environmental Improvements** - Strong feeling that the proposals to improve the environment of the town should be prioritised. Considerable support for using the river more. Opening it up and enhancing river ecology. Support for deculverting the River Wansunt as an ecological and environmental feature. Public access should take account of safety considerations; some resistance to additional

footbridges across the river. Call for more emphasis on sustainability and the need for an ecological study and landscape management plan for the town as a whole across the River Cray, Crayford Rough and the town centre sites.

- **Young People** - Strong concern about level of provision for young people. In response, the Forum has set up a young people's sub-committee. They have called for recreational, cyber café and meeting facilities. Need more active casual sports provision, eg kick about skateboard area, floodlit netball, biking, climbing, indoor soft play for children, music/dance. Concern about vandalism.
- **Town Hall** - Support for its retention and re-use for community activities with commercial uses on upper floors.
- **Mixed Uses and Loss of Industrial Land** - General feeling that the land use designations should be more flexible to allow a mix of uses because of problems in redeveloping brownfield sites. Keep new industry on periphery. Strategy should seek to retain and create high job density. GLA recommend Borough industrial land supply study.
- **General comments** - Should be more emphasis on art in sculpture, seating, landscape etc. Trees should be encouraged. Strategy should refer to style of new building. No reference to crèche.

- **Status of Strategy** - Developers and GLA stress that the status of the strategy as supplementary planning guidance should be made more clear and its relevance to the Local Development Framework. Developers stress the complex and inter-related development issues and ask for an Action Plan to complement the strategy that is kept up to date and relates to the UDP/LDF to give certainty.
- **Particular Issues**
 - How the Council proposes to deal with traffic management
 - Provision for young people
 - Future of the Town Hall
 - Status of the strategy in relation to the Unitary Development Plan and emerging Local Development Framework
 - Expectations of community contributions arising from redevelopment proposals
 - Need for clearer guidance on urban design and sustainability
 - Infrastructure capacity
 - Need for monitoring and deliverability through development of the Action Plan element with priorities
 - Traffic studies and timetable for adoption of the Strategy with regard to Crayford Town Hall and marketing of the Town Hall lands, retaining the Town Hall.

Consultee	Comment	Strategy response / action
Q1 Local resident	1. Businesses need security	1. Business Regeneration Officer taking this issue on board. Investigate business security project in partnership
	2. Can HGV's be rerouted at peak times?	2. Traffic management will take account of HGV movements but rerouting unlikely on principal routes
	3. Town Hall should be a centrepiece	3. Town Hall will be set in landscaped public space
	4. Provide increased leisure facilities (for young people)	4. Strategy welcomes enhanced leisure facilities
Q2 Local resident	5. No need for additional shopping or housing	5. Government requires new locations for housing. Retailers demand was floorspace - Development Framework will ensure this is well designed and interpreted
	6. Roman Way to two way with part-pedestrianisation at peak times	6. Under consideration in Traffic Management Study
	7. Should not release industrial land for other uses	7. Industrial land protected but release considered adjoining town centre to support town centre activities
	8. Do not let Sainsbury's expand anymore	8. Sainsbury's are located in town centre principle of extended provision is permitted
	9. Demolish eyesores	9. Eyesores will be removed in development proposals
	10. Expand Greyhound Stadium for other uses	10. Agreed
Q3 Local resident	11. No housing along the riverside if this precludes public access	11. Public access is planned along riverside including new housing areas
	12. Allow another supermarket for competition	12. New proposal for additional food shopping will be considered on its merits
	13. Sports facilities for young people	13. Under consideration
	14. Turn Town Hall into flats	14. Proposals to convert the Town Hall to other uses may include residential which would be welcomed
Q4 Local resident	15. Support for housing but not flats. Need supporting schools	15. A range of dwelling types will be required together with appropriate community facilities
	16. Keep the Town Hall and the Library	16. Included in marketing brief for Town Hall lands and strategy
	17. Clear the paths along the River Cray	17. Included in River Cray Programme
	18. Traffic difficulties along Crayford Way	18. To be considered as part of traffic management study

Consultee	Comment	Strategy response / action
Q5 Local resident	19. Crayford Road should be pedestrianised with access for deliveries	19. Various levels of pedestrianisation are under consideration and will be subject to consultation including with Traffic Sub-group of the Forum
	20. Sport and entertainment is lacking	20. Strategy welcomes new facilities
	21. Cycle routes linking main attractions; Hall Place, Thames Road and the marshes	21. Included in network proposals
	22. Make Roman Way two way	22. Under consideration in Traffic Management Study
	23. River should be recognised and used, perhaps a trail with cafes/restaurants	23. Acknowledged in Strategy and River Cray Programme
Q6 Local resident	24. Need improvements to the bridge at Station Road for pedestrians	24. To be included in traffic assessment at a later date
	25. Discourage cafes and charity shops	25. Council has no control over types of shops within a “use class” but welcomes good quality restaurants and cafes particularly along riverside and Town Hall
	26. Need new leisure facility attached to the Greyhound Stadium	26. Future of Leisure Centre under consideration
	27. Make Roman Way two way	27. Assessment included in Traffic Management Study
	28. Keep the Town Hall for education and local history	28. Community use will be included in proposals for Town Hall lands
Q7 Local resident	29. Yes to affordable housing in the Town Centre that local people can afford.	29. Noted
	30. Don't close the Post Office and introduce a toy shop, gift shop, book shop and butchers	30. Council cannot control Post Office closures but encourages a range of shops in new development proposals
	31. Could we have a swimming pool and tennis courts at Greyhound Stadium	31. Unlikely that sufficient land and funding is available
	32. River is an under used asset, could we have metal river sculptures	32. Public art along river is encouraged and included in River Cray Programme
	33. Use Town Hall for arts centre, small theatre	33. Unlikely that these uses can be accommodated because of space and funding issues

Consultee	Comment	Strategy response / action
Q8 Local resident	34. More housing but subject to maximum height limits	34. The design, mass and density of housing will be considered in relation to the context of the site and there may be locations where higher buildings create better urban design and public realm
	35. Provide parking for customers to local businesses	35. Parking provision is allowed in original developments
	36. Need public toilets	36. Noted
	37. Make Roman Way two way but at petrol station build a spur behind Town Hall to meet the Station Road roundabout	37. Formerly considered but unlikely to include new road behind Town Hall
	38. Refurbish the Town Hall and combine with Library	38. Included as a possible idea in Town Hall land proposals
	39. Include the name Crayford on A2 road signs	39. To be investigated
Q9 Local resident	40. Unhappy resident. Get rid of the jobs around Waterside in the evenings. Need something to keep the teenagers off the street	40. Strategy aims to put in place a programme to address needs of youth
	41. Need more Police	41. Police presence proposed to be enhanced in life time of Strategy
	42. Traffic needs to be re-routed but it depends where to – not Crayford Way	42. Traffic management proposals are under consideration
	43. Need affordable housing	43. At least 35% affordable housing will normally be required in proposals of 15 or more units
	44. Sainsbury's been the downfall of Crayford	44. Refurbishment and expansion plans for Sainsbury's must help to enhance the attractiveness of the centre as a whole within a "use class"
	45. No more charity shops, take aways and booze	45. Planning authority cannot control types of shops
	46. Keep the Town Hall	46. One of objectives of Strategy
Q10 Local resident	47. Concerns that the pedestrianised square between shops could be a meeting place for youngsters and become unsafe at night	47. Design of public space, uses and youth programme will need to address this concern
	48. Good idea to make Roman Way two way	48. Noted
	49. Need for good public toilets	49. Noted
	50. Keep Town Hall as community centre	50. Community uses are encouraged in Town Hall land proposals

Consultee	Comment	Strategy response / action
Q11 Local resident	51. More housing ok as long as the other facilities are there ie community centre, sports for all ages etc	51. Noted
	52. Help businesses by having free car parks	52. Car parks associated within shopping areas are open for public use
	53. Repair all pavements and steps	53. Council regularly maintains public highways
Q12 Local resident	54. Need large venue for physical pursuits, theatre, arts and music	54. Under investigation but dependent on private sector
	55. Roman Way should be two-way traffic with 20mph speed limit	55. Included in Traffic Management Study
	56. Keep Town Hall as focal point, new library/cultural centre with heritage a point of focus	56. Issues included in Strategy and Marketing particulars
Q13 Local resident	57. No more take aways	57. Noted
	58. Expand the Greyhound Stadium for more leisure facilities	58. Included in Strategy
	59. Can make Roman Way two way but widen the road	59. Included in Traffic Management Study
	60. Repair Town Hall	60. Agreed
Q14 Local resident	61. Need more housing but not all for private sale	61. Agreed
	62. Need stores like Morrisons, Tesco, Debenhams or John Lewis	62. Large 'anchor' stores would be encouraged in new retail proposals
	63. Use the BT site for a park like the one in Crayford Way	63. Strategy encourages public space on north side of river
	64. Use the Town Hall for a community centre including a museum	64. Community uses will be included in Town Hall lands redevelopment
	65. River Cray needs more paths and better access	65. Included in River Cray Programme
	66. Station made more accessible especially for disabled	66. Included as Action Project
	67. Need more trees	67. Agreed and will be required in development proposals
Q15 Local resident	68. Yes to Roman Way being two way. Look at the planners who improved the Dartford town centre traffic	68. Noted

Consultee	Comment	Strategy response / action
	69. Clean up the River Cray and make parts available for children and young adults	69. New River Keeper under the River Cray programme. Organise regular clean-ups
	70. Rebuild the Town Hall	70. Town Hall to be refurbished as part of development of Town Hall lands
Q16 Local resident	71. The Town Hall should be the heart of Crayford	71. Town Hall will be a focus for public space
	72. Traffic - look at Bourne Rd/London Rd into Crayford	72. Included in Traffic Management Study
	73. Don't make Crayford into a second rate Broadway as our facilities are not comparable	73. Crayford will devise its own identity and is an objective of the Strategy
Q17 Local resident	74. Public links remain poor	74. Pedestrian network is an objective
	75. Need leisure facilities that cater for whole family	75. Noted
Q18 Local resident	76. Bar HGV's	76. Not practicable on the principal route through Crayford
	77. No more take-away restaurants	77. Noted
	78. Keep Town Hall	78. Included as an objective in the Strategy and Marketing particular for development of Town Hall lands
	79. Industrial land should not intrude on Crayford's residential area	79. Agreed
Q19 Local resident	80. Do not want residential properties along the riverbank, access to all not just residents and flooding would need to be considered	80. Public access along riverbank included in River Cray Programme
	81. Do not need any more fast food outlets	81. Noted
	82. More leisure facilities needed for youths; skate park or mountain bike course	82. Under investigation in proposed Youth Programme
	83. Roman Way should be two way	83. Included in Traffic Management Study
	84. River walk at present is very messy	84. Improvement proposals included in River Cray programme
	85. Keep Town Hall for functions and events	85. All refurbishment proposals for Town Hall will be considered
	86. Architecture needs to be in keeping with the old style Crayford	86. Creating an identify for Crayford is an objective of the Strategy and will include designing new buildings

Consultee	Comment	Strategy response / action
Q20 Local resident	87. Roman Way should be two way	87. Noted
	88. More activities for local kids	88. To be considered as part of the proposed youth programme
	89. Renovate Town Hall and use for community place with raising funds by room hire	89. Strategy supports renovating Town Hall
	90. Private lands and back of shops needs a lift	90. Will try to achieve improvements as part of new development
Q21 Local resident	91. Need a ring road, keep Crayford High Street non traffic	91. Unlikely to be operable
	92. Need easy free parking for access to businesses	92. Car parking is open for public use
	93. Expand Greyhound Stadium to include restaurant and health club	93. Under investigation
	94. Make Roman Way two way	94. Noted
	95. Nowhere for young groups of youths to go	95. Proposed youth programme
	96. Keep the Town Hall	96. One of objectives of Strategy
	97. CCTV in Crayford	97. To be investigated
Q22 Local resident	98. Offer financial help to local businesses to improve the appearance of the street	98. "Given Grants for businesses" project is under consideration
	99. Expand Greyhound Stadium with leisure for young people; snooker table, tennis etc	99. Noted
	100. Roman Way should be two way and open up Crayford Way to wider vehicles	100. Included in Traffic Management Study
	101. Keep Town Hall - rent out for weddings etc	101. Strategy objective to retain Town Hall but likely to include additional commercial uses
Q23 Local resident	102. Skate park and climbing centre for youths at the back of Town Hall or in the old Samas Vickers building	102. Uses not appropriate for those sites but will be included in proposed Youth Programme
	103. Concerns about flooding	103. Flood risk analysis will be required as part of all development proposals and may be the subject of a special study
	104. Town Hall needs renovating, do the small jobs now before they get worse	104. Town Hall refurbishment is an objective of the Strategy

Consultee	Comment	Strategy response / action
	105. Look after the elderly, they are lonely and not claiming all they should	105. Proposed Information Centre as part of redevelopment proposals will assist in spreading information
	106. Doctors are giving out too many drugs	106. Health proposals included in Town Hall lands development
Q24 Local resident	107. Restrict numbers of hot food outlets	107. Noted
	108. An area specific for youths behind the Town Centre	108. Creation of a youth area under consideration in proposed Youth Programme
	109. If the Town Hall is demolished then a good looking building to replace it with sustainability	109. Objective is to retain the Town Hall
	110. Facia revamp along Princesses Parade in keeping with the 'Village feel'	110. Noted – Princesses Parade is the subject of a specific project
	111. Clean up of the alley leading to the back of the Parade	111. Will be included in Princesses Parade Project
	112. If not replacement of metal fencing around Crayford then all should be painted in Town's new colours	112. Agreed but painting of new railings needs to take into account desired image and identify that is to be agreed
Q25 Local resident	113. Need to restore the title 'Crayford'	113. Noted
	114. Traffic is a big issue that needs sorting	114. Improved traffic management is essential
E1 Local resident	115. Crayford is just a one-way street from Bexleyheath to Dartford.	115. Strategy aims to accommodate visitors, encourage expenditure whilst allowing easy passage of through traffic
	116. Need greater input to the natural heart of Crayford which is the River Cray	116. Noted and included in River Cray programme
	117. Road system has total non regard to pedestrians / shoppers, it is a racetrack	117. Design of public realm and pedestrian network are key features of the Strategy
E2 Local resident	118. All retailers should be responsible for the general up keep of their shop fronts & flats above.	118. Noted - shopfront improvement programme under consideration in specific areas
	119. Car park in Retail Park should be locked at night to stop boy racers.	119. Owners of retail part have taken steps to deter
	120. Drinking alcohol in public should be banned	120. Noted
	121. Restore the Town Hall	121. Objective of the Strategy

Consultee	Comment	Strategy response / action
E3 Local resident	122. Road layout is a disaster, better when it was two way traffic	122. Traffic Management Study is looking at options
	123. Youth clubs needed for youngsters	123. Under consideration in Youth Programme
	124. Family pubs and indoor soft play areas needed	124. Development proposals will be encouraged to include facilities as appropriate
E4 Local resident	125. Traffic problem needs sorting	125. Traffic management proposals under investigation
	126. Need adequate parking facilities for the retail units	126. New parking will be available to all users
	127. More housing a necessity. Is there potential for wate front housing?	127. Agreed with front housing proposed to west of town centre
	128. Retain and refurbish the Town Hall	128. Objective of the Strategy
	129. Need sports/leisure facilities for teenagers	129. Under consideration in Youth Programme
E5 Local resident	130. High Street to remain unique with greengrocers, florists, café etc	130. Will be investigated as part of study to create strong identity for Crayford
	131. Princesses Parade looks shabby	131. Action Plan project to address issues regarding Princesses Parade
	132. Crayford Bridge Park – any safety implications	132. Any design of public areas will take safety into account
	133. No high rise buildings, perhaps a 3 story limit	133. Height of buildings will be determined to its urban design context but high rise is unlikely to be acceptable
	134. Do not agree with residential housing to go above BT Island	134. Noted
	135. Keep Town Hall and possibly incorporate the Library	135. Included as objective in the Strategy and marketing particulars for Town Hall lands
	136. Water features may encourage vandalism/misuse	136. Features will be designed to deter misuse
	137. Need better pedestrian link from Sainsburys to the Station	137. Agreed and included in Strategy
	138. Crayford Leisure – could you include bingo	138. Noted
	139. River Cray needs tidying up	139. River clean-up projects supported by the River Keeper under the River Cray programme

Consultee	Comment	Strategy response / action
	140. Maiden Lane-agree the Samas Roneo site should be utilised	140. Noted
	141. Agree to expand retail park but need security in the car park	141. Noted
	142. Need to improve the link from the station to the town. Also provision for disabled people or people with wheelchairs	142. Included in Strategy
	143. Could we use Crayford Rough for off road cycling	143. Management Plan for nature conservation and public access is proposed in Strategy and will be funded under the River Cray programme
	144. A market would not add character to the town	144. The town has a charter for a market and occasional specialist markets are under consideration to bring vitality to town centre
E6 Local resident	145. Should be ashamed of yourself spending money on a Strategy when the Town Hall is falling down	145. Adoption of the Strategy will help the Council to seek funding for specific projects
E7 Business person	146. Riverside housing is best use of this land and should be given to the private market	146. Noted but will include affordable housing
	147. More leisure facilities to suit demand	147. Noted and will be encouraged in private development proposals
	148. Roman Way should be two-way	148. Under consideration in Traffic Management Study
	149. We are lucky to have a river and this should be used not abused	149. Noted
	150. Creche near employment areas	150. Child care provision will be encouraged in development proposals as appropriate
	151. Keep the industrial land on the periphery and strengthen the core town centre with mixed uses	151. Noted
E8 Councillor	152. Area needs to be regenerated and revitalised but remain easily identifiable as being Crayford	152. Noted and Action Project proposes study to agree identity
	153. Three key points need to be achieved in next 18 months: improvement of the green element with better access to the River Cray, keep and refurbish the Town Hall, manage the traffic problems	153. Agreed

Consultee	Comment	Strategy response / action
	154. Support enlarging the green area around the bridge and creating the 'Heart of Crayford'	154. Noted
	155. Local businesses should be encouraged	155. Noted
	156. Concentrate on sporting facilities in the area of the present Greyhound Stadium	156. Noted
	157. Roman Way should be made two way	157. To be investigated in traffic study
	158. Greater access to River Cray is essential	158. Noted
	159. Better facilities for young people	159. Noted
E9 Local resident	160. E-mail response – no message	160. N/A
E10 Network Rail	161. Support proposal to create better link between Station and Town Centre but unfortunately have no funds to contribute	161. Noted. Funding available from private developers for bridge but support from railway companies required. Priority project
E11 Architect	162. Housing along the riverside is best use of this land and should be given to the private market	162. Noted but housing proposals are required to include affordable housing
	163. Crayford should be allowed to expand within the retail core to meet demand	163. Noted. Expansion subject to cumulatively positive impact on town centre viability, vitality, environment and traffic
	164. Leisure facilities to meet demand	164. Noted and supported
	165. Roman Way should be two-way. Through traffic should be discouraged from using the High Street	165. Noted but subject to Traffic Management Study
	166. Lucky to have River and should be used to enhance the town centre	166. Agreed
	167. Town Hall should be retained	167. Objective of Strategy and required in marketing particulars
	168. Keep industrial land on the periphery of the town centre	168. Agreed
E12 Developer	169. As for E11, 162-168	169. As 162-168
E13 Dartford Borough Council	170. Good that we are embracing the river, reinvigorating the old town hall as a key focal point and attempting to integrate the town centre with popular destinations.	170. Noted

Consultee	Comment	Strategy response / action
	171. Good balanced strategy with the need for commercial realism and emphasis on partnership working	171. Noted
E14 Local resident	172. Concerns about the new planned bridge in Wolsley Close	172. The bridge will provide access to new housing only and will not create rat run to town centre. Will open up riverside and pedestrian route to Station and Town Centre
	173. Concerns that the two way traffic in Roman Way would restrict access to Maxim Road and Wolsley Close coming from Bexleyheath	173. Included in traffic management assessment
	174. Feels the forum was just 'window dressing' and had no real input to the Council	174. Crayford Forum receives funding from Council and has regular meetings, including specialist topic groups to which Council officers and members contribute. Forum ideas will continue to shape the Strategy and Action Plan projects
E15 Local resident	175. Agree High Street really needs improving	175. Noted
	176. Like to see the boarded and burnt shops restored	176. Will be incorporated in (new) development proposals
	177. More bins, better street lighting, improvements to the pavements and crossings and possibly plants	177. Action Plan includes project of environmental improvements
	178. Traffic situation really bad and shops must lose out on passing trade	178. Noted
	179. Keep the Town Hall but appreciate this will be costly	179. Retention included in marketing particulars
	180. Concerned about the proposals for the Samas Roneo site, in favour of housing rather than industrial use.	180. Samas Roneo will remain the location for industrial uses for the lifetime of the Strategy
	181. Need to improve the traffic flow down Crayford Way, a one way system from Dartford Road to Thames Road will reduce rat run effect	181. Included in traffic study
	182. Improve safety in area with more street lighting	182. Investigate as part of streetscape improvements project
	183. Concerned with levels of vandalism and youth intimidation	183. Address issues through the Youth Programme
	184. More CCTV in the area. Stop the under age drinkers buying alcohol from the shops	184. Consider CCTV under streetscape improvements

Consultee	Comment	Strategy response / action
	185. Improved sports facilities for all ie flood lit football and netball pitches	185. Noted but large-scale sports facilities are not likely to be accommodated within the town centre
	186. Favour burying the electric cables	186. Noted but deleted from proposals because of impracticality
	187. Favour bridge from the station to the centre of Crayford	187. Agreed
	188. Improve areas such as the Rough as they can be used by the community	188. Incorporated in River Cray Programme with additional funds to be sought from private developer
	189. Keep a Library in the area	189. Agreed
	190. The colours of maroon and silver are awful	190. Crayford colours were selected in partnership with the Forums Architectures Sub-Group and are dark purple and silver
E16 Local resident	191. If the electricity cables are to be buried will anything be done about the pylons in Maiden Lane? Concerns about health risks etc.	191. Proposal removed on grounds of cost and practicality
	192. Concerns about the junction of Maiden Lane and Crayford Way as constant accidents. Suggest blocking off the tunnel under the railway bridge in Maiden Lane and make it one way from the tunnel	192. Traffic circulation generally considered as part of traffic studies
	193. Do something with the disused factory in Maiden Lane but not build hundreds of residential units, the traffic is bad enough already and flats would not fit in with the area	193. Agreed – site will be retained for industrial purposes
L1 Local resident	194. Unhappy resident that does not believe the Strategy will benefit people in Crayford	194. The Strategy provides a structure for managing the process of change in Crayford for the benefit of the local community, environment and town
L2 Local resident	195. Before redevelopment address the crime, anti-social behaviour, cleanliness and graffiti.	195. Noted and will investigate under Youth Programme and streetscape projects
	196. Convert part of Town Hall to a small Police Station	196. Proposal to include Police Station on Town Hall lands or options on adjoining retail unit welcomed
	197. Cameras installed in Old Road area	197. Investigate as part of traffic studies

Consultee	Comment	Strategy response / action
L3 Local business Protosheet Engineering Ltd 73 Swaisland Drive, Crayford, Kent DA1 4HY	198. Very unhappy about cutting off road access as this will impact their business	198. Vehicular access to existing firms on Swaisland Drive will be retained as long as firms are located there.
L4 Local resident	199. Pleased with suggestions for Crayford Rough and the River Cray as natural sites	199. Noted
	200. Pleased with the idea to make a pedestrian route from the station to the town	200. Noted
	201. Open the High Street to two-way traffic and make Roman Way pedestrianised. Remove the bus lane and fewer traffic lights will be needed	201. Roman Way cannot become pedestrianised without unacceptably high disruption to traffic. Action Plan project to remove bus lane scheduled for Autumn 2005
	202. The Vickers site in Maiden Lane would be ideal for leisure facilities	202. Site to be retained for employment purposes
	203. Keep the Town Hall	203. Included as an objective
L5 Local resident	204. Put back as was ie two way traffic and remove roundabout system	204. Traffic management in the area in general is under consideration
	205. Access via Maiden Lane only to Acorn Industrial Park	205. Strategy supports the interlinkage of the industrial estates
	206. This is a country village – less concrete and more plants and trees	206. The Strategy promotes the “greening” of Crayford
L6 Local resident	207. No more retail	207. Crayford as an existing town centre can accommodate more retail development subject to traffic and environmental considerations
	208. Spend money on local environmental improvements and cleaning up	208. To be included in a Streetscape Improvement Project
L7 Local resident	209. Predominant traffic flow is east/west, not north south	209. Traffic model will determine dominant flows
	210. Need to reduce overall flow by signage	210. Noted
	211. Study boundary must be extended to Perry Street	211. Traffic studies cover a wider area

Consultee	Comment	Strategy response / action
	212. Trade of small shops apart from High Street, declined after Sainsbury's and picked up after the retail park opened	212. Noted. Principal objective of the Strategy is to use the attraction of large stores to encourage shoppers to visit the rest of the town and new retail developments must be located, defined and linked to enhance this
	213. West to east bus stops are ideal with an inconvenient one east//west on Roman Way	213. Study will examine locating bus stops
	214. Must aim to open up the river Cray between Crayford Rough and Crayford Bridge	214. Agreed and included in Strategy
	215. Re-use the Town Hall for leisure and community space	215. Town Hall will be refurbished for community and commercial uses as appropriate
	216. Prime traffic objective should be to relocate Roman Way around rear of Sainsbury's and if not, Roman Way should remain one way to reduce severance from town centre and maintain traffic capacity	216. Roman Way is not proposed to be relocated and is the object of the traffic studies
	217. Housing should be limited to two storeys	217. Height of housing will reflect its location and some areas can benefit from higher buildings, not tower blocks
	218. Youth facilities should include skate board park, ice skating, cinema, music/dance	218. Noted but unlikely that large scale leisure facilities will be accommodated or funded
L8 Local resident	219. Turn the Town Hall into a Museum.	219. Suitable uses for the Town Hall are encouraged in the Strategy and Marketing particulars
	220. Divert main Crayford Rd behind the Town Hall to link up with Roman Way and pedestrianise the Main Road	220. Proposals can only take place by private sector and not considered at this stage
	221. Use part of Town Hall similar to Hall Place and possibly a playground in front for young children	221. Need to find viable uses for Town Hall that will not benefit from subsidy playground better located towards Waterside
L9 Samas Roneo advisors CBRE CB Richard Ellis Limited, Kingsley House, Wimpole Street, London W1G 0RE	222. Object to aims for the site represented by designation of Samas Roneo for employment uses/incubator units, interlinkage and enhanced ecological value. Consultees seek a designation that is "predominantly residential" because of proximity of other residential and poor access arrangements, competing commercial schemes, unviable wholly based employment scheme	222. London Plan and UDP support for industrial/employment was reflected in Strategy. Access arrangements under investigation

Consultee	Comment	Strategy response / action
	223. Strategy fails to reflect the intentions of draft PPG3 (Housing) in relation to use of brownfield employment sites	223. Both housing and industrial land supply and demand studies will be part of the Local Development Framework at which point, only if appropriate, any alterations may be made
L10 LxB advisors Drivers Jonas 6 Grosvenor Street, London W1K 4DJ	224. Agree with expansion of Tower Retail Park which will entice regular shoppers to Crayford and raise the town's profile	224. Noted but Tower Retail Park will only be allowed to expand if links to town centre and associated benefits are provided as part of the scheme
L11 National Grid Transco advisors Malcolm Judd & Partners 70 High Street, Chislehurst, Kent BR7 5AQ	225. NGT operates a 275v overhead electricity cable and putting this underground has significant disadvantages including high cost, high repair costs and length of timeout of action, high volume of spoil during construction	225. Noted and proposal deleted
	226. Should take care in referring to health hazards	226. Noted
	227. NGT policy is to retain lines in situ but does not object to development per se.	227. Noted
L12 Freshwater advisors King Sturge 7 Stratford Place London W1C 1ST	228. Are committed to working with LXB, the new owners of the Tower Retail Park	228. Noted. Release of industrial employment land must be accompanied by allocation proposals for affected firms, new employment floor space and environmental improvements
L13 Thames Water plc, Clearwater Court, Grnd Floor East, Vastern Rd, Reading, Berks. RG1 8DB,	229. Strategy should be expanded to refer specifically to infrastructure, particularly capacity for water and sewerage, to include a section on 'Water supply and drainage'	229. Agreed
	230. Sewers in Crayford Road are at or near capacity and an impact study would be required with the developer to fund any upgrading	230. Agreed will be a requirement of development proposals
	231. It should be made clear that the developer will be required to undertake diversions and upgrades to water supply	231. Agreed to include this requirement

Consultee	Comment	Strategy response / action
	232. It should be made clear that the feasibility and desirability of using sustainable drainage systems is welcomed and of methods of water conservation	232. Agreed and included as a requirement
	233. There should be a statements that trees should not be planted nor street furniture installed on top of sewer/water pipes	233. Agreed
	234. Grease traps should be installed in all catering establishments	234. Agreed
L14 London Wildlife Trust Central Office, Ground Floor, Skyline House, 200 Union Street, London SE1 0LW	235. Welcomes the opportunity that the Crayford Strategy and Action Plan offers to co-ordinate sustainable development of the area and improvements to natural environment.	235. Noted
	236. Support key objectives to enhance the River Cray	236. Noted
L15 Robert Ingram, Chartered Surveyors, 21 Highfield Road Dartford, Kent DA1 2JS, advisors to owners of Princesses Parade, Waterside, Crayford	237. Flats at Princesses Parade provide 3 to 4 bedrooms which could be converted to provide smaller units	237. Will address in Princesses Parade improvement project
	238. Additional floors could be built on top of existing structure	238. Action Project
	239. Agree with upgrading the whole exterior of Princesses Parade	239. Noted
	240. Conversion of the rooftop area of Princesses Parade to provide a full-length rooftop restaurant/café/bar	240. Noted
	241. Because of the location of Princesses Parade overlooking the River Cray it is ideally suited for the improved housing proposals	241. Noted
L16 Local resident	242. Re-creating the Crayford Bridge heart is superb	242. Noted
	243. Traffic reduction is a must	243. Noted
	244. Yes to new well designed housing in the town centre	244. Noted

Consultee	Comment	Strategy response / action
	245. A market would add soul to the place	245. Project to attract Speciality Markets to add to the vitality and attractiveness of Crayford
	246. Good idea to use the neglected rivers as focal points in the main town centre	246. Noted
	247. More leisure facilities ie roller or ice rink but don't forget leisure facilities for the 50-65 age group	247. Noted although further views need to be sought on appropriate provision
	248. Use upper floors of the Town Hall for office space, Age Concern Bexley or other voluntary organisations	248. Town Hall refurbishment must be viable and community uses will be considered
	249. Pedestrian link from the station to town centre great idea	249. Noted
	250. Sorting out the power lines	250. Power lines will remain a constraint on certain types of development
	251. Work done to beautify the Rivers Cray and Wansunt but safeguard from flooding	251. Flood mediation is an essential element in the River Cray Programme
L17 Sainsbury's advisors White Young Green, Academy House, 36 Poland Street, London W1F 7LU	252. Want to work in partnership with Council but feel the Strategy may be too ambitious	252. The Strategy has a strong vision, realistic objectives and sets out a framework to guide a process that retains flexibility
	253. Objection to the rates proposed at Appendix 2 for additional retail floorspace	253. Deleted. Developers will be expected to make contributions to environmental and community projects commensurate with their proposals
	254. Council should review the list of projects and prioritise them to ensure they are deliverable	254. Agreed
	255. Why is there question over the Sainsbury's extension	255. Sainsbury's extension is supported provided it balances integration, linkage and enhancement of town centre
	256. Make it clear that the decline of trade for small shops in Crayford is due to consumer demand rather than Sainsbury's	256. Noted
	257. Happy to work in partnership with Council for improvements to Crayford Rough	257. Suggestion welcomed
	258. Cost of burying the high voltage electricity supply cables is totally unviable	258. Agreed and deleted

Consultee	Comment	Strategy response / action
L18 Local resident	259. Why can't the Council refurbish and maintain the Town Hall keeping it for community use and making it viable?	259. Strategy proposes this and marketing particulars aim for a viable use
	260. The pedestrian access from Sainsbury's to town centre with access to the station should provide facilities for the disabled	260. Agreed
	261. Do not want housing or new buildings to prevent the church from being seen or dwarf the Clock Tower and Town Hall	261. Views are important to help orientation and will be protected and enhanced in considering development proposals
	262. Could the David Evans Museum be restored / reinstated?	262. Museum now accommodated at Hall Place
	263. Why aubergine for brand colour, blue for the river would be more appropriate	263. Colours were agreed by Architecture Sub-Group of the Forum as dark purple and silver
L19 Greater London Authority, City Hall, The Queen's Walk, London SE1 2AA	264. The draft document does not fully comply with the adopted Bexley UDP	264. Acknowledged – development proposals will be referred to GLA as departures to UDP
	265. Number of issues that require further consideration before the document is adopted which relate to flood risk, retail, strategic employment locations and other transport issues.	265. Noted
L20 Local resident	266. Traffic problems, get rid of the bus lane	266. Bus lane removal project intended to assist traffic management scheduled to commence in Autumn 2005
	267. Town Hall is an integral part of Crayford and should not be sold off. Use ratepayers money to bring up to standard	267. The freehold will be retained by the Council
	268. The extra river crossing would prove to be a thieves paradise especially for the properties that back onto the River Cray	268. Any crossings will link into areas of high public activities and link routes that will be renovated to make them as safe as possible

Consultee	Comment	Strategy response / action
L21 Crayford Community and Business Forum	269. The front exterior to be retained in its current form for the Town Hall. Parts of the interior to be retained for community use. Part could be used as a Library, Internet café, health centre, small business centre.	269. Noted. The details of the future uses will be clarified in association with the preferred developer and community uses will be included within the Town Hall lands
	270. Against the dualling of Roman Road because passing trade will be taken away from Crayford Road, lead to traffic hold ups, divide the town, restrict access to Maxim Road and Wolsey Close	270. The effect of different degrees of pedestrianisation is the subject of part of the traffic studies
	271. Facilities for young people to include ice skating rink, outdoor drive-in cinema and internet cafes	271. Noted but large scale leisure activities are unlikely to be attracted to Crayford
	272. Encourage good eateries not cafes and fast food shops	272. Strategy supports quality restaurants
	273. An information kiosk/centre would be welcomed	273. Agreed
	274. Funding for the refurbishment of local businesses	274. Business Regeneration Manager is investigation the nature of support needed for local businesses
L22 Resident	275. Unhappy resident wants medical centre, library, secondary school, youth centre. Traffic routes in Crayford need adjustments. River Cray clean up seems to be going well. Keep up good work for the residents	275. All facilities except secondary school are proposed
L23 Environment Agency, Orchard House, Endeavour Park, London Road, Addington, West Malling, Kent ME19 5SH	276. Asks Planning Authority to carry out a flood risk assessment	276. Strategy requires developers to take flood risk into account
	277. Fisheries welcome the plans to reinstate sections of the River Wansunt	277. Noted but funding dependent on private sector
	278. Groundwater and contaminated land	278. Studies required of developers to assess ground water and land contamination issues
	279. Endorse the provision of riverside footpaths	279. Noted
	280. Biodiversity should be supported	280. Strategy endorses the aim to support biodiversity and the principles of the Council's Biodiversity Action Plan reflected also in the River Cray Programme
	281. Welcome any measures to improve water quality	281. Noted

Consultee	Comment	Strategy response / action
L24 Resident	282. Recreating the Crayford Bridge heart is superb	282. Noted
	283. Traffic reduction is a must	283. Noted
	284. New well designed housing in Town Centre will give it some soul	284. Noted
	285. Shame we cannot remove Sainsbury's	285. Sainsbury's will be encouraged to support the town centre through contributions to community and environmental project, good quality design and arrangement of new buildings/access points
	286. Like to see the market return	286. Proposed project to attract speciality markets
	287. Roller or ice rink would be great	287. Unlikely to be able to accommodate large leisure facility in town centre unless through private sector initiative
	288. Use upper floors of the Town Hall for offices etc	288. Strategy requires retention of Town Hall and future uses must be viable
	289. Sort out the power lines	289. Unlikely to relocate underground

Appendix 3: Business Improvement District

Introduction

A Business Improvement District (BID) is a legal entity that allows businesses and local authorities to work together in a partnership on local projects to improve business prosperity. Projects are decided entirely by the businesses. They can be wide ranging, such as increasing security or cleanliness of a town centre, improving public access and the street environment, activities to promote or improve an area, such as the marketing of the shops in a town centre. The important point is that these activities must be “over and above” the services the authority normally provides.

BID Area

The area that a BID covers is determined after a consultation process. All businesses in the BID area have a say in whether or not a scheme goes ahead. Once agreed, the decision is legally binding on all relevant businesses within the BID area. A BID area can comprise a mixed economy, such as Crayford Town Centre, or a specific zone such as a shopping centre or an industrial estate. All businesses in the area pay an additional tax for an additional service; it is vital for budgeting and for fairness that the area in which the BID will operate is carefully defined and agreed.

A Crayford BID could have the following boundaries:

Old Road; Crayford High Street; Waterside; Crayford Way (to Maiden Lane); Maiden Lane (south from Crayford Way); Crayford Road, west to the railway bridge following the railway to Crayford Station and including Lower Station Road; west of the Greyhound Stadium and Crayford Commercial Centre; Bourne Road Garage and Bourne Industrial Park; London Road west to Old Road.

This includes the industrial areas of Bourne Road, Crayford Commercial Centre, Crayford Industrial Estate, Acorn Industrial Estate, Maxim Road and the small estate off Crayford Road by the railway bridge and Samas Roneo. The local retail area comprises Crayford High Street, Waterside, The Parade in Crayford Way, Crayford Road and Station Road. There are also single shops at each end of Old Road and in Crayford Way. Sainsbury’s and Tower Retail Park are the focus for major retail outlets.

Voting

Voting on whether to establish a BID is by post, and is the responsibility of the local authority Electoral Registration Officer. There must be

both a majority of the businesses voting and representing more than 50% of the rateable value of those businesses that voted. This voting system, known as a “dual key mechanism”, protects the interests of both small and large businesses.

Funding

The funding usually comes from a levy raised on the local business rate, an additional sum in the region of 1 or 2% of the Business Rate. As a BID scheme is established, businesses decide on the percentage they are prepared to raise, or an alternative payment method, agree the projects they are contributing to and be involved in the administration of the BID scheme.

Voluntary Contributions

As well as the fee that business ratepayers pay the legislation allows voluntary contributions to be made by the local authority, property owners, landlords and other organisations. This allows additional financial flexibility and opportunities for partnership with other interests in the local area.

How much could be raised?

The Business Rate Value of all businesses in

Crayford is around £12 million. A 1% levy would therefore provide an income of £120,000 per annum, or £600,000 over the five-year life of the BID. With other contributions, this income could have considerable impact on the Crayford BID area.

It is possible to set the rules of a BID to exclude businesses in defined categories or size. (e.g. having a rateable value of less than £5,000 pa). If only specific areas or activities or those of a certain size wish to participate, the levy income would be lower, as illustrated in the table below.

Rateable Value	No. Businesses
<£5K	81
£5K - £10K	118
£10K - £25K	81
£25K - £50K	44
£50K - £100K	24
£100K - £200K	15
£200K - £500K	7
£500K - £1M	2
£1M +	1
Total	373

How is the fee collected?

If the BID rules decide that the fee be collected as a proportion of the Business Rate, the agreed BID fee is collected by the local billing authority and paid in to a separate BID account set up by the local authority participating in the BID. This

must be held separately from the other finances of the authority and used only for the implementation of the agreed BID proposals.

After a maximum of five years the BID arrangements may be reviewed or revised. The renewal or revision must be subject to a vote in the same manner as the initial vote.

Experience from Pilot BIDS

The Government and London Development Agency (LDA) have supported a number of pilot initiatives. 15 BIDs have voted, with 11 voting in favour

London BID's	Voting Outcome
Holborn	82% in favour
Heart of London	71% in favour
Better Bankside	75% in favour
Circle Waterloo	To be held at end of 2005
Kingston First	66% in favour
New West End	61% in favour
Paddington BID	87% in favour

What can a BID achieve?

The local authority will continue to deliver the services it normally provides, with the BID management team paying for or contributing towards the costs of additional facilities and

services. This can range from physical improvements, the maintenance or enhancement of existing schemes (e.g. open spaces, landscaping, street signage) to the marketing and promotion of the businesses in the BID area. These typically include:

- **Clean and Safe.** An untidy, dirty environment and a fear of crime can alienate visitors, workers and investors from an area. Many voluntary BID schemes focus their initial efforts on making such improvements.
- **Events.** Events and entertainment can raise the profile of an area and provide reasons to visit or stay longer.
- **Transport and Accessibility.** Accessibility is often a key issue for businesses. Where a BID wishes to focus on transport it must liaise with the local authority at an early stage to be sure that the BID's plans do not conflict with other transport or planning policies.
- **Inward Investment and Development.** Attracting new businesses and raising the profile of an area can be a key business objective. This can be done by working with property and retail agents to promote the area, and raising awareness by identifying appropriate sites and marketing the infrastructure, workforce and environment of

the locality to attract investment.

- **Marketing.** Towns can benefit from increased footfall which results from marketing campaigns. Leaflets drawing attention to a local area and the facilities that are available can serve to raise an area's profile and attract additional customers.

The BID project plan would set out the visions of all stakeholders. It would define "Baseline services" that the local authority and other public bodies are already providing and establish a service level agreement. This is necessary to give businesses confidence to invest in a BID. For example, if a BID is focussing on improving security in its area by introducing security guards or CCTV, the partnership must be assured that current policing levels will be kept at the same level or better. Similarly, if they are aiming to increase the cleanliness of an area then they must be convinced that the local authority will maintain or enhance the cleansing services they are currently providing.

Crayford Partnership

The Crayford Partnership (formed from the Crayford Crime Prevention Partnership) comprises representatives of traders in the town centre, predominantly the shops, retail and non-retail (large and small), the Metropolitan Police and the Council. The Partnership addresses

issues of security, crime prevention, Christmas lights, plus other issues that are brought to its attention. It has two representatives on the Crayford Community and Business Forum.

Timescale and Steps

The following shows the steps necessary to create a BID.

Step One: Begin to form a partnership possibly based on the Crayford Community and Business Forum and the Crayford Partnership. Meet with key stakeholders in the local area: the local authority; businesses; property owners; residents and the voluntary sector; and discuss possible improvements. Set up Steering Group.

Step Two: Stakeholders interested in forming a BID discuss the issues and decide whether a BID would be feasible in their area.

Step Three: Initial plans discussed widely in the proposed BID area to establish views and support.

Step Four: Forming the BID Board. Produce a Business Plan and BID proposal to be voted on.

Step Five: Drawing up the BID proposal. This is the most important part of the BID preparation and depending on the size of a BID could take many months of detailed work.

Step Six: Consulting on the BID proposal and securing support from key businesses in the area.

Step Seven: Put the BID proposal to a vote.

Step Eight: Should the BID vote be successful, the BID can commence from the date stated in the BID Business Plan.

Appendix 4: River Cray programme: issues and projects

Surveys of wildlife, public access and environmental quality, primarily by Groundwork Trust, Kent Wildlife Trust and the River Keepers have identified several issues in Crayford as listed in the table below.

Principal Issues	Response and Projects
(1) Invasive species present on river banks, particularly Himalayan Balsam, Giant Hogweed and Japanese Knotweed on banks of Acorn and Samas Roneo industrial estates	Species Removal Programme Summer 2005 with owners consent, funded entirely by ODPM.
(2) Water vole habitat suitable in parts but voles are absent	Investigate better habitat management
(3) Canalised river sections in town centre create poor nature conservation areas and reduced control of flow	Explore possibility of creating more natural riverbed and bank with support of Environment Agency and owners/developers
(4) Rats in Waterside	Investigate control through traps, litter collection, habitat management
(5) Silting at bridges	
(6) Piled riverbank in industrial areas and land below water level	Flood control measures will be addressed in redevelopment proposals
(7) Poor quality or absence of riverside footpaths. Vandalism and graffiti	Proposals to enhance existing footpaths subject to maintenance considerations and to create others in partnership with landowners.

Principal Issues	Response and Projects
(8) Valuable habitats and species in Crayford Rough and Barnes Cray Pastures	Negotiate with landowners to allow access for surveys, secure long term management plan, projects and agreements
(9) Fly tipping along river courses, riverbanks and Crayford Rough	River keeper volunteers remove rubbish regularly. Work with police. Install barrier gates where necessary
(10) Dog mess	Increase awareness through local publicity to use dog litter bin
(11) Poor access to Crayford Rough	Investigate formalising the route along the northern side of the railway line by working with landowners and securing funding
(12) Access to river bank from adjoining uses	Access to be opened up as part of on-going negotiations with developers eg Maxim Road, Freshwater, BT Island. Consider location of new footbridge

Code	Project Description	Funding
------	---------------------	---------

BIODIVERSITY		
--------------	--	--

B1	Ecological Surveys	
	<ul style="list-style-type: none"> ▪ Surveys for specific sites and corridor-wide: <ul style="list-style-type: none"> - Water Vole survey along entire river corridor - Flora and Fauna survey at Crayford Rough - Flora and Fauna survey at Barnes Cray Pastures - Flora and Fauna survey at Hall Place - Invertebrate survey at Crayford Rough - Riverine Bird survey - Secure funding for ongoing survey as part of the evaluation and monitoring 	ODPM

B2	Habitat Management Plans	
	<ul style="list-style-type: none"> ▪ Produce management plan for Crayford Rough ▪ Produce management plan for Barnes Cray Pastures 	ODPM

B3	Habitat Creation and Enhancement	
	<ul style="list-style-type: none"> ▪ Habitat improvement and creation that enhances biodiversity and also assists in flood alleviation ▪ Undertake negotiations with landowner of Barnes Cray Pasture ▪ Undertake negotiations with landowner of Crayford Rough ▪ Wetland creation, flood-plain wet woodland planting, off-line pools, reedbeds at Crayford Rough ▪ Wetland creation, flood-plain wet woodland planting, off-line pools, reedbeds at Barnes Cray Pastures ▪ Black Poplar plantings ▪ Review performance of existing flow deflectors and install new flow deflectors at various locations ▪ Regular water quality testing through River Warden Programme 	ODPM ALSF

Code	Project Description	Funding
------	---------------------	---------

B4	Control of Invasive Species	
	<ul style="list-style-type: none"> ▪ Removal of invasive species along river corridor and seek funding for removal along tributaries to reduce risk of re-invasion: <ul style="list-style-type: none"> - Himalayan Balsam - Japanese Knotweed - Giant Hogweed ▪ Control programme repeated annually for 5 years ▪ Secure funding for ongoing action and include in management plans 	ODPM ALSF

B5	Corridor-wide Poplar/Willow Arboretum	
	<ul style="list-style-type: none"> ▪ Establish a planting strategy of poplar and willow species to create a trail along river linked to public art and interpretation <ul style="list-style-type: none"> - Commission and oversee design 1 - Establish maintenance arrangements for trees and hardworks - Consider an "Adopt a Tree" plan 	ODPM Big Lottery EPF Sponsorship

B6	River Restoration and Naturalisation	
	<ul style="list-style-type: none"> ▪ Riverbank naturalisation feasibility study by structural engineer ▪ Investigate opportunities to naturalise River Cray and River Wansunt 	ODPM EA ALSF

ACCESS AND INTERPRETATION		
---------------------------	--	--

Footpath improvements		
------------------------------	--	--

	<ul style="list-style-type: none"> ▪ Footpath surface improvements subject to specification and maintenance arrangement 	ODPM
--	--	------

Code	Project Description	Funding
A2	<ul style="list-style-type: none"> ▪ Gateway Project ▪ Provide feature gateways at Waterside Gardens, Crayford Way, Maiden Lane and Crayford Rough (Gateways can include entrance archways, art work, brick pillars, paving and signage) ▪ Consider improved lighting for alleyways 	ODPM Business Sponsor Charitable Trusts UK - Gate it
A3	<ul style="list-style-type: none"> ▪ Riverside Access Feasibility Study ▪ Investigate permissive access or public rights of way along the riverside, create a continuous waterside route together with infrastructure such as bridges, street furniture, new signage 	ODPM Landowners for implementation and maintenance
A4	River Navigability and Recreational Usage Study <ul style="list-style-type: none"> ▪ Two-stage study: <ol style="list-style-type: none"> 1 Overview of physical and legal potential for use of the water eg for punting or canoeing and angling rights. 2 Suggestions for works to achieve this eg sites for (fishing) platforms etc. 	ODPM
A5	Build New Footpaths, Bridge, Seating Areas, Picnic Areas and Fishing Platforms, Boundary Fence improvements <ul style="list-style-type: none"> ▪ Private development site 	ODPM 106 Private sector
A6	Signage <ul style="list-style-type: none"> ▪ Cray Riverway timber waymarkers, fingerposts etc 	

Code	Project Description	Funding
A7	<ul style="list-style-type: none"> ▪ Interpretation ▪ Site specific panels with generic River Cray information at Waterside Gardens ▪ River Cray leaflet updated 	ODPM Business Sponsor
A8	<ul style="list-style-type: none"> ▪ Public Art Linear Project ▪ Involve local community and link with Crayford Identity Study for art to be installed at appropriate locations ▪ Link the art project to the Willow/Poplar Arboretum eg willow sculpture along the route and art and craft work projects for willow weaving etc ▪ Fundraising with the private sector to adopt a sculpture or piece of art, to secure funding 	Charitable Trusts Business Sponsor Private Developers
FLOOD ALLEVIATION		
F3	London Road <ul style="list-style-type: none"> ▪ Progress the flood relief scheme at London Road Crayford 	ODPM
F5	Removal of culverts <ul style="list-style-type: none"> ▪ Identify locations and design solutions that are more sustainable and will help in flood alleviation, including softer edges and reed beds 	ODPM
F6	<ul style="list-style-type: none"> ▪ De-silting ▪ At various locations 	ODPM
F7	Naturalisation of River Wansunt way <ul style="list-style-type: none"> ▪ Identify opportunities for opening up the culvert and providing soft edged solutions to improve flood storage 	ODPM

Code	Project Description	Funding
LINKED PROJECTS		
	<ul style="list-style-type: none"> ▪ Reedbed creation and off-line pools ▪ Green roof and biodiversity design of new buildings or refurbished buildings 	
EDUCATION		
Ed1	Work with Local Schools to Create Curriculum-based Materials	
	<ul style="list-style-type: none"> ▪ Resource Pack focussing on biodiversity, envirocrime and flood issues that includes: <ul style="list-style-type: none"> - Fieldwork skills and survey techniques - Worksheets - Training days for teachers - Publication of resource pack ▪ Art Projects (Artwork to form part of gateway project, willow sculptures and corridor-wide public art project) ▪ Primary Schools Practical Projects: <ul style="list-style-type: none"> - Mini-beast hunts - Pond dipping ▪ Develop ongoing schools Education programme 	ODPM
Ed2	Lifelong Learning Programme	
	<ul style="list-style-type: none"> ▪ Intergenerational project: Engaging with the elder members of the community by input to other programmes and organising training and educational events on biodiversity and management issues 	ODPM
Ed3	Youth Engagement	
	<ul style="list-style-type: none"> ▪ Young River Keepers Scheme ▪ Motorcycle project ▪ Young Anglers Project 	Big Lottery YPF

Code	Project Description	Funding
ENVIROCRIME		
En1	River Keeper Scheme	
	<ul style="list-style-type: none"> ▪ Clean up events ▪ Employment of River Keeper; volunteer programme, envirocrime reporting, links to Education Programme 	ODPM Fundraising
En2	Envirocrime Reporting	
	<ul style="list-style-type: none"> ▪ Co-ordination with Police (reporting and publicity) ▪ Preparation of local information for inclusion on boards and in leaflets for how and where to report specific types of fly-tipping or vandalism 	ODPM
COMMUNITY ENGAGEMENT		
C1	Community Consultation	
	<ul style="list-style-type: none"> ▪ Community consultation will be planned to meet the needs of other project proposals in a community participation plan 	ODPM
C2	“Friends of” Groups	
	<ul style="list-style-type: none"> ▪ Identify appropriate project or area and initiate 2 “Friends Of” groups 	ODPM
C3	Newsletter Project	
	<ul style="list-style-type: none"> ▪ Bi-annual newsletter, involving local community in writing and illustrations 	Business Sponsor Charity Trusts
C5	Walk and Talk Events	
	<ul style="list-style-type: none"> ▪ Organise annual programme of walks, guided tours, workdays and cleanups, healthy walks initiative, green gyms, summer walk and talk event 	ODPM Big Lottery WPF

Code	Project Description	Funding
------	---------------------	---------

C6	▪ Volunteer Recruitment	
	▪ Recruit volunteers for clean-up and ongoing management and maintenanc	ODPM

SITE SPECIFIC PROJECTS		
------------------------	--	--

S2	▪ Crayford Rough	
	▪ Environmental upgrading with appropriate public access, habitat enhancement and contribution to flood mediation, inclusion of town centre gateway feature Management Plan and funding	ODPM S106
	▪ Ecological Surveys:	
	- Invertebrate	
	- Water Vole	
	- Flora and Fauna surveys	
	▪ Negotiate access arrangement for riverside walkway consistent with Crayford Strategy	
	▪ Navigability and water based recreation study - potential site for fishing platforms	
	▪ Habitat Enhancement:	
	- Wetland oriented habitat enhancement to aid flood alleviation including off-line pools, reed beds, woodland management, including some coppicing of willow, woodland screen planting of adjacent industrial areas, removal of invasive species	
▪ Signage and Interpretation:		
- Timber waymarkers, site specific interpretation panels, lighting, linear park public art project, possible educational area of poplar/willow arboretum, possible exercise area for healthy living eg green gym, assess boundaries for visual enhancement		

Code	Project Description	Funding
------	---------------------	---------

	▪ Flood Alleviation:	
	- Investigate works to small weir and overall assessment for better water storage capacity through habitat creation and enhancement	
	- Work with adjacent local businesses, landowners and Crayford Forum	

S3	▪ BT Island (Crayford Bridge Park)	
	▪ Investigate creation of public space on north side of river, with public access, habitat enhancement and seating and sculpture	ODPM S106
	▪ River Naturalisation Feasibility Study by Structural Engineer	
	▪ Ecological Surveys, Invertebrate, Water Vole, Flora and Fauna	

Appendix 5: Traffic Studies

There are a number of sites in Crayford with the potential for re-development. The traffic generation associated with these sites will put pressure on the Crayford traffic network. Jacobs Babbie have tested the impact of future traffic growth on the Crayford network under four options. The results are summarised below.

A: Do nothing

This option involves no improvements to the highway other than the improvements at Crayford Bridge junction scheduled to take place in 2005/06. If all the potential sites are re-developed, the traffic flow will increase by 35% across the Crayford network. The first priority of any signalling strategy would be to allow the traffic to flow freely around the one-way system. However, queuing on the approaches to the one-way system will increase in both size and duration. Significant queuing will occur on London Road, Crayford Road, Crayford High Street, Crayford Way and Stadium Way.

B: Widening London Road between Roman Way and Crayford Bridge

This option involves the addition of an extra lane of 20m at the eastern end of London Road at the approach to the junction with Crayford Road, Crayford High Street and Crayford Way.

The introduction of these changes will increase the stacking capacity of London Road at the junction and produce minor reductions in queue lengths on London Road and Crayford High Street. However there will still be constant queuing at London Road, Crayford High Street and Stadium Way.

C: Partial two-way working in Roman Way

This option involves the introduction of two-way working in Roman Way between Stadium Way and Crayford Road. The scheme would result in a major reduction in queuing and delay for traffic leaving Sainsbury's and other potential development sites on Stadium Way, especially in the direction of Dartford. The queues on London Road and Crayford High Street would be reduced significantly. Traffic leaving Sainsburys and other potential development sites in Stadium Way in the

direction of Dartford would be spared the journey round the one-way system, missing out two signalised junctions.

D: Full two-way working in Roman Way

This option involves the introduction of two-way working over the full length of Roman Way. The scheme would produce the greatest overall improvement to traffic flow through the three key junctions that currently make up the one-way system. There would be a significant reduction in queue length in London Road traffic since traffic could avoid the gyratory one-way system. There would also be an improvement in the reliability of bus routes through Crayford town centre.

Table 1 below shows the length of queues at key junctions on the network. Queue length can be used as a measure of total delay on the network.

Table 1 Queue length at key junctions

Entry Approach Location	Option A	Option B	Option C	Option D
	Number of vehicle in queue			
London Road	369	255	164	0
Crayford High Street	238	217	133	115
Crayford Way	28	38	0	84
Stadium Way	415	408	0	1
Crayford Road	86	71	292	235
Station Road	0	1	104	17
Total Vehicles	1136	990	693	452

Appendix 6: Action Plan Timescale

This table summarises how each of the projects in section 8 address the objectives and when they will be commenced

Immediate	Ongoing or within a year from July 2005
Short	Within 3 years
Medium	in 3-5 years time
Long	in 5-10 years time or over the lifespan of the strategy

As the Strategy is monitored and reviewed, and in the light of market change and funding opportunities, these timescales may alter.

Development proposal/ project/initiative	Term	Primary objectives
1. Acorn Industrial Estate	Short	<ul style="list-style-type: none"> ▪ Local employment and business
2. BT Island and Crayford Bridge Park	Short	<ul style="list-style-type: none"> ▪ Identity ▪ Roman Way ▪ Pedestrian network ▪ Town centre viability ▪ Housing ▪ Water and River Cray
3. BT West	Immediate	<ul style="list-style-type: none"> ▪ Local employment and business
4. Electrobase lands	Short	<ul style="list-style-type: none"> ▪ Housing ▪ Water and River Cray ▪ Pedestrian network
5. Freshwater Crayford Industrial Estate	Short	<ul style="list-style-type: none"> ▪ Identity ▪ Pedestrian network ▪ Local employment and business ▪ Town centre viability ▪ Public transport ▪ Water and River Cray
6. Homebase	Short	<ul style="list-style-type: none"> ▪ Identity ▪ Pedestrian network ▪ Town centre viability
7. Ladbrokes Stadium	Medium	<ul style="list-style-type: none"> ▪ Identity ▪ Community and civic facilities ▪ Pedestrian network
8. London Road	Immediate	<ul style="list-style-type: none"> ▪ Identity ▪ Housing

Development proposal/ project/initiative	Term	Primary objectives	Development proposal/ project/initiative	Term	Primary objectives
9. Maxim Road South/Tanners	Short	<ul style="list-style-type: none"> ▪ Identity ▪ Housing ▪ Water and River Cray ▪ Community and Civic ▪ Roman Way 	16. Crayford Road – Streetscape and shop fronts	Short	<ul style="list-style-type: none"> ▪ Identity ▪ Pedestrian network ▪ Town centre viability
10. Sainsbury's	Immediate	<ul style="list-style-type: none"> ▪ Identity ▪ Town centre viability ▪ Roman Way ▪ Pedestrian network ▪ Public transport ▪ Water and River Cray 	17. Crayford Rough	Short	<ul style="list-style-type: none"> ▪ Identity ▪ Water and River Cray
11. Samas Roneo	Short	<ul style="list-style-type: none"> ▪ Identity ▪ Pedestrian network ▪ Community and civic facilities ▪ Local employment and business 	18. Gateways	Short	<ul style="list-style-type: none"> ▪ Identity
12. Swaislands Triangle	Medium	<ul style="list-style-type: none"> ▪ Image and identity ▪ PedestriannNetwork ▪ Public transport ▪ Town centre viability 	19. High Street – Streetscape and shop fronts	Short	<ul style="list-style-type: none"> ▪ Identity ▪ Town centre viability
13. Tower Retail Park	Short	<ul style="list-style-type: none"> ▪ Identity ▪ Pedestrian network ▪ Public transport ▪ Town centre viability 	20. Pedestrian Network	Short	<ul style="list-style-type: none"> ▪ Identity ▪ Pedestrian network ▪ Water and River Cray ▪ Public transport
14. Town Hall Lands/Library/Health Centre/Town Hall	Short	<ul style="list-style-type: none"> ▪ Community and civic facilities ▪ Identity ▪ Pedestrian network ▪ Housing 	21. Princesses Parade	Medium	<ul style="list-style-type: none"> ▪ Housing ▪ Identity ▪ Town centre viability
15. Bus Stop Area	Short	<ul style="list-style-type: none"> ▪ Public Transport 	22. Public Art and Water Features	Short	<ul style="list-style-type: none"> ▪ Identity
			23. River Cray Programme	Immediate	<ul style="list-style-type: none"> ▪ Identity ▪ Water and River Cray ▪ Pedestrian network
			24. Roman Way	Short/Medium	<ul style="list-style-type: none"> ▪ Roman Way ▪ Town centre viability
			25. Station Access and Bridge	Short	<ul style="list-style-type: none"> ▪ Public transport ▪ Pedestrian network

Development proposal/ project/initiative	Term	Primary objectives	Development proposal/ project/initiative	Term	Primary objectives
26. Waterside – Streetscape and shopfronts	Short	<ul style="list-style-type: none"> ▪ Identity ▪ Town centre viability 	36. Floral Displays	Immediate	<ul style="list-style-type: none"> ▪ Identity ▪ Town centre viability
27. Business Directory	Immediate	<ul style="list-style-type: none"> ▪ Identity ▪ Town centre viability ▪ Local employment and business 	37. “Green Grants” for business	Immediate	<ul style="list-style-type: none"> ▪ Town centre viability ▪ Local employment and business
28. Business Regeneration Officer	Immediate	<ul style="list-style-type: none"> ▪ Town centre viability ▪ Local employment and business 	38. Barnes Cray Conservation Area	Short	<ul style="list-style-type: none"> ▪ Identity ▪ Community and civic facilities
29. Centre for Creative Industries	Medium/Long	<ul style="list-style-type: none"> ▪ Identity ▪ Town centre viability ▪ Local employment and business ▪ Community & Civic facilities 	39. Local Information Kiosk	Short	<ul style="list-style-type: none"> ▪ Identity ▪ Town centre viability
30. Community Events	Immediate	<ul style="list-style-type: none"> ▪ Identity ▪ Community & civic facilities 	40. Local Museum	Medium	<ul style="list-style-type: none"> ▪ Identity ▪ Community and civic facilities
31. Community Newsletter	Immediate	<ul style="list-style-type: none"> ▪ Identity 	41. Mystery Shopper Surveys	Immediate	<ul style="list-style-type: none"> ▪ Town centre viability
32. Community Worker	Immediate	<ul style="list-style-type: none"> ▪ Identity ▪ Community and civic facilities 	42. Post Boxes	Immediate	<ul style="list-style-type: none"> ▪ Community and civic facilities ▪ Local employment and business
33. Crayford Forum	Immediate	<ul style="list-style-type: none"> ▪ Identity ▪ Community and civic facilities 	43. Security and Safety Audit	Short	<ul style="list-style-type: none"> ▪ Town centre viability ▪ Local employment and business
34. Design Guidance: Image and Identity	Immediate	<ul style="list-style-type: none"> ▪ Identity ▪ Town centre viability ▪ Pedestrian network 	44. Signs and Signage	Immediate	<ul style="list-style-type: none"> ▪ Identity ▪ Town centre viability
35. Flood Mediation and Infrastructure Studies	Immediate	<ul style="list-style-type: none"> ▪ Housing ▪ Town centre viability ▪ Local employment and business ▪ Water and River Cray 	45. Specialist Markets	Immediate	<ul style="list-style-type: none"> ▪ Identity ▪ Town centre viability
			46. Town Centre Management	Immediate	<ul style="list-style-type: none"> ▪ Identity ▪ Town centre viability
			47. Town Trail	Short	<ul style="list-style-type: none"> ▪ Identity

Development proposal/ project/initiative	Term	Primary objectives
48. Traffic Studies	Immediate	<ul style="list-style-type: none">▪ Roman Way▪ Town centre viability▪ Pedestrian network▪ Public transport▪ Local employment and business▪ Housing
49. Youth Culture Centre	Medium	<ul style="list-style-type: none">▪ Community and civic facilities
50. Youth Programme	Short/Medium	<ul style="list-style-type: none">▪ Community and civic facilities

Appendix 7: Contact details

Bexley Council Tel. 020 8303 7777
web site www.bexley.gov.uk

Council Officer Title	Name	Extension
Assistant Director, Strategic Planning and Regeneration	Chris Donovan	4775
Head of Strategic Policy & Regeneration	Glyn Bryant	4776
Team Leader, Crayford Strategy & Action Plan	Lois Bowser	4780
Business Regeneration Officer	David Eyre	4730
Head of Development Control	Sue Clark	4761
Team Leader, Development Control	Ken Stone	4772
Development Control Officer (Crayford)	Mark Watling	4771
River Cray Environmental Project Officer	Laurence Pinturault	4796
Parks Conservation and Community Officer	Mark Taylor	3587
Senior Architect	Mike Apted	2953
Head of Transportation	Richard Hawkins	5900
Traffic Policy	Stephen Burke	4791
Transportation Projects	Spencer Palmer	4858
Access and Parking	Alan Hobbs	4805
Team leader, Built Conservation and Archaeology	Martyn Nicholls	4785

Council Officer Title	Name	Extension
Head of Property Services	Suzanne Jackson	2366
Senior Valuer, Town Hall Lands	Andrew Martin	2316
Head of Housing Services	Peter Brewer	2495
Housing Projects Officer	Lynn Everett	2492
Principal Environmental Health Officer	Phil Williams	5144
Environmental Health Officer (Housing)	Kevin Murphy	5123
Programme Manager (Areas of Opportunity)	Steve Burgess	2802
Neighbourhood Worker (Crayford)	Tony Farmer	2448
Head of Economic Development	Graham Hammond	4720
Principal Economic Development Officer	Tim Walby	4723
Head of Culture and Leisure	Toni Ainge	2910
Culture and Marketing Manager	Saskia Delman	2991
Head of Building Services	Adrian Cole	4802
Highways and Amenities Officer	Graham Moore	3650
Access Officer	Mike Baker	4818
Head of Community Safety	Glynis Rogers	2034

Bexley Council contacts on external telephone numbers

Title	Name	Telephone no.
Crime and Safety Co-ordinator	Aysev Ismail	020 8284 5509
Town Centres Manager	David Palmer-Barnes	020 8301 5210

Other organisations

Organisation	Telephone no.
Civic Trust Regeneration Unit	020 7539 7900
Environment Agency	0870 8506506 / 01732 875587
Greater London Authority	020 7983 4000
Greenspace Information for Greater London (GIGL ecological database)	020 7803 4278
London Conservation Services	020 7928 9142
London Development Agency	020 7954 4090
London Wildlife Trust	02 07803 4286
Network Rail	020 7922 2230
Thames Water Utilities	020 7713 3877