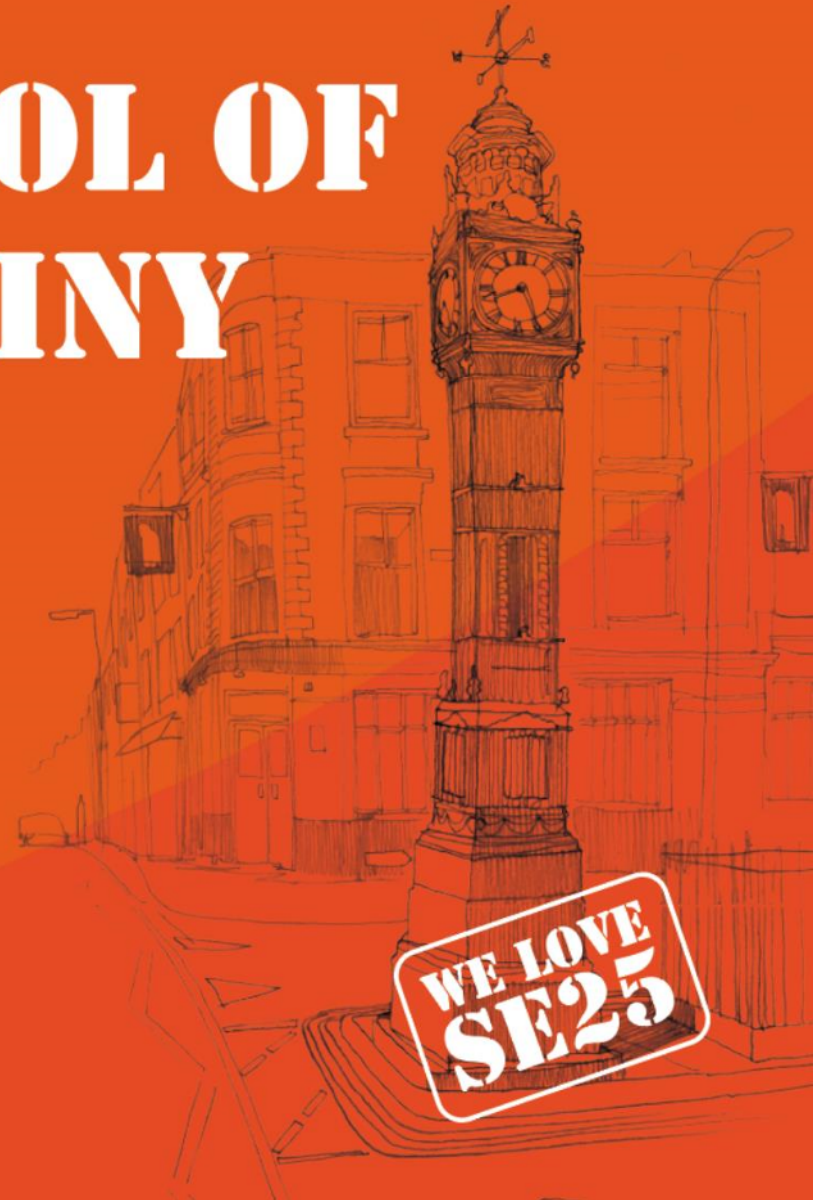


TAKING CONTROL OF OUR OWN DESTINY

South Norwood's Community Economic Development Plan

May 2017



1	Introduction	We Love SE25 South Norwood's CED Plan Overview	
2	The Current Situation in South Norwood	Overview Statistics The Focus SE25 Survey Report 2015 The view from Croydon Council Businesses in SE25 What's changing in South Norwood	
3	Engaging with the people and businesses in South Norwood – Our We Love SE25 consultation	Overview Our Working Group Working Group Workshops We Love SE25 Community Consultation Report We Love SE25 Business Consultation Report	
4	What South Norwood Needs	Developing a New organisation to Deliver Change "We Love SE25"	Project 1 – Formally establishing We Love SE25
		Reconnecting Our Community with Our Local Businesses	Project 2 – Celebrating and promoting SE25 Project 3 – Community and Business Loyalty Alliance
		Strengthening Our Community through Learning, Working and Playing	Project 4 – Creating a network of affordable, accessible spaces
		Bringing Empty Property Back in Use through Community Ownership or Management	Project 5 – Building a Community Owned Property Portfolio
		Increasing local employment, business ownership and successful business in SE25	Project 6 – Supporting and Promoting the Clock Tower Market Project 7 – Promoting SE25 as a Centre for Arts and Creativity Project 8 – Establishing an SE25 Business Improvement and Development Programme – supporting new and existing businesses
		Re-creating a Pleasant Modern Market Town Environment – encouraging locals and visitors to spend time and money in SE25	Project 9 – A Cleaner, Greener, Vibrant SE25 – Community Initiatives to Improve Our High Streets and Public Spaces
		Involving the Whole Community in Our Community	Projects 1-9 – Creating projects that celebrate and enhance our multicultural community across all generations
5	Next Steps – Resources Needed	Time and Money	

1. Introduction

We want to make sure that what we do has an impact so we are aiming for outcomes that are based on what people have told us they are enthusiastic or concerned about and want to work towards in the local area. We have identified 7 key 'Outcomes' we believe that South Norwood requires to help it regenerate itself. These cover social, economic and environmental issues.

Proposed Outcomes	Social	Economic	Environmental
Developing We Love SE25 to Deliver Change			
Reconnecting Our Community with Our Local Businesses			
Strengthening Our Community through Learning, Working and Playing			
Bringing Empty Property Back in Use through Community Ownership or Management			
Increasing local employment, business ownership and successful business in SE25			
Environmental Re-creating a Pleasant Modern Market Town Environment – encouraging locals and visitors to spend time and money in SE25			
Involving the Whole Community in 'Our Community'			

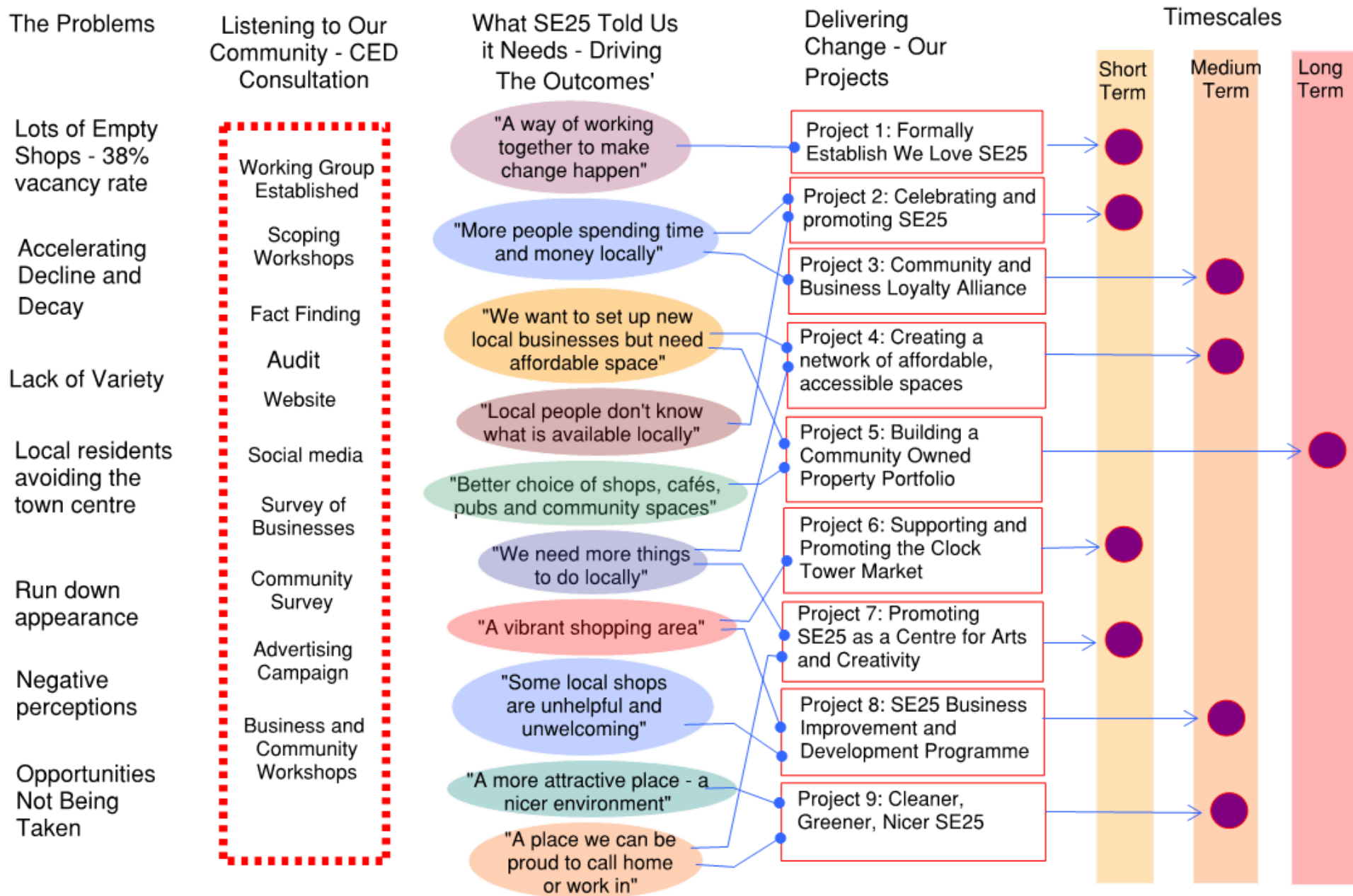
People for Portland Road applied for a grant to involve everyone in coming up with a plan to benefit people and businesses in the SE25 area. We have looked at problems, spoken to people and businesses about what they think and collected information about what is going on in SE25. What we have come up with is summarised below. Through a series of clear aims and delivery projects we will continue to work to achieve the outcomes that people want to see, and we plan to involve as many people as possible in doing this.

We hope you will join us.

Cllr Paul Scott

Chair, People for Portland Road (PPR)

For further information on We Love SE25 including reports, consultation information and images please see our website www.welovese25.com



We Love SE25 - South Norwood's CED Plan Overview

2. The Current Situation in South Norwood

Overview

South Norwood is a small town within the London Borough of Croydon, in South London. It started to develop in the early part of the 19th century with the coming of the Croydon Canal at the point where it was crossed by an ancient trackway that had once passed through The Great North Wood. It developed rapidly once the canal was replaced by the railway, served by what became Norwood Junction Station. Despite some early attempts to develop the area as a well healed suburb, it established itself as a hard working town based initially on market gardening and brickworks. Light engineering became an important industry in the area especially once self-made entrepreneur and inventor William Stanley moved here. It was also a thriving market town which developed along two high streets crossing each other at right angles – Portland Road and The High Street.

The town still retains much of its Victorian and Edwardian heritage, with a conservation area and a number of ‘local heritage areas’. It has good transport links with rail links to London Bridge and Victoria, the Overground line and trams into Croydon. It is a great place to live with one of its greatest selling points being the large parks that surround it. Most residents are positive about the area.

Unfortunately though the centre of South Norwood, and especially our two high streets, have been in decline for many years. Many of the shops have closed, with lots poorly converted into flats, the small businesses have been redeveloped, the last brickworks closed in the 1960s, and the area has a sad and run down feel about it.

Conversely though, South Norwood (SE25) has huge potential. It has a young, dynamic population from very diverse backgrounds, and an established older population who are very keen to see the area restored to the vibrant town it used to be. There are strong feelings against the area being gentrified and the current residents being forced out. But equally there is a recognition generally that some things need to change to breathe life back into the town.

Statistics

Statistics from the last census in 2011 show that the three wards of the SE25 area – Woodside, Selhurst and South Norwood show some marked contrasts in terms of population, levels of education and skills and provision of green spaces and businesses.

All wards have high proportions of non-white people with black and British black people highly represented. The area also benefits from a population that is relatively youthful with a smaller over 65 population than London as a whole.

Of the wards, South Norwood is the most prosperous and people there have higher levels of skills and education attainment than in Woodside and Selhurst where skills levels are much lower than average figures nationally. These two wards also have less access to open space than South Norwood though all the wards have much less access to open space than the population in England and Wales.

The retail and wholesale sector and employment within it, has suffered from closures, though numbers of small and micro enterprises and self-employment in the area are relatively high compared with London. Full time employment of people in the area is less than the average for London and part time working is more the norm. Everyone in the area is more dependent on public transport to get to work than people in London as a whole.

The Focus SE25 2015 Survey

In 2015 PPR set up a group to look at how we could improve the local area. It was called Focus SE25. It carried out a very informative survey that was part of the inspiration for applying for the CED programme.

The survey got a good response from residents:

- 400 people replied to the survey
- 386 of them lived in South Norwood
- 1/3 had lived here for less than 2 years
- 1/3 had lived here for 16 years or more
- 46% were from households with children

We asked them why they lived in South Norwood?

- 25% Affordability of homes
- 25% Transport Links
- 15% The green, open spaces

We asked them what they thought about South Norwood as a place to live in?

- 72% positive (3+ from 1 to 5)
- 31% really positive or very positive (4 or 5)
- Only 5% very negative (1)

What people told us:

"I would like to see South Norwood High Street back how it was a good few years ago when you could walk up and down and actually have decent shops to buy the things you want."

"Better street cleaning, regeneration, better shops, demolition of the old pub, the building of a brand new leisure centre as opposed to a cheap refurbishment"

"Community spirit. History"

We asked how often they go out in South Norwood?

- 65% enjoy our local parks and open spaces
- 58% take part at least occasionally in community events, groups, clubs
- 57% socialise with friends locally, but only 24% regularly and 43% never!
- 52% use the Leisure Centre but 48% never use it!
- 20% never go to the High Street and 39% only go occasionally

We asked how often do they use the businesses in South Norwood?

- Cafes –13% regularly, 51% never
- Hairdressers –30% do, 70% don't
- Pubs and Bars –13% regularly, 52% never
- Restaurants –10% regularly, 50% never
- Takeaways –31% regularly, 25% never
- The Library –52% never go there

We asked which Shops they visited in South Norwood?

- 84% - Newsagents
- 81% - DIY
- 46% - Gifts and Cards
- 40% - Charity

We asked why don't they use the local shops more often?

- 25% - Quality of good/services
- 16% - Unwelcoming
- 11% - Parking
- 10% - Don't feel safe in surrounding area

We asked what problems particularly affect South Norwood?

- 14% - Litter/fly tipping
- 14% - Not enough choice of shops
- 13% - Closed shops
- 9% - Antisocial behaviour
- 9% - Shops converted to flats

"Nice pubs and cafes"

"Good and easy transport links. Well, when we moved here, which was ages ago, the high street had everything we needed. I afraid it's gone a long way downhill. But it's okay if you want takeaways, estate agents, hairdressers or barbers."

"South Norwood could be a historic Victorian bijou mini-Bath if cared for and kept clean and safe."

"I moved here, as a first-time buyer, because it's my belief this area is has the qualities to prosper the transport links are already in place, the green space is there, the lakes are there, South Norwood could be transformed with the right vision and people."

Finally, we asked to what extent do you think South Norwood needs regeneration.

97% Were positive or very positive (4+ out of 1- 5)

South Norwood District Centre Health Check Report

A high street health check survey was carried out in December 2016 in South Norwood district centre (South Norwood High Street, upper Portland Road and Station Road) by one of the council's regeneration managers. The purpose was to provide the Regeneration Team with an assessment of the current appeal of the town centre and to assist in providing a baseline for the Portland Road pop up shops project. The survey will also help to inform the council's regeneration strategy for the wider South Norwood area. The survey examined the quality of the public realm, the retail area (including empty shops) district centre facilities and amenities, accessibility, safety and community presence. Photographs were taken to provide a visual record. Due to the nature of the approach, it can only present a snapshot of the area at the time the survey was undertaken, and may not identify variables/anomalies. To provide additional perspective, a survey of local businesses was also undertaken in January to gauge their views on their high streets.

Health Check Summary

At first sight, South Norwood appears to be struggling as a retail centre, with a high number of vacant high street units in comparison to Croydon's other district centres, and a fairly narrow retail provision. However, there is evidence of some strong local independent businesses serving the local community and many shops are busy.

The public realm is generally well maintained, and largely in good condition, particularly in areas around Norwood Junction station exits and the main junctions. There are issues with litter and fly-tipping in certain areas (noted in alleyways off main roads such as by Tesco Express and Aldi) and low level graffiti.

The condition of the building stock on the high streets affect the look and feel of the area, as do poor quality shopfronts and visual merchandising although some businesses are well presented. The physical constraints within the town centre area (narrow footpaths on the high street and Portland Road with some street clutter) and a busy road junction reduce the potential visual impact of the high street which has some attractive heritage architecture. Many shops that are operating are busy, but the high number of shuttered up units detracts from this. The north end of the high street and Portland Road are particularly affected by increasing concentrations of retail to residential conversions.

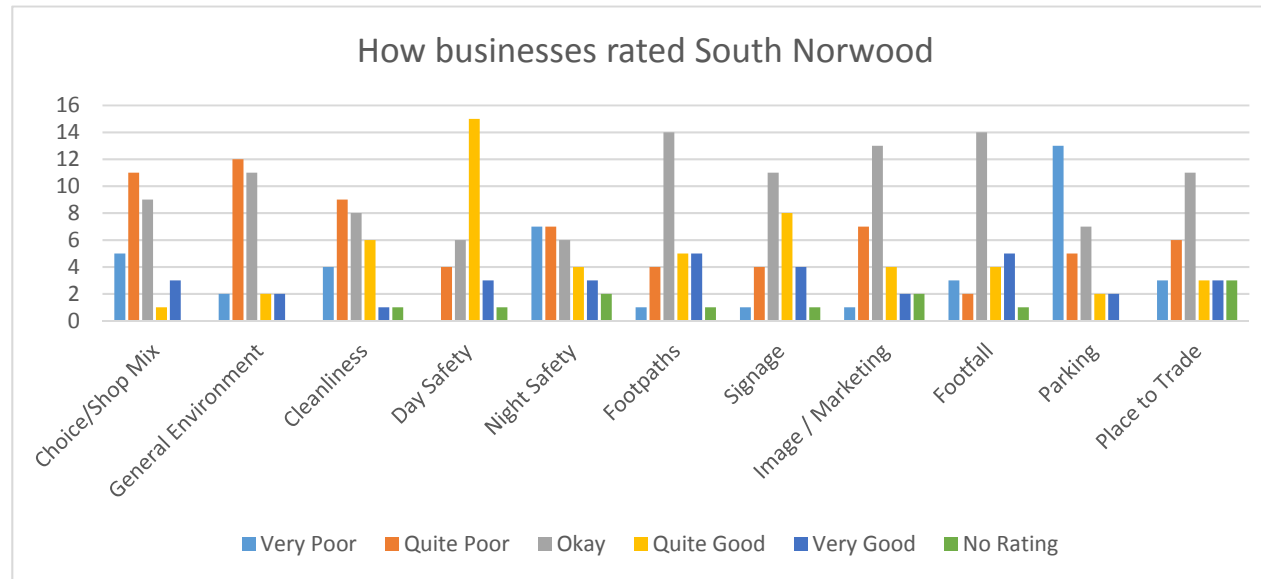
The area benefits from attractive architecture and heritage links, but poor maintenance of many buildings in the conservation area detract from these. There is currently no cohesive wayfinding strategy, with a range of different signage for individual destinations rather than promoting or assisting in orientating around the place as a whole. Local assets such as Stanley Halls, South Norwood Lakes, the Country Park, the recreation ground and the leisure centre could be better highlighted through improved signage.

Businesses' views

A survey of high street businesses was also conducted in early January to assess the local trading conditions in the district centre. 64 questionnaires were distributed to businesses across Station Road, Portland Road (upper) and the High Street. 29 completed surveys were received.

Many long-standing businesses completed the survey, with 8 respondents having been trading in the area for 20 years or more.

Businesses were asked to rate various aspects of the high street areas from 1 to 5 (1 being very poor and 5 being very good). Their scores are summarised in the chart below.



When asked what South Norwood’s strengths were, the most common answer from businesses was its location and transport links, though the cultural mix, pubs and some of the shops, and sense of community were also mentioned. Six businesses struggled to see any positive aspects to the town centre.

When asked what South Norwood’s weaknesses were, the number of empty or recently closed down shops was the most common response, with safety, parking and rubbish/litter also being cited.

19 businesses had noticed an increase in empty shops in the last 12 months and 22 felt that the empty units had an impact on their high street. One business praised the work underway to create three new pop-up shops and the positive visual impact this was creating on Portland Road.

Ten businesses were interested in being involved in a town centre group (an equal number were not), a further two might be, and four said they already participated in a local group.

Potential for improvement

There is potential for improving the vitality of the district centre. Some interventions are already underway, such as public realm improvements to Station Road and the junction of the High Street and Portland Road, and ongoing work to tackle fly-tipping and litter. New wayfinding through Legible London signage is being installed and the council is supporting pop-up shops in empty properties. Discussions are ongoing with owners of empty units to ascertain their future plans for these properties.

There are still clear opportunities for promoting the area’s heritage, culture, and open spaces which in turn should help to strengthen its visual identity and economic development. Business feedback suggests potential for a town centre group or business forum and many high street improvements could be taken forward through this kind of partnership.

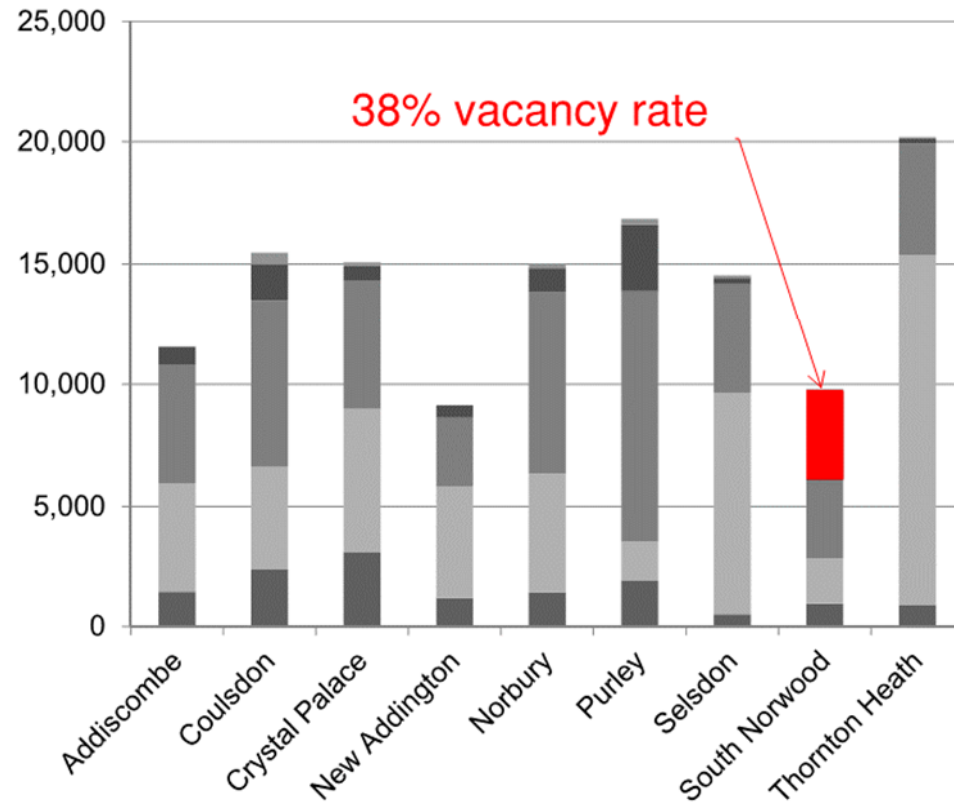
The following two slides from a Council Report illustrate the relative vacancy rates and viability in district centres in the borough of Croydon. They illustrate the issues in South Norwood

Overview of the borough’s District Centres

- Total comparison goods floor space
- Total services floor space
- Total other floor space
- Total convenience goods floor space
- Total vacant floor space

The borough’s District Centres are quite varied from the service sector orientated Coulsdon and Norbury to the more traditional shopping locations like Selsdon and Thornton Heath

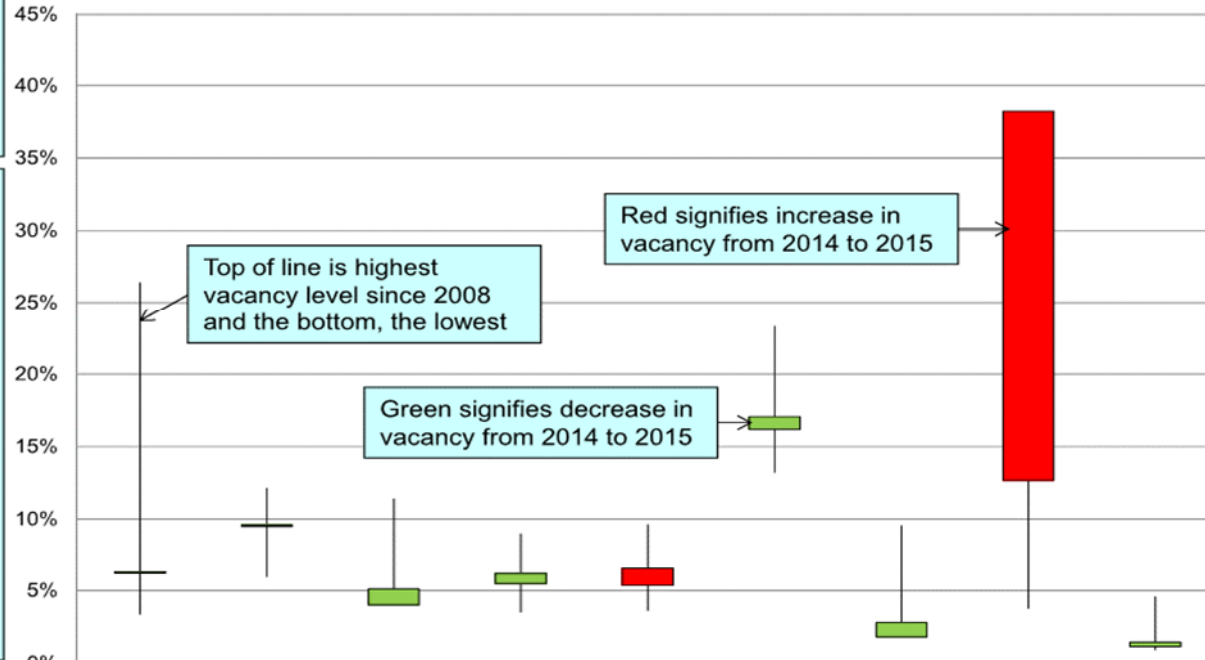
There is no such thing as a typical District Centre although the one that is closest to average representations of different sectors is Addiscombe



Maintaining the retail vitality and viability of District Centres

Two of the nine District Centres (Purley & South Norwood) have vacancy levels above the target level for 2021

In most centres vacancy levels are stable with only South Norwood and Addiscombe seeing a significant changes over the period 2008 to 2015



	Addiscombe	Coulston	Crystal Palace	New Addington	Norbury	Purley	Selsdon	South Norwood	Thornton Heath
2014 vacancy rate	6%	10%	5%	6%	5%	17%	3%	13%	1%
Highest vacancy rate (2008-2015)	26%	12%	11%	9%	10%	23%	10%	38%	5%
Lowest vacancy rate (2008-2015)	3%	6%	4%	3%	4%	13%	2%	4%	1%
2015 vacancy rate	6%	10%	4%	5%	7%	16%	2%	38%	1%

Businesses in SE25

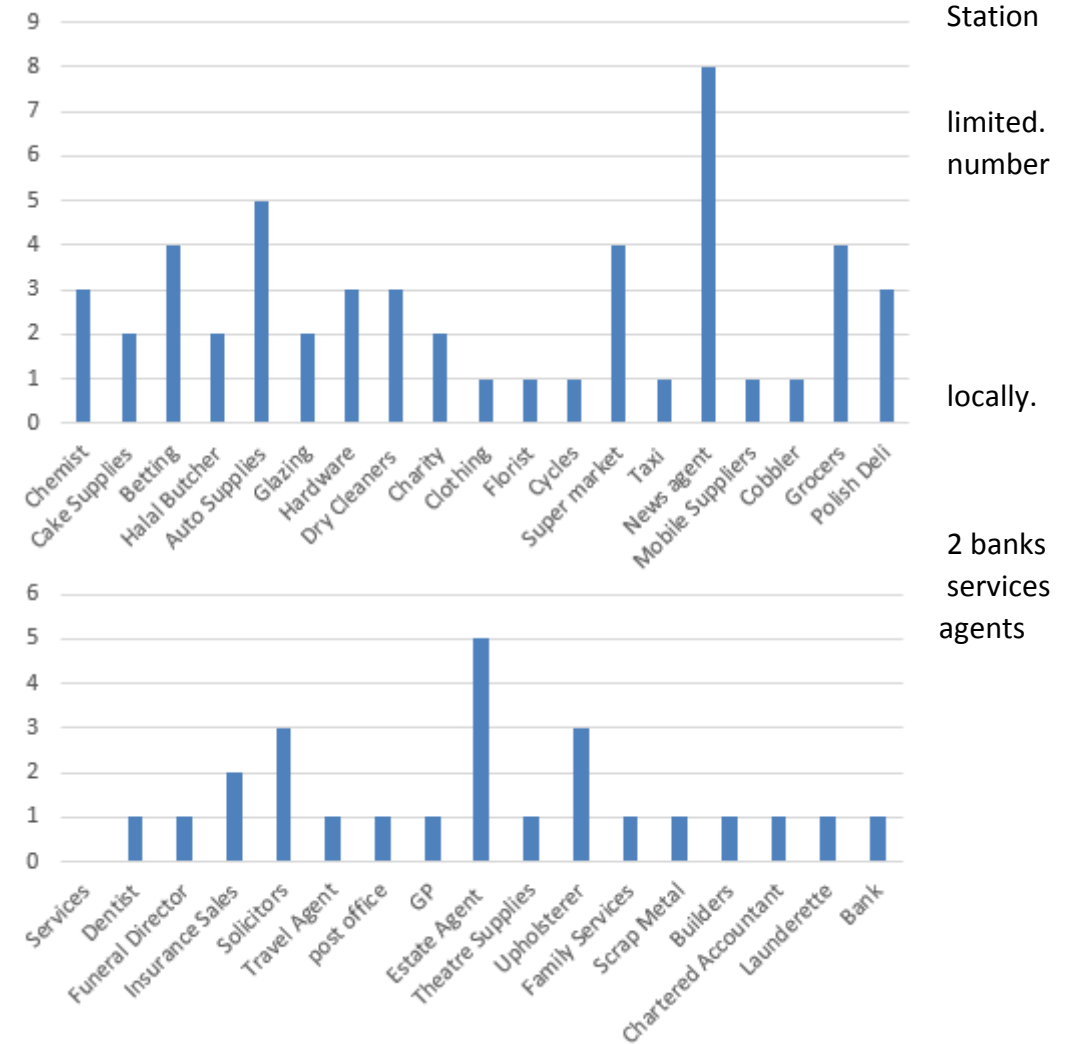
In November 2016 as part of our development of our CED Plan, we carried out an audit of the local retail businesses that we have in South Norwood. Whilst there are lots of empty shops and shops that have been converted into poor quality residential accommodation, there are still quite a lot of businesses operating. We found this heartening as the general perception is that “most businesses are closed” and that “there are very few shops left”.

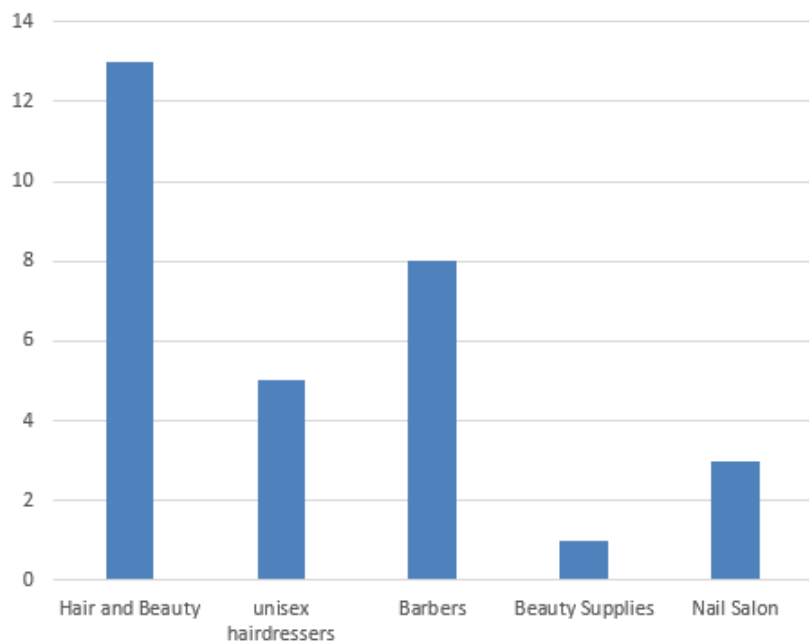
We looked at the businesses in the main shopping areas of our main streets – Road, The High Street and Portland Road.

Shops/Retail – whilst we have over 50 ‘retail outlets’ the range is rather limited. This figure includes specialist shops and book makers. We do have a small number of really excellent shops that are very important to the local community.

Subsequently the Council have set up 3 ‘pop-up shops’ on Portland Road, occupied by businesses that were selected via a competition. Over 50 local people/people with local connections applied for a supported first year’s occupation. This shows a high level of interest in opening new businesses locally. The 3 selected businesses are all arts related, in a conscious effort to introduce a new offer within the area.

Services – we have a modest range of services in the local area. We have lost 2 banks recently on the High Street which will make access to essential financial services difficult for local residents and businesses. The number of estate agents reflect the strength of the housing market in the area, where residential property prices are relatively low by London standards.



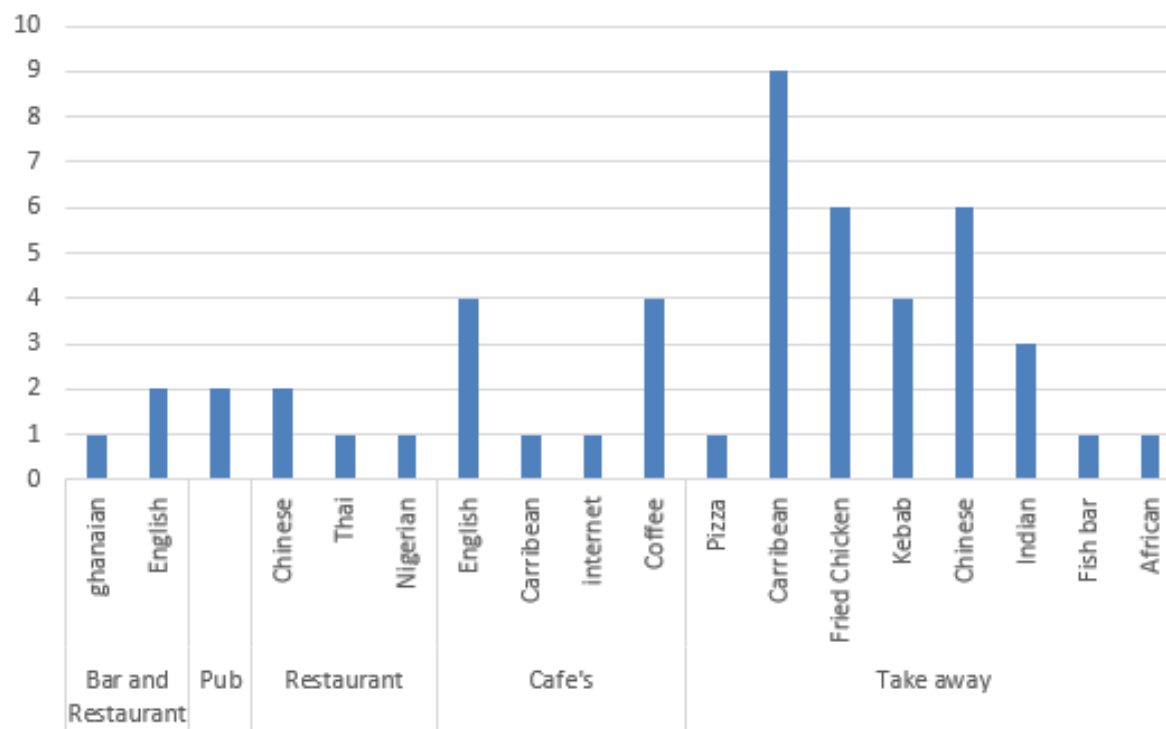


There are a large number of food take-away restaurants – over 30. Generally, this is not seen as an asset to the area - there are problems with the resultant litter and for much of day many are closed. They do though open late into the evening. There is a need to improve poor hygiene and to increase the provision of healthy options in the takeaway market locally. Many takeaways do not engage with the local community and many were not prepared to take part in our business survey. We do think that with the appropriate marketing and business development that the negative perceptions could be turned around and we could promote “eating around the world” in South Norwood since there is a strong multi-cultural food offer.

Hair and beauty – with 30 ‘salons’ in the local area we are well served in this respect. Some are also small social hubs for various parts of the community. There is some local option that there is an over provision of hairdressers. This could however be an opportunity to market this as a positive local specialism.

Over the last 10 years or so South Norwood lost 10 pubs. There is a remaining small cluster of pubs, bars and restaurants left, which are generally well used and thought of. Since we carried out the audit two pubs have re-opened and are doing really well. Another is expected to re-open soon.

We have a good mix of cafes, although generally people would like to see more in the area.



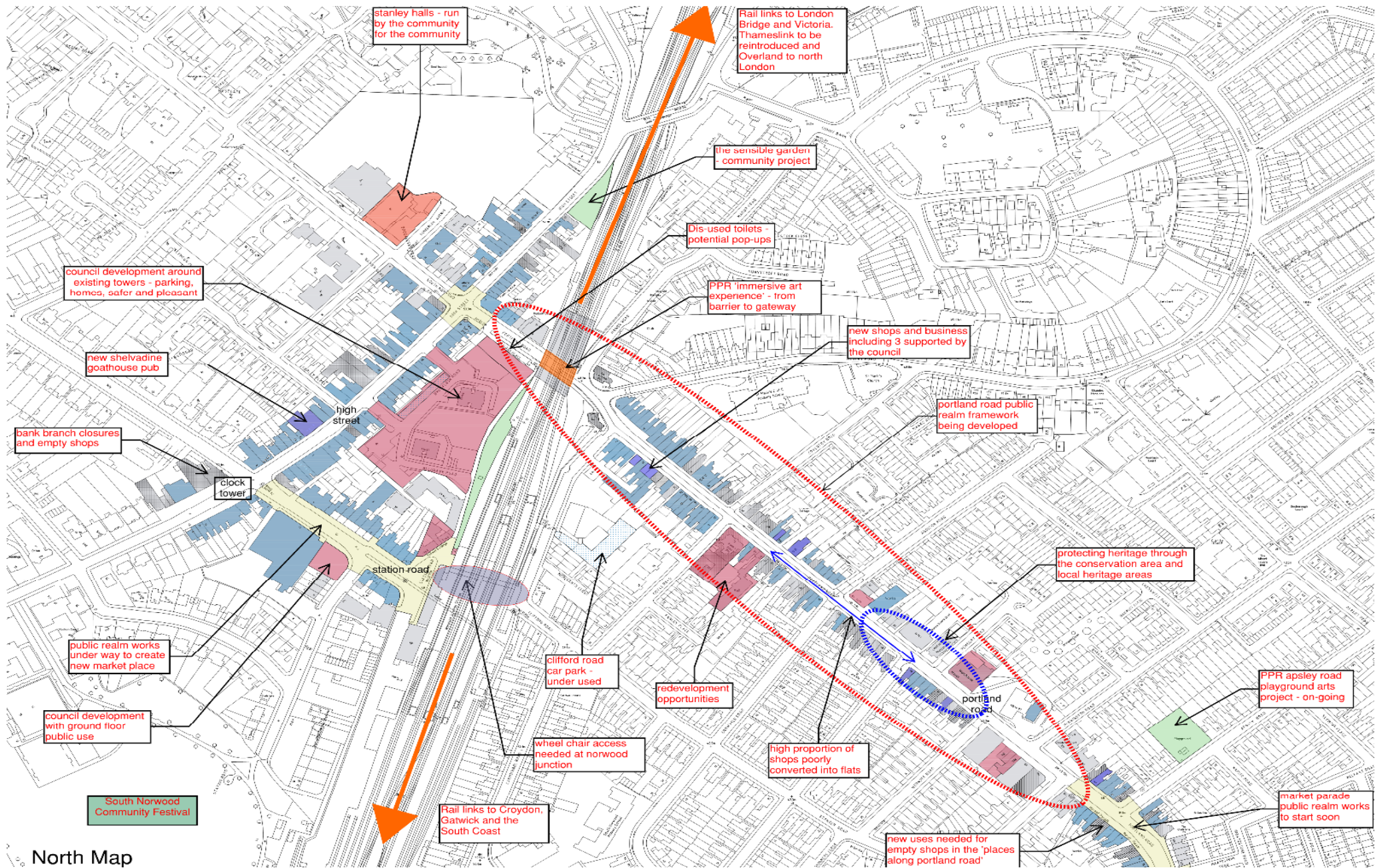
What's changing in South Norwood

There is a lot of potential for positive change in South Norwood. The Council and community groups are making some improvements, and some new businesses are opening up.

The key potential drivers for development include:

- Economic:
 - Expansion of services at Norwood Junction to re-introduce Thameslink – good transport links
 - Council sponsored pop up shop units
 - A remaining range of businesses
- Social:
 - Re-opening of Stanley Halls following a Community Asset Transfer
 - Community involvement through festivals, gardens and friends groups
 - Proposed designation of Neighbourhood Centre on Portland Road
- Environmental:
 - Public Realm improvement schemes
 - Council led redevelopment of empty and underused sites
 - Good provision of local parks and open space

We produced the following maps to show what is happening and to help prompt conversations at our consultation events. They are in two halves showing the northern and southern central areas of Woodside:



North Map

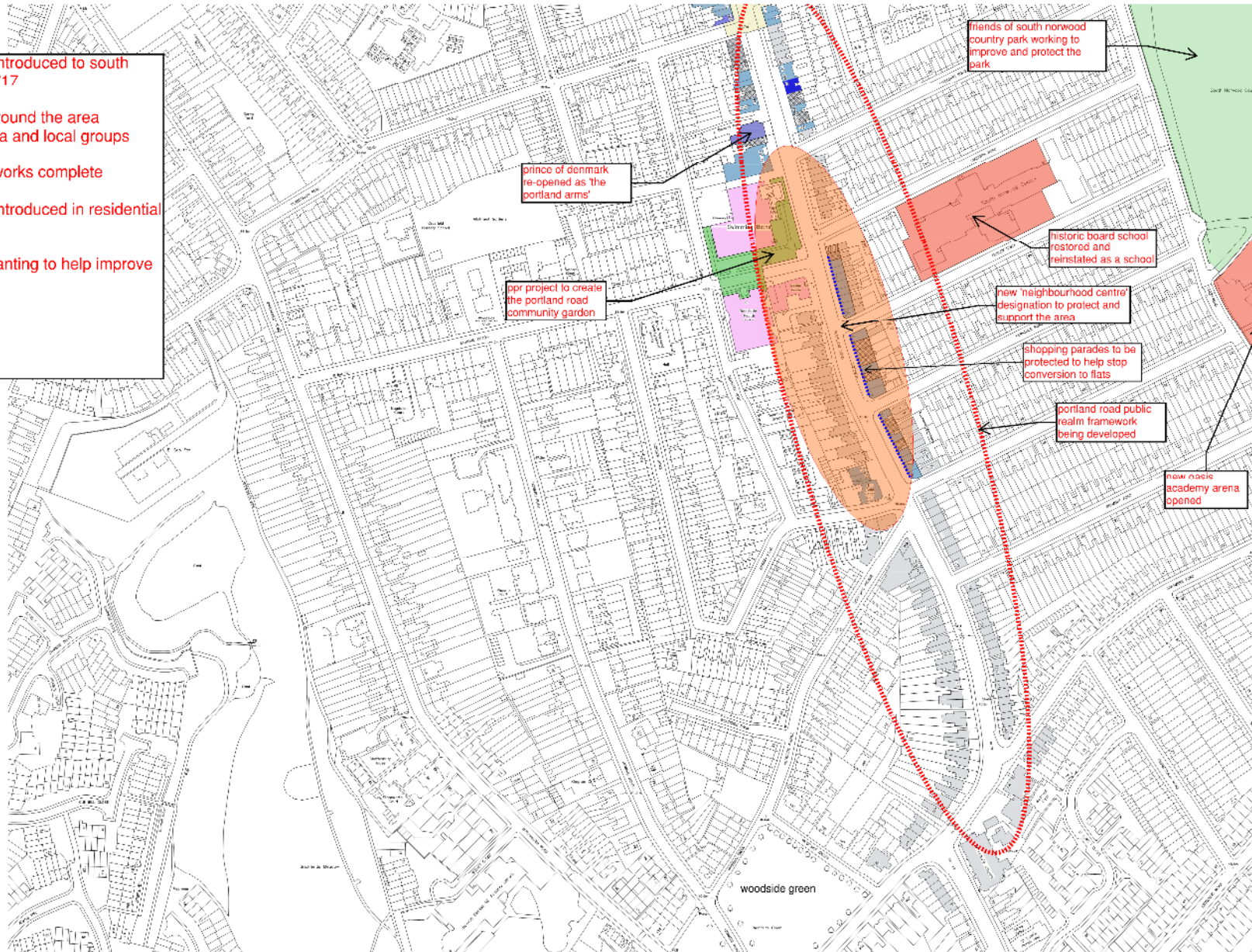
christmas lights re-introduced to south norwood from 2016/17

street art projects around the area organised by gamma and local groups

new street lighting works complete

20mph speed limit introduced in residential side streets

replacement tree planting to help improve the environment



Southern Map

3. Engaging with the people and businesses in South Norwood – our We Love SE25 consultation

Overview People for Portland Road successfully applied to a Department for Communities and Local Government programme which helps local groups create their own community economic development plan (CEDP).

After meeting three times with an independent advisor to the CEDP programme it was decided to set up a working group to complete tasks associated with the creation of a Community Economic Development Plan for South Norwood. In particular the use of a grant to consult and involve people within the area and to write a CED Plan for submission to the programme.

Our consultation programme included:

- Focus SE25 Survey from 2015 – whilst this predates our CED Plan project it very much influenced why People for Portland Road applied to join the CEDP Programme
- CED Plan Resident's Survey
- CED Plan Business Survey
- Three community consultation events

**SOUTH NORWOOD IS CHANGING
AND YOU HAVE A CHANCE TO
GET INVOLVED**

A community action plan is being formed and you can be part of it. Join us in discussing the future of South Norwood. We want you to share your ideas and passion for how we can make South Norwood the best it can be. We want to bring residents, businesses and groups together to strengthen the local economy and community for the benefit of us all.

**CONSULTATION EVENT #1
14TH MARCH 6.30 - 8.30PM**

**CONSULTATION EVENT #2
23RD MARCH 5.30 - 7.30PM**

**CLOSING EVENT
26TH MARCH 2 - 4PM**

Stanley Halls
12 South Norwood Hill
London
SE25 6AB

**WE LOVE
SE25**

PPR
STANLEY HALLS
NORWOOD JUNCTION
WWW.WELOVESE25.COM
INFO@WELLOVESE25.COM

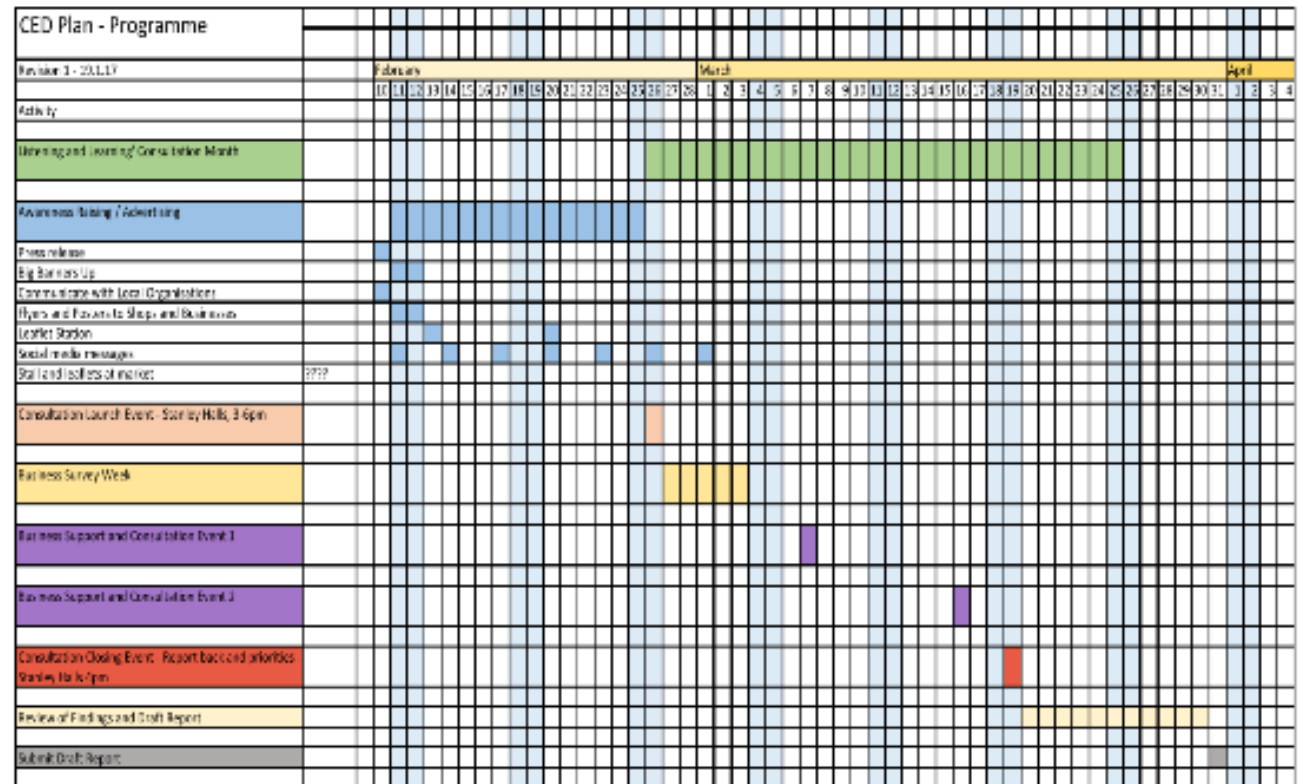
Our Working Group

We invited a group of local organisations, stakeholders and individuals with particular skills and experience to join the CED Plan Working Group. This created a representative group drawn from across the area and with a wide range of interests and knowledge of the area.

- Local councillors
- Local business people
- People for Portland Road representatives
- Stanley Peoples' Initiative (Stanley Halls)
- Residents Associations Representatives
- Local Historian
- Religious Organisations
- Former Focus SE25 group
- Prospective business people
- Clock Tower Market Representative
- Croydon Council

We agreed a 'Terms or Reference' for the operation of the group to complete a CEDP based on local involvement and information gathering

We established a programme of activities to raise awareness of what we were doing, promote our surveys, and provide opportunities for face to face discussions/consultation. We also used these as opportunities to provide advice to potential and current business people and engage them in discussions about what businesses need in the area.



Working Group Workshops

We held a series of three workshops to identify what we felt were the key issues in the local area relating to its needs for a CED Plan and to ensure that we fully understood how to produce locally owned and beneficial economic impacts for our area.

At our workshop meeting on 29th October 2016, attended by 19 local stakeholders, we discussed what we thought South Norwood needed and what the community would want. We drew up the following list and then considered how we should consult with the wider community about where they agreed:

- To build connectedness and loyalty to shops and local business as well as between people
- Promote existing offer in the area – shops market and businesses (NOT just online) as many people do not know about it. Web site (Just SN?)
- Offer opportunities for people to try out business ideas on stalls or in workspaces
- Less empty/boarded shops and the local WC to ensure more people can work in the area – these are a major opportunity/asset. Could be acquired and managed by People for Portland Road so that they can be more affordable. Potential for community investment in this
- Town Centre events (one off or annual) focus on station for promotion due to footfall – music, art etc. Build on links with Stanley Halls’ artists
- Help for shops to improve displays, windows etc.
- Encourage “gig” volunteering – just an hour or so
- Loyalty card scheme
- Increase number of shops that deliver (chemist and Pet Shop do so currently and Iceland in Addington does) this helps those with mobility issues get access to local shopping/suppliers. Local veg box scheme?
- Late night shop/business opening – possibly coordinated with events
- Better street environment
- Smaller workspaces (for young entrepreneurs and those that work at home)
- Community hub for young people and multi- generation events
- Soup and Ideas kitchen in hub
- Art – temporary art to act as hoardings to empty/derelict buildings and permanent work to make the high street and Portland Road a destination
- Offer leases for empty shops in return for renovation works
- More Quirky shops offer
- Potential volunteer street scene team to deal with flyposting, cleanliness with businesses.
- Decrease street clutter (sandwich boards, Banners etc.) – with businesses and with council
- Pop up events and businesses in empty properties.
- Address parking issues

At our workshop meeting on 24th November 2016 we tested all the ideas suggested at the first workshop in October for the Community Economic Development objectives to support the local economy. After discussion of the projects proposed in October it was agreed that the following projects should be included in the CED Plan for Portland Road and further work should take place on their feasibility and consultation with local people and businesses using the grant:

Project Idea	Details	Potential Outcomes
Promote the existing offer of the High Street and Portland Road	Link High Street events (including busking, street performance, street pianos) with promotion of all businesses and shop services via a Directory/web site Facilitate use of local shops by residents - discuss possibilities of late night opening to take advantage of station foot fall	Economic
Support and Extend the Clock Tower Market	Assist the Clock Tower Market Committee to become incorporated as a business so that they could raise funds, take on the new stalls (up to 11 additional stalls) and consider taking on licensing Enable local people to use stalls as a potential to start businesses	Economic and Social
Seek Community ownership/management of the council owned spaces in the area (particularly the empty WCs, the space next to Aldi which is being developed for a 200 sq. m retail/community space and Socco Cheta (44b Portland Road)	Assess all spaces for feasibility to use as: A Community hub for multi-generational activity Small workspace or a pop ups venue New businesses accommodation (or a return for old businesses such as Kennedys the butcher)	Economic and Social
Improve the kerb appeal of existing shops – window displays	Link to promotion	Economic and Environmental
Loyalty Card Scheme	For shops and suppliers - Longer term ambition	Economic
Enhance the public realm with art and lighting	Link to council plans for regeneration and improvements Involvement of local groups in improving spaces	Environmental
Seek discussion with the council and Aldi about flexibility on parking that serves the High Street and Portland Road.	Longer term ambition	Economic

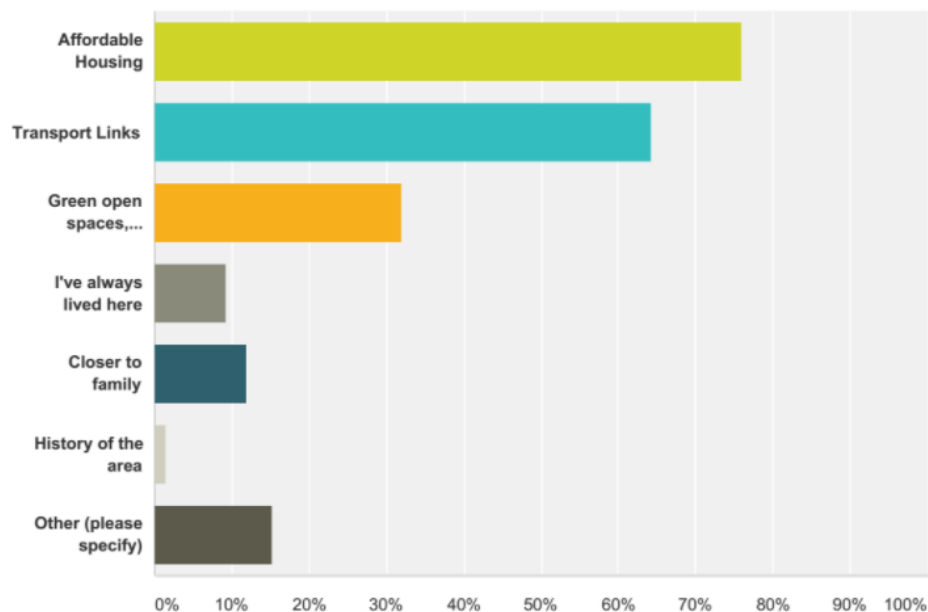
These ideas helped us to develop our two consultations and our consultation events.

We Love SE25 Community Consultation

Our Resident Survey spoke to 281 Residents the vast majority of whom lived in SE25 but with some from Penge and Croydon. 12% also work in South Norwood, but only 40% socialise with friends in South Norwood. One in ten respondents had lived here their whole life. Of those who had moved to the area most were attracted to South Norwood for affordable housing and good transport links. However a third reported that they were attracted by Green open spaces.

Q2 What attracted you to move to South Norwood?

Answered: 275 Skipped: 1



There is a sizeable market for businesses in South Norwood. One that has expressed an interest in more contemporary shopping, dining and entertainment options in the area, but which could be more aware of what is on offer already. There is a sense of community which was expressed in the survey in support for community spaces that can be used by the community to run social events, host educational services and meeting places for youth.

The most popular recreational activity was by far the parks used by 239 of the respondents. They are a real draw to people moving to the area, and are also enjoyed by those who weren't aware of them when they moved to the area.

"We didn't know about green spaces when we moved here but they are a plus point which we use regularly & do enjoy"

In terms of spend and free time, the most popular activities were Live Music and Entertainment which 90% of respondents said they took part in. However, only 20% do this locally in South Norwood. A clear missed opportunity to keep spend in the local area. The most popular leisure activities to do within South Norwood are clothes shopping, attending community group activities and visiting the Market, which 60% of respondents said they did as a leisure activity and the same number did it locally within South Norwood.

Sports and Arts and Crafts were two activities that are done almost exclusively out of the area despite there being significant interest in them from residents.

The most requested activity from a community run facility would be a Coffee shop/bar which two thirds of respondents would frequent at least weekly. Alongside this a recreational space available for activities such as yoga, meditation and activities for elderly, tea dances and crafts would also be popular. A lack of restaurants is also highlighted.

"We need community based shops & outlets that develop skills for residents and generate income. definitely need provision for young people."

The most popular occasional activity would be a cinema, with 50 respondents saying they would visit a community cinema on a weekly basis and a total of 200 who would use it on a monthly basis. The second most popular activity would be a live music venue that 60% of respondents said they would attend on a minimum monthly basis.

When asked how could empty premises be utilised to improve / transform the community and neighbourhood, the number of requests for community space(s) that can be used without cost for a variety of purposes to serve the community ranked highest. The next highest was for Education and youth facilities.

“shops that invite all cultures instead of segregating people. Learn direct centre, crèche-come-cafe, pop up shops, tattooist and piercing shop, vinyl/record shop, bakery, care agencies”

Overall there is a strong opinion that effort should be made to reduce the number of hairdressers and food outlets with a focus on getting more Coffee Shops and deli's. Many of the requested businesses and services already exist on the high street – i.e. Coffee Shops, a Library, Butchers, Community Garden, Record Shops, Yoga, Citizens Advice. Youth services and things for young people was mentioned frequently.

“Pop up shops so aspiring entrepreneurs can test the market before investing in premises. reduced rents & rates to encourage fledgling businesses improve shop fronts and fascia's reduce no. of barbers/hairdresser/takeaways/ off licences more bins create a focal point i.e. town square benches decent public toilets a regular market selling fresh fruit, veg and other produce. And household goods youth centre where young people can meet weekend centre for the elderly to meet for social activities”

In terms of businesses, South Norwood wants a variety of independent Coffee Shops, Restaurants, a variety of boutique type shops, Bakers, Butchers, Delis and a host of Brand name shops such as; Marks and Spencer's, Superdrug, £1 shops, Boots, Wilko and Costa.

In terms of Services, South Norwood needs; Policing presence, improved traffic control and parking for bikes and cars, Community Space, Childcare / Nursery facilities, Banks and better Refuse collection.

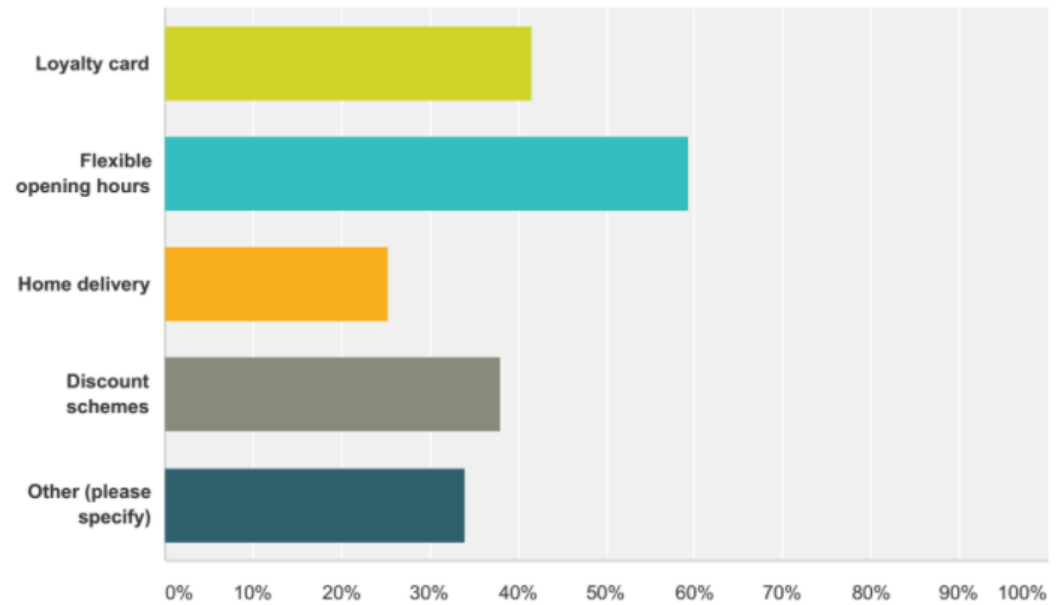
“I would suggest that community space is called "South Norwood Network Hub" - which offers Maths & English tuition for children, conference rooms which could be hired by the local/business community. Interesting activities that children or adults would like to learn or run etc. Setup "South Norwood Business Association" for business owners to work together to improve and promote South Norwood.”

47 Residents (approximately 15% of respondents) would like to set-up a business in South Norwood if the conditions were favourable. 39 Residents currently run their own businesses.

59% of Residents who responded to question 10 (illustrated right) would support more flexible opening hours by local businesses. Added to that 41% would carry and use a Loyalty / Discount card. Home delivery is cited as an additional service that would be supported by local residents. Other notable preferences included; quality products, better shop frontage, approachable staff and cleaner presentation of businesses.

Q10 What would encourage you to support local businesses in SN?

Answered: 253 Skipped: 23



We Love SE25 Business Consultation

We commissioned The Campaign Company to work with us to develop a survey for local businesses and then to interview them. They carried out 50 interviews with a range of different types of companies.

Most of the businesses surveyed were well established, and the majority were small businesses. More than a third of the businesses had been in South Norwood for more than 10 years, and more than half for at least 5 years. Three quarters of businesses either are sole traders or employ less than five people. The majority were retailers, however, more than 1 in four are offices or providing a service.

When asked to describe South Norwood the most popular answer was:

“Up and coming”

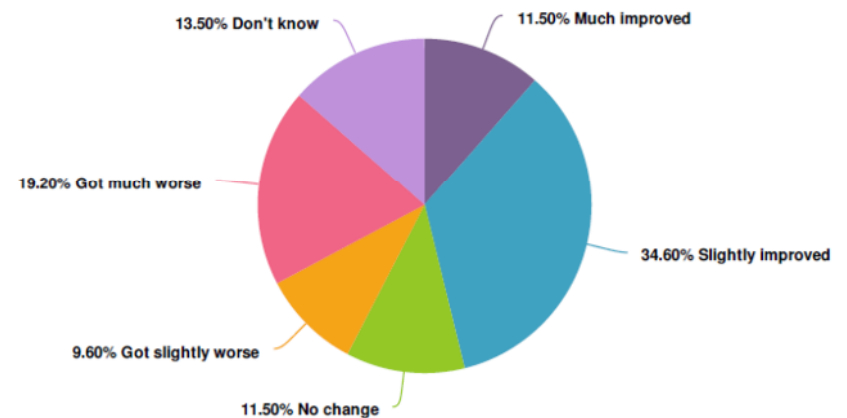
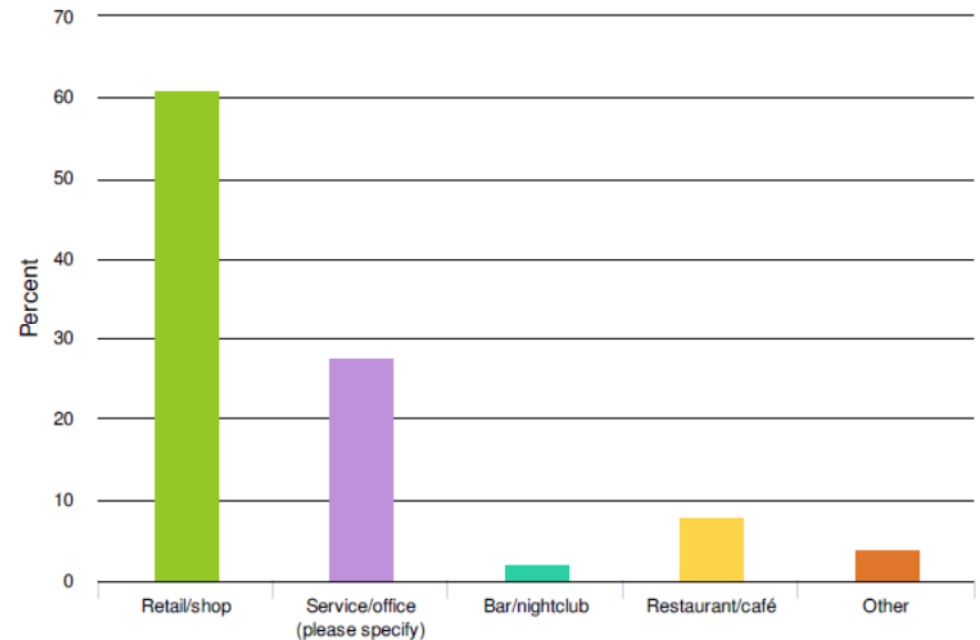
Businesses were most impressed by the area’s community spirit. They also found South Norwood to be easy to navigate with good signage, and they also liked its cleanliness.

What's the best thing about working or doing business in the area?

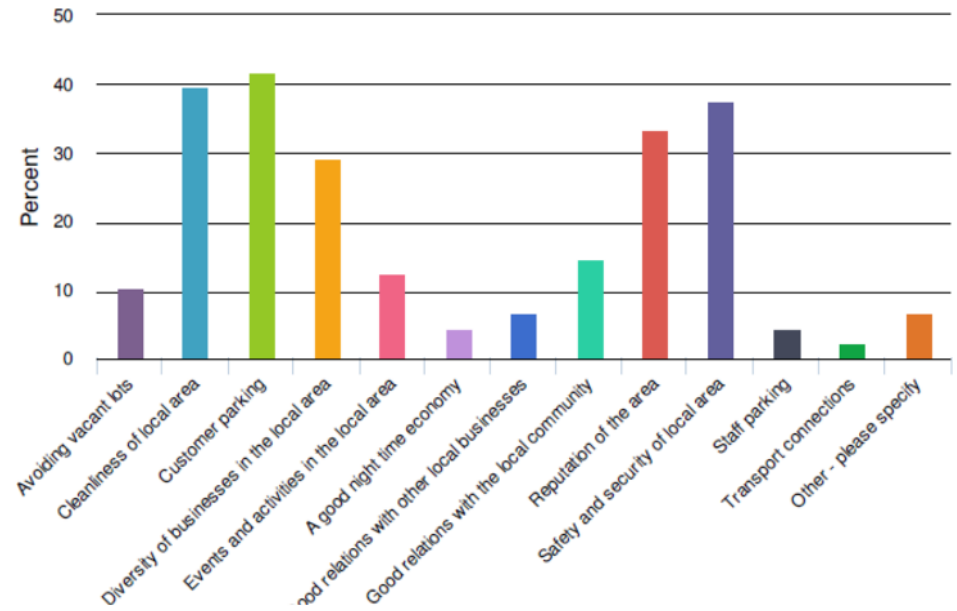
“Mixture of people, new people moving in, lots of building going on”

On the negative side, businesses were less impressed with parking issues, how safe the area feels (especially in the evenings), and the choice of shops.

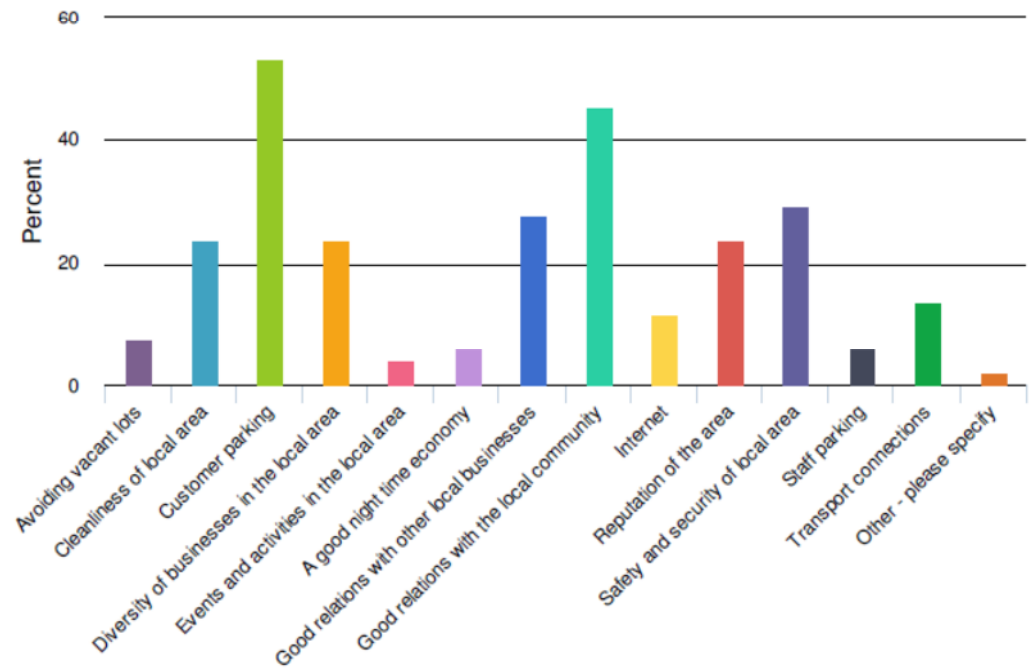
Despite, these negatives, nearly half of the businesses surveyed (47%) felt that the area had improved over the past 2 years. Only 1 in 5 businesses felt it had got much worse:



The most frequently cited issues for improvement by businesses were customer parking, closely followed by cleaning, and safety:



The top three things that would help local businesses were business support, improved shop fronts and regular street clean-ups.



4. Delivering for South Norwood – Outcomes and How and When We Will Achieve Them

Having developed our initial ideas through our workshops, and tested and expanded them through the consultations with the local residents and businesses, we have established a series of key outcomes for the next phase. These will be delivered through 9 'Projects', all of which have quite a wide scope. The Projects will require further development in collaboration with the relevant stakeholders and the wider community. Whilst the Projects could generally be delivered in isolation we envisage that we will development together as part of one overall Community Economic Development Plan for South Norwood.

Developing We Love SE25 to Deliver Change:

Project 1: Formally establishing We Love SE25 – Create a new community forum that brings together representatives, organisations, inspirational individuals and key stakeholders in SE25

Identified need:

1. There are many local organisations working separately to try to improve the South Norwood area and support the local community, but there is no mechanism to bring them together to help them to coordinate their efforts or support each other
2. Local residents, businesses and organisations have few opportunities to discuss issues or develop solutions to problems

Proposed Outcome:

1. We will establish a 'forum' under the banner of 'We Love SE25' which will bring together key stakeholders to support the development of South Norwood.
We will consider working closely with the local Council who are considering ways of devolving powers to local communities. South Norwood is one of the pilot areas.
2. We will establish 'We Love SE25' as an organisation in its own rights with key aims to include:
 - a. Deliver the CED Plan
 - b. Establish and run the forum
 - c. Carry out regular consultation events with the local community, building upon the success of the events organised as part of the development of our CED Plan. In particular we would like to continue our informal and interactive drop in events
 - d. We will seek to have a high profile physical and virtual profile in the area, promoting an open and engaged organisation that is accessible and embedded in the local community

3. We will establish 'We Love SE25' as a formal entity, potentially becoming a cooperative, charity and or a CIC (community interest company), promoting shared community ownership and acting as a 'Building Society for South Norwood'

Programme:

1. Summer 2017 – develop our 'mission statement, draft constitution, and organisational structure
2. Autumn 2017 – hold the first AGM of We Love SE25
3. Autumn 2017 – present our CED Plan to the community and launch a range of supportive and promotional activities in South Norwood
4. Winter 2017/18 – start an ongoing series of interactive community consultation and discussion events
5. Spring 2018 – launch the South Norwood Forum

Explanatory Notes:

Our CED Plan working group has developed from representatives, organisations, inspirational individuals and key stakeholders in SE25, by People for Portland Road. Whilst PPR will wish to continue to be a key part of what has emerged as 'We Love SE25', it does not have the capacity or mandate to become what We Love SE25 now aspires to deliver. Establishing a new, pan SE25 organisation would be more appropriate, with PPR and other groups supporting and partnering with it as appropriate. This would be similar to the successful relationship between PPR and SPI (Stanley Peoples' Initiative, which is now running Stanley Halls in South Norwood).

Reconnecting Our Community with Our Local Businesses

Project 2 – Celebrating and promoting SE25

Identified need:

1. There is general lack of awareness within the community regarding what South Norwood has to offer in terms of its recreational, leisure, arts, culinary, entertainment and local shopping offering. Public awareness of the existence of local parks, green spaces, creative projects, live music, film screenings, cafe's, restaurants, pubs and businesses needs to be raised as part of a co-ordinated publicity campaign to both promote and celebrate the diversity of what already exists. It is hoped that the campaign will assist in improving community buy-in and strengthen a sense of community ownership whilst capitalising upon the local positivity and general sense that things are "up and coming" and "changing."
2. Local people told us that they do not shop or socialise within the area due to the absence of diversity of shops, local amenities, dining and entertainment options. Comments collated from one of our three We love SE25 consultation events expressed the need for a "better variety of shops," "greater diversity," "places to eat," "somewhere to sit outside," a "variety of basic shops," "cultural facilities," "decent coffee shops," "social spaces," and "nightclub"
3. South Norwood has lots of hidden gems to be better exploited and brought to the forefront of the community's consciousness. The findings of the residents survey also indicates that there is a perception that there is simply nothing to do locally and that there are a limited number of places to shop or socialise in the area. This highlights that local residents have a lack of awareness of the fantastic pubs, cafés, restaurants, music, clubs, craft groups, events and shops that currently exist in the area. Further, the local parks and greenspaces were identified as a reason for moving to the area or as being one of its positive features and therefore these amenities could be better promoted and utilised
4. Local businesses said that a good community spirit is the most important and prevalent feature of their business in terms of their existing customer base. Further, business development support such as marketing, business planning or use of social media ranked highest in the CED Business Survey responses concerning the support required. Businesses also felt that the area would slightly improve in the next two years. In response to the request for ideas as to how the community could support businesses, better communication has been highlighted as an issue that could be improved. Businesses tell us *"it's all about local businesses, not just how this one operates. About promoting each other. More focus on Portland Road and not just on the high street."*
5. Generally, it is clear from the data collated in preparing this plan that the local community are not supporting local businesses and that the raising of awareness of what is on offer locally could have a significant beneficial impact upon the local economy and reputation of the area.

Proposed Outcome:

1. We will launch a vibrant and visual publicity campaign featuring different themed topic areas to be advertised at regular intervals over a staggered 6 - 12 month period. The topics that may be covered could feature the following:
 - Parks and open spaces
 - Pubs and restaurants
 - Coffee Shops and dining
 - Stanley Halls (music events, cinema, and theatre)
 - Art Galleries and creative clubs
 - Clock Tower Market
 - Local shops

2. The campaign will feature the We Love SE25 logo. It will also seek to both raise the profile of the area as a fun accessible place to socialise, shop and spend leisure time whilst publicising local businesses in the area to deliver the following key outcomes:
 - Maintain the momentum and public recognition of the We love SE25 brand
 - Identify a prominent station/market square location for the series of banners (forming a new public information hub)
 - Design of the campaign posters and flyers
 - Thematic advertisement of the respective local businesses and leisure facilities by way of campaign posters
 - Support the economic and social development of the area

Programme:

1. Summer 2017 – design and develop the content and layout of the campaign advertisements
2. Autumn/Winter 2018 – publish a themed series campaign advertisements

Explanatory Notes:

At our recent CED Business Plan meeting held on the 26 April 2017 we discussed the prospect of launching a publicity campaign to keep the momentum of the “We love SE25” project current in the forefront of our stakeholder’s minds following the success of our consultation events held in March 2017. Naturally, people will wonder what has happened to the campaign if the movement is not regularly communicated. Given the success of the consultation events banners, in provoking local interest, it was felt that we should try and promote the benefits of the area through this tried and tested visual platform. It was felt that this

medium would not only be cost effective but create a temporary public information hub to encourage public conversation. A poster campaign would also retain accessibility across the full spectrum of age and accessibility within our diverse community.

The South Norwood area currently has a lot to offer its residents and visitors. The findings of the residents and CED Business surveys have highlighted a number of these positive features as reasons why people live, do business, or have recently moved to the area. However, it also provides clear insight into why local businesses are not better supported or leisure time expended within the area.

We want to support local businesses by making the local area the first option, if not a considered choice, by the community and visitors when choosing a place for their shopping, entertaining, leisure and socialising. It is therefore proposed that a publicity campaign be launched featuring different topics. The residents and business surveys both demonstrate the strong sense of community felt within the area that we should seek to harness and further develop. It is considered this campaign could be a really effective tool.

This campaign would feature the trademark “We love SE25” logo and be placed in a prominent location for the series of banners. One location identified for this purpose being the hoarding adjacent to Aldi being akin to a market square and best placed to capitalise upon the Norwood Junction Station footfall. Flyers could be regularly distributed outside our busy station and left in shops, cafes, pubs, etc.

It is proposed that each poster could pose a question or statement to capture public attention as set out in following examples:

- FANCY A PICNIC? Invitation to enjoy the local nature wildlife and greenspaces on your doorstep. Did you know SE25 has an array of local green spaces?
- NEED A LOCAL PLACE TO UNWIND? Support your local SE25 pubs for a change and check out the following hotspots:
- HUNGRY? CAN'T BE ASKED TO COOK? Why not rest your bones and grab a bite at your local eatery
- TIME FOR A QUICK COFFEE? You deserve it! Make a quick stop for a pick me up.
- NEED TO RECONNECT YOUR CREATIVE MOJO? Did you know SE25 has x2 new art galleries, a bespoke fashion designer, knitting clubs, art, craft, dressmaking classes and community garden project? Get involved
- WHAT ARE YOU DOING THIS EVENING? Stanley Halls hosts live music venues, a cinema club, theatre productions and yoga classes? Why not check out this months programme?
- DOING A SPOT OF DIY? NEED A HAIRCUT? KEYS CUT? SE25 has it all so let us serve you

Project 3 – Community and Business Loyalty Alliance

People told us they were really disappointed when the local butchers closed down. People said that once every year they would pop in and buy their Christmas turkey there. And therein lays the problem!

1000's of local people exit Norwood Junction Station in the heart of South Norwood in the peak hours. Most go straight home. Many shop elsewhere, socialise elsewhere and enjoy their hobbies and past times elsewhere. We need to develop a stronger relationship between the residential and business communities that is mutually beneficial.

Identified need:

1. The problem:
 - a. 50% of local residents never visit the local cafes, restaurants or pubs
 - b. The top reasons for not shopping locally were the lack of choice and the un-welcoming staff
 - c. 20% of local people never go to the High Street. 39% only go occasionally
2. Potential solutions:
 - a. 59% of Residents would support more flexible opening hours by local businesses.
 - b. 41% said they would carry and use a Loyalty/Discount Card.
 - c. Home delivery is cited as an additional service that would be supported by local residents.
3. Local consumers are calling for quality products, better shop frontages, more approachable staff and cleaner premises
4. Local businesses regularly raised concerns about the lack of footfall and limited spending by local residents

Proposed Outcome:

1. Establish a forum for discussion with those businesses wishing to be more engaged with the local community. Involve large stakeholders if possible including Crystal Palace Football Club and Aldi. Discuss and agree a range of promotional and supportive initiatives. These could include:
 - a. Shop Local campaign – linked to Project 2. Use of physical and virtual media to encourage greater use of the existing and new shops and businesses
 - b. Loyalty card scheme – establish a network of businesses that will support a joint discount card scheme. This could be through an actual card or the introduction of an 'SE25 Pound' type scheme
 - c. Establishing a local delivery network – develop a shared delivery system for use by local businesses, reducing costs
 - d. Late night shopping evenings – many residents work outside of the area. Establish a regular late night shopping 'event'
 - e. Market and Football days – promote the wider offer in SE25 when these regular events attract more footfall in the area
2. Develop a 'caring for SE25 business charter' that local businesses will sign up to in return for greater support from the local community. This could include matters such as:

- a. Helping to keep our streets cleaner – sponsoring a bin, confirming a trade waste contract and agreeing to stick to the Councils waste collection rules
 - b. Tidy forecourts
 - c. Community use of toilets
 - d. Sponsoring Christmas lights or hanging baskets, a tree and/or community garden
3. Work with the Council and landlords to maximise local shoppers parking provision in the area, whilst also supporting increased cycling and walking into the centre. We estimate that 20,000+ people live within 10 minutes' walk of the centre of South Norwood.
- The improved parking provision should include better signage and awareness of the local car parking for shoppers. It should also include though discouraging business owners parking in the available spaces, limiting those for potential customers

Programme:

1. Spring 2018 – Establish a forum for discussion with local businesses and stakeholder to discuss the parameters of this Project. Start initially with more supportive businesses to get it established and then broaden out through their connections. Establish a working group
2. Summer 2018 – agree a role out of the detailed plans initiative.
3. Autumn 2018 – launch the initial proposals as part of a SE25 Christmas push
4. Christmas 2018 – focused marketing drive with follow up evaluation.
5. 2019 – grow and establish the project

Strengthening Our Community through Learning, Working and Playing

Project 4 – Creating a network of affordable, accessible spaces

We will create a 'Community Hub' of a series of buildings and spaces, managed by the community for the community, to meet a variety of local demands. These spaces are currently owned by or being developed by the Council and other public bodies. We would seek to secure control of them through Community Asset Transfer or by mutual agreement. They would be used to help deliver our CED Plan through a range of key outcomes:

- Social – creating opportunities for people to meet and organise shared activities
- Economic – providing training, encouragement and support for entrepreneurs, and shared, low cost business space for start-up and new businesses
- Environmental – we will bring into fulltime use spaces that are or could be un-used or under-used.

Identified need:

1. New uses for closed or poorly used business premises
2. Support for potential local entrepreneurs to create new businesses
3. Affordable spaces for new and developing businesses
4. Support for marginal businesses that the local community wants in the area but are unviable at present
5. Affordable venues for community activities for the whole community
6. A greater variety of shops, activities and businesses in South Norwood
7. Local people told us they want to see more things to do in the local area. The most requested activity from a community run facility would be a Coffee shop/bar which two thirds of respondents would frequent at least weekly. Alongside this a recreational space available for activities such as yoga, meditation and activities for elderly, tea dances and crafts would also be popular. A lack of restaurants is also highlighted.
8. 47 Residents (approximately 15% of respondents to our survey) said they would like to set-up a business in South Norwood. Many though told us the rents that were being asked were simply too high or that the landlords were not even interest in speaking to them

Proposed Outcomes:

1. Establish a network of properties in the South Norwood area that are under the control of the community and that can provide affordable space to accommodate the changing needs of the area
2. Develop the capacity within We Love SE25 to secure and manage the Community Hub, building a self-sustaining business plan and creating an appropriate legal entity to hold the properties for the benefit of the local community.
We will develop a rolling fundraising scheme to fund the establishment of the facilities and to help subsidise them. This is likely to include community shares and crowd funding

3. Secure through community asset transfers a number of properties in the ownership of Croydon Council. The properties and spaces currently under consideration are:
 - a. Socco Cheta – former youth club created from an old cinema. Circa 300m² of flexible space that is currently hardly used. Potential for either a short or long term use. Available at short notice it could be used as the main ‘central hub’ space
 - b. Former shop unit on Portland Road – adjacent to Socco Cheta, this former shop is currently in use as temporary housing. It could be converted back to provide a circa 30m² unit that could be used as a small community shop shared by a number of local artisans
 - c. New build flexible space at ground floor level as part of a new predominantly residential development being brought forward by the Council. Circa 150m². The development of this space would be funded by the redevelopment of the Socco Cheta site, hence either one or the other would be available. Likely not to be available for circa 3 years
 - d. Former Portland Road Toilets – closed for approximately 30 years and subsequently unused, could provide circa 60m² of space that would provide quirky, interesting space for 1 or 2 pop up units, or a longer term lease to fund other activities
 - e. Former Public Toilets beneath South Norwood’s Clock Tower – small space but centrally located. Close to the site of the community market. Could be used as a quirky small business unit or possibly to support the market
 - f. Station Road Council New Build – circa 250m² new retail unit to be constructed as part of a Council development project. Is being considered for use as a new ‘community library’ which could form part of the Hub either fully or through use outside of library hours
4. Expand our property portfolio through acquisition of properties in the local area that will support our aims and aspirations. We envisage purchasing leases or freeholds of properties that include space that could be occupied by businesses, community groups and/or community activities. It could include residential accommodation that could be leased at affordable rents. This would help us to ensure that shop units and empty pubs in particular do not continue to be boarded up and un-used

Programme:

- Autumn 17 – develop a business and fundraising plan
- Winter 2017/18 – take control of an initial ‘hub space’ either temporarily or long term. Subsequently arrange for an asset transfer from the Council
- 2020 – be managing a series of different spaces to deliver our aims

Explanatory Notes:

We would envisage that the Hub would be managed and run on a day to day basis by the businesses and groups that occupy it. This would involve them in the overall organisation and create an important element of giving something back in return for supporting them. The strategic management would be the responsibility of the We Love SE25 organisation, possibly through a distinct ‘committee’ or ‘steering group’.

It is envisaged that we will have a main central facility at the heart of the multi-site ‘hub’. The outline brief will include an indicative schedule of accommodation to probably:

- Central space - multifunctional space at the heart of the centre providing a focus for all activities, accommodating the following:
 - Reception/welcome point
 - Circulation to all facilities
 - Display area/s
 - Cafe seating circa 30 people with serving counter
 - Circa 50m2 minimum
- Kitchen (10-12m2)
 - Catering provision possibly integrating cafe servery
 - Out of hours partial use as tea point
- Community toilets (15-20m2)
 - Usable by the public and bus drivers, to include a 'Changing Places' enlarged wheel chair accessible toilet for people with more severe disabilities (8m2)
 - Cleaners cupboard
- Multifunctional Meeting and Events Room
 - Capable of seating a minimum of 50 people for a presentation
 - Storage for equipment (audio, projector, presentation materials, etc)
 - Minimum of 40m2, but as large as possible
- Flexible business support facilities:
 - Mix of adaptable spaces to provide shared and private work spaces, such as:
 - Shared workspace with 6-8 workstations - 20m2
 - Individual offices - 2no @ 8m2
- Workshops - 2no @ 12m2
- Main store (10m2)
 - Furniture and equipment
- IT cupboard



The diagram presented to the local community illustrating the range of potential activities in the 'hub' and prompting additional ideas and debate

The café would be at the heart of the facility. We would envisage that the café would be one of the businesses within the hub, with the people running it responsible for organising and managing the spaces around it. This would be in

- Plant and Services Intake

An example of the type of business that could be integrated into the Community Hub or found a separate 'home' is a Community Film Club. We have already contacted by Katie Brandwood regarding the following interesting proposal:

Proposal for Cinema Venue in South Norwood

My proposal is for a full-time community cinema in the heart of South Norwood, utilising abandoned or disused commercial property in line with existing CED plans.

My core mission is to integrate the community by creating a dynamic cultural film centre where local people can come together, relax and engage. South Norwood lauds a rich history of cinema-going, at one point supporting three large cinemas. We hope to weave this heritage into our ideology, reviving the magic and romance of cinema from a bygone era.

Our venue will house a blacked-out cinema space with a minimum of 60 seats and a cafe-bar where audiences can socialise before and after screenings. My goal is to run 7-10 screenings per week, spanning a high quality cross-genre programme; mainly independent new releases with the integration of mainstream titles to bolster the cinema's finances. At its core, the programme will promote diversity and have a universal appeal.

To enable inclusivity, ticket prices will be subsidised at off-peak times and programming will cater for a wide cross-section of the community, including families, BAME groups and the elderly. The business will be set up as a C.I.C, with profits being driven back into the cinema.

The majority of start-up funds and capital will be raised through crowdfunding. Once open, the cinema should be self-sustaining, generating revenue from ticket sales, memberships and cafe-bar sales. Ticket prices will follow a tiered system, with higher rates at weekends and reduced rates for matinee and weekday screenings. We will operate a membership scheme to encourage loyalty and generate additional revenue.

Costs will be minimised wherever possible. Ideally the cinema will open 5-6 days per week to maximise opportunity for income from ticket sales, with extended runs of films to reduce licensing costs. The cinema will be run by a small core team of paid staff (general manager, projectionist and 1-2 duty managers), and supported heavily by a pool of 30+ front-of-house volunteers. We may also be able to tap into the individual skills and expertise of individual volunteers to help build the business. We will begin by screening from blu-ray, however later on we will explore the option of installing a 4K digital cinema package in order to operate as a 'theatrical' cinema, screening films as soon as they are released.

I would be interested in partnering with a local entrepreneur to operate the cafe-bar as a separate entity, with the cinema taking a percentage of revenue. The cafe could open at off-peak times, between film screenings, to enable continued income to the business. There should also be an opportunity to facilitate non-film activities in the cafe bar, and hire the venue out at an affordable rate to local clubs and residents for private screenings

Bringing Empty Property Back in Use through Community Ownership or Management

Project 5 – Building a Community Owned Property Portfolio

Through the community raising funds and buying empty property in South Norwood we can bring back into use the long empty buildings that blight the local area. Re-using those buildings would allow us to support and promote a new range of shops and businesses that will help to re-activate our town, whilst creating opportunities for local entrepreneurs.

Identified need:

1. One of the most striking aspects of the High Street and Portland Road is the number of empty shops, many of which have been abandoned for many years and are consequently in very poor condition. Some of these have been converted into poor quality residential accommodation that is badly maintained. This all adds to the generally rundown appearance of the area.
2. The large number of empty shops is one of the community's main concerns about the area.
3. The Council have recognised the high level of vacancies.
4. Local people told us *"We need community based shops & outlets that develop skills for residents and generate income. definitely need provision for young people."*
5. When asked what South Norwood's weaknesses were, the most common response from local businesses was the number of empty or closed down shops.

Proposed Outcome:

1. To help to drive the economic development of the area we want to establish a portfolio of community owned and controlled properties that we will restore and bring back into use empty shops, pub and other commercial properties.
2. We will let out the properties to support our aims to provide:
 - a. One or more pop up venues that allow business ideas to be tested and developed
 - b. Affordable business space for start-up businesses
 - c. Secure and affordable accommodation for the types of business that we want to encourage into the area and to support existing businesses that we do not want to lose
 - d. Where retail accommodation is less viable we will develop spaces for different types of businesses, creating studios, workshops and offices



Empty shops on The High Street

- e. Where appropriate some spaces may also provide community facilities and potentially subsidised accommodation for community interest/focused organisations that will support the local area
3. Increase the number of people working and spending in the local area, helping to boost trade for the existing businesses
4. Where it would be appropriate to reinstate or develop residential accommodation, such as in flats above shops, we will create new homes to let at affordable rents or possible through shared ownership. We will target creating secure homes for existing local residents who might otherwise be unable to stay in the area. We will consider partnering with a housing association or other established registered provider.
5. We will establish an organisation that is a legal entity that can purchase and manage properties, but that is owned and controlled by the community. This could be in the form of a cooperative with a community shares structure. Having a viable business model and a sound governance structure, with local public accountability, will be absolutely essential to the success of this project
6. Establish a community shares scheme to fund the project
7. As a longer term aspiration we will consider using the property portfolio to develop a modern form of local building society that can use the value of its assets to support local enterprise and residents to purchase property locally.

Programme:

1. Autumn 2017 – Research into delivery models and structures. Ensure that the organisation developed under Project 1 is able to develop to take on this Project
2. Winter 2017/18 – Draw up an initial list of properties of interest for this project. Identify properties and land that might be appropriate to register as Assets of Community Value
3. 2018 – 2020 – main focus on building up the Project 4 community hub, and developing a good understanding of the issues involved in the management of a portfolio of buildings
4. 2020 (2018+) – Plan to start purchasing properties in 2020 unless particular opportunities arise earlier. Commence an awareness and fundraising campaign

Explanatory Notes:

1. Ideally we would like to work in collaboration with current landowners. We will however seek to work with the Council and other agencies to secure properties, potentially through compulsory purchase orders, when necessary.
2. As the project develops we will consider also securing properties that we will sell on where this would more effectively support our business plan

GALLERY SE25? - Convert the Portmanor Pub into a community art gallery

The Portmanor Pub is a local landmark pub at the top end of Portland Road. It has sat empty for a number of years whilst the owners try to get planning permission to extend and convert it into flats. This has been refused three times. Meanwhile the building has been allowed to fall into disrepair.

If it were owned by the community it could be used for a wide variety of activities. Elizabeth James runs a gallery in one of the Council sponsored pop up shops on Portland Road. She has suggested an interesting fusion between café/bar and an art gallery.

GALLERY SE25 would host Group exhibitions, Workshops, live art Saturdays, spoken word / poetry, community meetings. Art would be displayed across the two main floors with the space for community activities, a family- friendly coffee shop with a balcony and beer garden.

Its prime location with plenty of passing traffic, both on rail and road, it could potentially be funded and owned by the community.

It could be a further element helping to firmly put South Norwood on the arts map. Open 7 days a week 9am - 9pm, it could employ approximately 10+ local jobs.

- Director Curator
- Maintenance / Decorator
- Gallery Assistants
- Workshop tutors
- Coffee shop staff

It would give opportunities for local artists and provide work experience for art students

Benefits

- Brings the community together, offers work, afford local artists a space to exhibit and perform
- Opportunities to learn, with all levels of experience and ages welcomed. Regular events, school visits, community pride



The Portmanor Pub has been a local landmark for over 150 years. It started life as 'The Signal'.

As a building owned by the community it could provide a wide range of opportunities. It could form a 'community art gallery' as set out in our case study. Equally it could become a community pub, a tech hub or arts centre, or indeed a fusion of all of these and more ideas.

Increasing local employment, business ownership and successful business in SE25

Project 6 – Supporting and Promoting the Clock Tower Market

The Clock Tower Market is run by an independent group of local residents and volunteers. We would wish to continue to liaise with them to support the excellent work that they are doing to meet their needs. They have built the market up over the last two years from humble beginnings into a still small yet thriving monthly event. Their pitches are oversubscribed. Public realm works will be complete in mid-2017 that will transform Station Road to create a linear 'market square' that will accommodate twice as many stalls.

The market is already providing a stepping stone for developing local businesses. Recently the market flower stall holder, having built up her experience and clientele, has progressed to opening a shop on the High Street.

The market team, as a purely voluntary group, are struggling though to maintain the momentum that they have generated.

Identified need:

- Increase the variety of retail in the town centre
- Create opportunities for new businesses to develop through testing ideas and products, and generate a clientele, in a low cost, low risk manner
- Provide support to allow the fledgling market to develop in a sustainable and equitable manner

Proposed outcomes:

- Enable the market to establish an appropriate organisational structure
- Support the development of the market to be able to fund staffing for the setting up, running and clearing away on market days
- Promote the market through Project 3

Programme:

- Autumn 2017 – A sustainable organisational structure in place

Project 7 – Promoting SE25 as a Centre for Arts and Creativity

We want to re-establish some of South Norwood's 'Unique Selling Points'. For a small town, South Norwood has had a strong focus on the arts, with numerous artists covering the full spectrum of disciplines as diverse as classical to punk, and beyond. We were fortunate in having one particular benefactor who made a huge impact on the area – William Ford Stanley. He was a self-made man who was committed to giving back to society.

He was the driving force behind the Stanley Halls. This is unique series of buildings dedicated to Science, Liberty and Justice through enlightenment in the arts, culture and education. This building recently came back into community control through an asset transfer. (Some of the trustees have been closely involved in developing this CED Plan.) It is becoming re-established as a local centre for the arts. A wide range of other artistic activities happen throughout the area and are increasing, wanting space and opportunities to develop.

William Stanley made his fortune through inventing and manufacturing precision engineered tools and instruments. His inventive spirit lives on in the area through The Invention Centre, which was based in Station Road until recently and is currently looking for a new home in the area. We used to have one of only 4 pneumatic railways in the world and we boast the world's first reinforced concrete tunnel beneath our station!

Hence we will promote and support the development of SE25 as a centre for arts and creativity, a powerhouse for artistic creation and performance, along with invention and new ideas.

Identified need:

1. Short term enhancement of the public realm to improve the perception of the area. Local businesses have told us the image of the area is suppressing footfall and trade in the area
2. Positive new uses for empty commercial properties that are unlikely to be viable in the future are traditional retail. The empty and boarded up shops are a major concern of local residents and businesses
3. A wider range of activities for people of all ages, but especially for young people. Targeting interventions that would be supported by and encourage participation from and with younger people could divert them away from crime and anti-social behaviour
4. Generating additional footfall through encouraging local and visitor 'trade' into the area

Proposed Outcomes:

1. Through Projects 4 and 5 provide spaces for the delivery of this Project through the delivery of supported work space, workshops and studios, with a focus on the arts, creative industries and the development of cutting edge technology through the support of a 'tech hub' in SE25.
2. Wider support for an arts based shops and businesses 'cluster'
3. Supporting the development of Stanley Halls as a regional arts centre through Project 2 and identify opportunities for the other businesses to benefit from its development.

4. Enhance the local Environment through supporting the introduction of 'Street Art'. SE25 could develop as a destination for 'Urban Art' working in collaboration with Gamma Proforma, a locally based gallery. A mix of short term and permanent art works including sculpture and painting will be distributed throughout the local area. This initiative will be linked to a series of events including an annual arts festival.
5. Establishment of a Tech Hub in SE25 initially as an identified series of tech friendly spaces (cafes, library, etc) but developing into part of the portfolio of spaces within the Community Hub and beyond.

Programme:

1. Autumn 2017 –
 - a. first Urban Art festival in SE25
 - b. Integration of Project 7 principles into the development of Projects 4 and 5
2. Winter 2017/18 – develop an arts strategy working with Croydon Council
3. 2018 onwards – continued delivery of temporary art installations through the area
4. 2018 + - development of aspects of the Community Hub to support artistic and creative industries

Explanatory Notes:

1. Stanley Halls is an independent organisation. It is however also one of the partner organisations with PPR that worked to develop this plan.
2. Whilst the Community Hub will be tasked with providing something for everyone, it should develop a different feel and vibe to Stanley Halls. This could be expressed through a more modern, 'urban' expression that is more likely to attract younger generations.

Project 8 – Establishing an SE25 Business Improvement and Development Programme – supporting new and existing businesses

"I would like to see South Norwood High Street back how it was a good few years ago when you could walk up and down and actually have decent shops to buy the things you want"

Introduction:

The current retail and service offer in South Norwood is considered limited and some of the existing businesses are currently considered unwelcoming. Residents and businesses both want a vibrant shopping area. However, there is currently a 38% vacancy rate of business premises - which far outweighs the business premises vacancy rate in other 'district-centres' in the borough. There is also a high rate of turnover of local businesses with almost one in three businesses less than two years old.

We will support businesses by developing a programme of support aimed at encouraging and facilitating potential, new and existing businesses to flourish - offering residents a diversity of local shops and services in South Norwood.

Identified Need:

1. Support for potential local entrepreneurs to create new businesses
2. Support for marginal businesses that the local community wants in the area but are unviable at present
3. A greater variety of shops, activities and businesses in South Norwood
4. New uses for closed or poorly used business premises
5. Local concern at the proportion of empty business premises and the look of them

Local people told us:

- Quality of offer, unwelcoming businesses and lack of variety were some of the top reasons local residents identified for why they didn't use South Norwood shops and services more frequently
- Over 50% don't use any of the pubs, bars, cafes or restaurants or the library and 70% didn't use the hairdressers
- One of the concerns local people identified about business premises in South Norwood was the increasing rate of conversion into housing.

Local businesses told us:

- Local community spirit was identified by local businesses as one of the best features of doing business in the area
- They are optimistic about the positive change in the last two years and further improvement they anticipate in the future.

- Key improvements local businesses identified included business support, improved shop fronts, regular street clean-ups, a local loyalty card scheme and a local discount scheme
- Almost one in three businesses are less than two years old

Proposed Outcomes

1. Provide training opportunities for the local business community, for example, workshops on window dressing
2. Improve the appearance of shop fronts of degraded and empty business units
3. Develop a loyalty scheme accompanied by a shop local campaign to encourage residents to use more local shops and services more frequently
4. Investigate the interest in a Business Association for South Norwood.
5. Develop / investigate the feasibility of developing a tech hub in South Norwood - with Croydon being one of the fastest growing local economy partly on the strength of its tech hub, given the artistic flair in the local community and the excellent transport links and relatively affordable business space, exploiting the potential to develop a tech cluster in South Norwood

Programme

Autumn 2017 - Develop a plan for the proposed Business Improvement and Development Programme

Case Study:

My name is Samantha and I'm a local mum with three girls age 7,4 and 2. I've lived in South Norwood for five years and I'm looking for a permanent space right here in the local community to house my exciting new multicultural mobile children's book shop called 'Book Love' to host workshops and book readings for the children who live and play locally.

I'd like to tell you about my really exciting multicultural children's book company called "Book Love". I specialise in writing, self-publishing and sourcing UK children's books that tell the stories of families and children from diverse communities across the UK, just like South Norwood. They are all self-published and produced by an exciting new wave of independent children's writers telling authentic, real stories, uncensored my mainstream publishing companies. They are beautifully illustrated and depict a fresh, vibrant Britain not often represented in conventional story books. My books provide a fascinating and unique insight in to Multicultural Britain, full of real families and real children, who look like the real families we see on the on the streets around us. I sell at the South Norwood market and attend schools locally to encourage teachers, families and schools to buy more diverse literature. With no book shops in South Norwood, I'd love to find a space to bring these books to our community. A community hub where children and their families can come and buy and enjoy this beautiful collection of books.



Re-creating a Pleasant Modern Market Town Environment – encouraging locals and visitors to spend time and money in SE25

Project 9 – A Cleaner, Greener, Vibrant SE25 – Community Initiatives to Improve Our High Streets and Public Spaces

We will establish a programme of small scale ‘make-over’ projects that will deliver most of the proposed outcomes. Some though are already being delivered or will be delivered by individual groups and organisations. These include the two community gardens and the Urban Arts festival. We will support these in whatever manner is agreed with the current organisers.

Identified need:

1. The heart of South Norwood is comprised predominantly of the original Victorian and Edwardian buildings, with shops, pubs and community facilities at ground floor level, and residential above. The main ‘town centre’ is a conservation area and stretches of Portland Road will be ‘Local Heritage Areas’. However, the High Street and Portland Road look and feel very run down.
2. The empty shops, shutters over places that only open later in the day, hoardings and the flat conversions are generally dull and unattractive
3. Portland Road and the High Street have little greenery along them and few opportunities for people to sit, rest, meet and talk
4. Our main roads have lots of traffic on them creating a lot of pollution. We need to encourage people out of their cars where possible and find ways of cleaning up the area
5. We have some excellent and interesting local parks and open spaces, but they can all be improved to increase their use by the local community
6. There are some unused, underused and abandoned local open areas that could be transformed to create opportunities for our community
7. Many local residential streets have nowhere for the local children to play
8. We have an artistic, young and dynamic community but this is not really expressed in the look and feel of the area. The public art that we have is looking tired and worn



Work In Progress – The Portland Road Community Gardens.
This project has been organised by PPR

Proposed Outcomes:

We will improve the local environment and encourage greater levels of activity on our streets, increasing economic footfall through a series of initiatives:

1. A regular programme of community clean-up days sponsored/supported by local businesses, and coordinated with the council
2. 'Respect South Norwood' residents campaign targeted at stopping businesses, residents and landlords leaving rubbish out on the street
3. Develop a programme of public street art around the neighbourhood, to include:
 - a. Transforming the dark and dingy Portland Road railway bridge from a barrier between the High Street and Portland Road, into an 'immersive art experience' gateway
 - b. Relocating and restoring the South Norwood mosaic inappropriately located under the Portland Road railway bridge
 - c. Creating an Urban Art 'gallery' around South Norwood with at least 20 sites for permanent and temporary 'street art'. Support the development of an Urban Art festival
 - d. Replacing the damaged public art in the pedestrian tunnel under Norwood Junction Station
4. Community painting project to redecorate the fronts of empty and converted shops with bright and cheerful colours
5. Support the development of 'pocket parks', community gardens and public spaces along the High Street and Portland Road. There are already two community gardens – The Sensible Garden on the High Street and the Portland Road Community Garden around the Leisure Centre. The introduction of more planting will help to reduce the air pollution and traffic noise.
6. We already have an award winning 'Play Street' on Love Lane. We will promote and support the development of a network of play streets across the neighbourhood



Love Lane Play Street in action!

Programme:

1. Autumn 2017 –
 - a. Urban Art festival organised by local pop-up shop Gamma and supported by PPR
 - b. Launch a series of clean-up days
2. Winter 2017/18 – Develop a detailed community ‘public realm improvements’ ideas plan through a series of public walkabouts and events. Agree priorities
3. Spring 18 – Consents and approvals
4. Summer 18 – launch first small scale initiatives
5. Medium term – role out a series of ‘community interventions’



Love Lane community garden – this area used to be covered in fly tipped rubbish, domestic waste and brambles

Involving the Whole Community in Our Community

Projects 1-9 – Creating projects that celebrate and enhance our multicultural community across all generations

South Norwood features great diversity in terms of ethnicity, religion and age among other characteristics. Communities in South Norwood share an energy and artistic flair - who demonstrate a great appetite to come together and both celebrate and enjoy that diversity.

Over 60% of residents are from black and minority ethnic (BME) backgrounds, in particular Black African and Black Caribbean communities. South Norwood's age profile is significantly younger than that of both Croydon and the rest of the country and around a fifth of the population has a disability.

Membership of the Working Group reflects South Norwood's diversity - made up of people from a wide range of ethnic, religious and social backgrounds together with a good gender balance. This team is fully committed to the local community - in all its diversity - and is driven by a strong desire to engage and involve the whole community in its work.

The formalisation of 'We Love SE25' as a new pan-SE25 organisation will provide an opportunity to make even greater efforts to ensure that the full diversity of the area - in the broadest sense - is reflected within the organisation and as a consequence, all its work is inclusive, representative and achieves benefits for all communities in South Norwood.

5. Next Steps – Resources Needed

Having been energised by the development of this plan, we are very keen to pick up the momentum again and start to help to deliver the change we want to see. We are also though very much aware of the importance of planning out our next steps and establishing a firm foundation to build upon. We now have a fledgling new organisation in the form of We Love SE25 that needs to be quickly developed from an enthusiastic working group into an effective team delivering change. We Love SE25 does though have experienced partners to support it and its projects, including People for Portland Road and Stanley People’s Initiative. We also have the ear and support of the Council, and the goodwill of the wider community. We are however without any funding or other resources.

The table below sets out some of the key activities, when they are likely to be commenced and the resources that are likely to be required to deliver them. We will not though repeat the programming as proposed for each of the Projects.

Activity	Programme	Resources
Public launch of the completed plan – using the contacts we have made over the last 7 months, through social media and using our website we will present the plan. Presence at local events including the South Norwood Community Festival	Summer 2017	Electronic media only
Project 1 – Establish We Love SE25 as a formal entity – we will initially adopt an interim constitution as we research the most appropriate model / structure for the organisation that will best allow us to deliver our aims. Consider future requirements for Project 5		Venue for meetings Community organisation, property purchase and management, and legal advice Funding for professional advice
Fundraising – set up a fundraising programme to initially fund the establishment of the organisation and get the ball rolling on our initial projects. This will be linked to the launching of the plan. We envisage using crowdsource funding techniques		Electronic media initially
Key stakeholder engagement – arrange a series of meetings and potentially events to discuss our plans with funding and enabling bodies and key individuals		Electronic presentation of the Plan Availability of key team members to present our proposals Venue
Project 6 – engagement with The Clock Tower Market team to scope out support that we can provide to their project		
Project 2 – Launch promoting the new organisation and summer events. Appoint project lead and team. Continues to deliver an on-going programme		Funding for banners and flyers. Design of marketing materials Use of electronic media too

First 'Annual General Meeting' of We Love SE25 – presentation of the plan and recruitment of a larger working group	Autumn 2017	Advertising materials including banners and flyers Venue
Establish project leaders and mini working groups for each upcoming Project		
Project 4 – Open formal discussions with Croydon Council to secure the initial elements of the Community Hub. Consider meantime and long term options. Depending on likely timescales start to prepare for the first property.		Legal advice Surveying and architectural advice Organisational advice (calling on experience from Stanley Halls)
Project 8 – Develop a plan for the proposed Business Improvement and Development Programme. Involve key stakeholders including the Council. Detailed engagement with businesses to identify specific requirements		Engagement with businesses to encourage involvement Venue
Project 9 – Develop a detailed community 'public realm improvements' ideas plan through a series of public walkabouts and events		Advertising materials including banners and flyers Maps and photos Presentation of findings
Urban Arts Festival – supporting activities only		
Launch regular (quarterly) community engagement events to consult on and capture ideas	Winter 2017/18	Advertising materials including banners and flyers Venue
Project 7 – Develop a draft arts strategy working with Croydon Council, SPI and key stakeholders		
Project 3 – Establish a forum for discussion with local businesses and stakeholders to discuss the parameters of this Project. Start initially with more supportive businesses to get it established and then broaden out through their connections. Establish a working group to take forward the project	Spring 2018	Engagement with businesses to encourage involvement Venue
Project 4 – partial takeover of first element/s of the Community Hub. Organisation of detailed organisational arrangements including a management plan, identifying tenants and launch/opening		Funding for any enabling and fit out works, and purchase of furniture, fittings and equipment