

Draft Rye Lane Peckham Conservation Area Management Plan

INTRODUCTION

This Management Plan sets out a framework to ensure that the area in and around Rye Lane and Peckham High Street retains the qualities which gave rise to its designation as a conservation area. To do this requires managing change appropriately, while also protecting, enhancing and promoting the built and natural heritage of the area.

To implement the Plan effectively a strong partnership is required between the various stakeholders in the area, including Southwark Council as the Local Authority, local residents and community groups, and local businesses. The Plan must recognise the specific needs and available resources of, and be actively supported by, all stakeholders.

The Plan sets out practical initiatives which must be flexible enough to respond to circumstances as they unfold with time. Southwark Council will ensure other stakeholders are consulted on an on-going basis through public meetings, exhibitions, and printed and online communications. This consultation will aim to raise awareness of issues and encourage input from all stakeholders. Southwark Council will also designate a single contact point to whom stakeholders can send queries relating to this Management Plan.

This Plan has a life of 5 years and will be reviewed by representatives of all stakeholders no less than once every year until 2019. This review will be organised and facilitated by the Design, Conservation and Archaeology Team, in consultation with the other stakeholders. The purpose of the review is to establish priorities, assess progress and make any changes needed to reflect changes in circumstances.

Area covered

A map of the area covered by this Plan, referred to as the Management Area, is set out in Figure 1. It comprises the Rye Lane Peckham Conservation Area; the commercial core of Peckham. The conservation area is principally centred on three streets: Rye Lane (A2215), Peckham Hill Street and Peckham High Street (A202). Rye Lane is the main route to East Dulwich and Honor Oak, Peckham Hill Street connects Peckham with the north of the borough and Peckham High Street is the through route between Camberwell and Blackheath.

Other applicable policies

The Management Area will be subject to overarching planning policies applicable nationally and locally. Current policies are listed in Appendix A. In addition, special planning rules and initiatives may apply to the Area, including special controls and enforcement. Current details of these are set out in Appendix B. Any changes to these policies or rules will be notified by Southwark Council to the other stakeholders through its on-going consultation process and at the annual review.

Wider initiatives

The Council is looking at additional research, investment and delivery in the Area through a number of wider projects, both current and pipeline, which will create the potential to optimise the health and vitality of the town centre, the celebration and protection the character of the Conservation Area and surrounds.

The Peckham and Nunhead Area Action Plan has progressed further and is due to be adopted in 2014. The council is committed to working with the community including business groups, residents and voluntary groups to deliver improvements to the historic townscape and will develop a framework to involve all these stakeholders in this work. The findings and proposals will be included in a cabinet report in spring 2014 and encompass the requirements set out in the June report.

The overall impact of this project is expected to benefit all people within the community. Peckham is a diverse area and the council aims to ensure that the views of the wider community are fully represented.

Aims of this Plan

The starting point is to highlight **Key Issues** which affect the historic character and appearance of the Management Area. These comprise the prevailing social and economic factors under the first two headings *Uses and Users* and *Community*, followed by issues relating to the physical environment under *Buildings and townscape* and *Streets and Public Realm*.

Each Key Issue is addressed in three ways:

1. identifying objectives;
2. outlining the best general approach to support these objectives; and
3. setting out practical initiatives to implement the objectives.

In relation to each Key Issue the focus is on:

- Identifying priorities to resolve the negative impacts that have arisen through changes over time (for example, new developments) or through deterioration and neglect;
- Proactively maintaining and enhancing the Management Area's historic character and appearance;
- Managing future changes so as to conserve and/or enhance the Management Area's historic character and appearance; and
- Ensuring that at least a portion of the S.106 contributions from any new development in the Management Area is used to support action under this Management Plan.

FIGURE 1: MAP OF RYE LANE PECKHAM CONSERVATION AREA
(MAP TO BE INSERTED)

KEY ISSUES

USES AND USERS

The Management Area encompasses a range of uses, but predominantly: small and medium-sized retail businesses with a few eating and drinking venues and some spaces used for religious and cultural purposes. Users include people living or working locally and visitors specifically coming to the Area to shop for specialist African and Caribbean produce, groceries and cosmetics.

Although the Area has a rich history, there is currently little focus on this aspect at street level. However on looking up at the some of the historic buildings above the shops, it is evident that Rye Lane and Peckham High Street were formerly grand shopping streetscapes, with prestigious department store premises at Jones and Higgins and Holdron's alongside large emporiums, local shops, a number of arcades and covered markets - which today house shops selling mainly bargain household goods.

Over the last few years, Peckham has seen its burgeoning arts 'scene' firmly establish itself with a wide variety of cultural activities on offer, many finding temporary or permanent homes in the Area's many industrial spaces, for example in disused railway arches or in the huge former Victorian cricket-bat factory that is the Bussey building. These uses and users have given the Area yet more of a special character which draws people from all over London to experience, now made even more accessible with the arrival of the Overground - connectivity and the culture putting Peckham firmly on the map.

1. Objectives

- To ensure that the Area achieves a balance of uses that is sustainable and appropriate for its conservation status within an urban environment; and
- To strengthen the Area's identity to reflect its strong retail and industrial heritage.

2. General approach

- Recognising and responding to the different uses and users within the Management Area building on the existing strengths of retail and creative enterprises;
- Ensuring that no single use or user group dominates; and
- Developing a collection of programmes to increase knowledge about, and enjoyment of, the Area's history.

3. Practical Initiatives

- Building on existing networks amongst businesses and residents to work together to improve and maintain an attractive, safe streetscape. Issues of concern, include:
 - Supporting local businesses.
 - Creating jobs for local people
 - Noise (from bars and cultural venues, delivery and waste disposal vehicles, plant and air-conditioning units)
 - Lighting and safety
- Building on existing heritage work by local groups, open to anyone living or interested in the area, to explore ways of sharing knowledge about the Area (e.g. guided walks, leaflets for self-guided walks, updated information panels, oral history, filming, artworks).

COMMUNITY

The Rye Lane Peckham Management Area is a hugely diverse mix of social, economic and ethnic communities which already have a number of vocal and active community groups. Several of these groups have established working contacts with the Council and have played a part in some of the Area's development heritage, cultural streetscape and public realm initiatives to date e.g. the Old Waiting Room Restoration, the Townscape Heritage Initiative (THI) Round 1 bid, the Portas Pilot bid and Peckham Takeover of the V&A.

A variety of community events take place all year round such as regular meetings, heritage and urban design study tours, fetes, exhibitions and inter-faith walks to encourage groups and individuals to work together with a common initiative of enhancing and celebrating the local area together. There are, of course, still ways in which these current networks and relationships could be improved and the Management Area's distinctive identity could be used more effectively to engender a sense of community among everyone who lives and works locally, whether they are based in the Area for a long or short period.

A distinguishing feature of the Area is the flexible and innovative way in which the spaces are used for business, social and cultural purposes. Traditional one-shop units sit alongside single kiosk-style units and subdivided shops which house different businesses within their partitioned walls. Several establishments rent out 'seats' to individuals to offer, for example, hair and beauty services, rather than operate as one single enterprise. This flexibility enables users in the community to operate fluidly, which in turn has contributed to Rye Lane enjoying a vibrant and flourishing economy despite the tough climate of recent years.

1. Objectives

- To achieve active and meaningful engagement by local residents and businesses in the life of the Management Area;
- To encourage local residents and businesses to take pride in their surroundings
- To encourage local groups and individuals to work together towards a common goal of improving and maintaining the quality of the built environment

2. General approach

- Implementing this Management Plan in ways which are welcoming, open and inclusive of all stakeholders;
- Working collaboratively and constructively, finding ways to overcome potential divergence between private and public, residential and commercial interests and priorities.

3. Practical Initiatives

- Strengthening and creating ties between existing residential and community groups, and linking these with local businesses;
- Organising regular community activities, for example social events supported or hosted by local businesses; history walks and talks led by the heritage group mentioned above under *Uses and Users*;
- Organising regular sessions for people living or working locally to monitor and, where appropriate, take action to clean up the local environment (e.g. by removing redundant signage and planning notices). This could be followed by an informal social event;
- Enabling local residents, institutions and groups (e.g. local schools and youth clubs) to develop and deliver public realm and heritage programmes for the general public.
- More liaising with local and neighbouring organisations to learn from collective experiences to engage local communities and to explore possible ways of working together on joint community initiatives.

STREETS AND PUBLIC REALM

This section covers the streets, spaces, trees, green walks and other pedestrianised routes which act as the setting for the historic buildings. There are certain common issues (waste management, tree maintenance, street cleaning, loading/servicing) relating to the streets and public realm which have repeatedly come out of the consultation carried out as part of preparing the Rye Lane Peckham Conservation Area Appraisals.

As the Management Area is predominantly a shopping one, much of these issues are around shopfronts. The main problem that exists is with the cluttered and untidy appearance of existing shopfronts and signage: old, redundant signs and signage not integrated or in keeping with the style and scale of the buildings. These issues must be tackled during repair and reinstatement, and particularly where the existing shopfront has an inherent architectural value which contributes to the host building and streetscape. For further guidance please see the Council's Shopfront and signage design guidance.

Although the wider area has numerous parks and open spaces of different sizes, the Conservation Area itself is lacking in green spaces. The Plan offers a number of suggestions to improve, link and create opportunities for the green environment to soften and provide respite from the bustle of the busy streets.

1. Objectives

- To preserve and enhance the retail and industrial heritage of the Management Area, through the choice of street furniture, lighting and landscaping.
- To carefully manage transport movements and pedestrian flows to protect and highlight the Area's historic character.

2. General approach

- Following the guidance set out in the Southwark Streetscape Design Manual. Full details of this can be found at:
http://www.southwark.gov.uk/info/200456/southwark_streetscape_design_manual_ssdm
- Following the guidance set out in the Southwark Shopfront and signage design guidance; To the extent possible, following the guidance of English Heritage in their manual 'Streets for All: A guide to the Management of London's Streets'. Details can be downloaded at:
<http://www.english-heritage.org.uk/publications/streets-for-all-guide-to-management-of-londons-streets/>
- Following the green infrastructure guidance set out in the GLA All London Green Grid SPG: South East London Green Chain Plus:
http://www.london.gov.uk/sites/default/files/ALGG_SPG_Mar2012.pdf
- Have reference to the sustainable design and construction SPD and Southwark Tree Strategy:
http://www.southwark.gov.uk/info/200151/supplementary_planning_documents_and_guidance/1254/sustainable_design_and_construction_spd
http://www.southwark.gov.uk/info/505/trees/2016/tree_management_strategy
- Ensuring any alterations to the streets and public realm reflect the historic and cultural significance of the Management Area;
- Maintaining, protecting and reinforcing the historic street patterns, materials and geometry through appropriate design;
- Maintaining and protecting trees of significance to heritage, amenity and biodiversity, currently protected via TPO or otherwise within the conservation area; and
- Enabling visitors to find their way around and through the Management Area with ease.

3. *Practical Initiatives*

- Surfaces
 - Requiring a consistent approach to finishes and choice of materials to reflect the Management Area's historic character. A section of historic street finishes: cobbles and stone setts survive at the side and rear of Nos. 117-125 (odd) Rye Lane and Bull Yard
 - Instituting a co-ordinated programme of maintenance and repair of paving and street surfaces;
 - On-going monitoring of utilities companies installations (satellite dishes, wires and meter boxes) to ensure appropriate materials are used and the requisite standard is maintained. This could be carried out jointly by community groups, the Council Enforcement team and THI officer.
 - Initiating a programme of street and shopfront cleaning. This could be a joint Council/community led programme.

- Street Furniture
 - Reducing clutter which negatively impacts on the historic character of the Management Area;
 - Requiring a consistent approach to types and standards of street furniture and fittings to reflect the Management Area's historic character. The area currently consists of a mismatch of uninspiring street furniture. This disparity is largely attributed to isolated Council streetscape enhancement works of the past. The opportunity exists within the conservation area for creating uniformity between streetscape elements and assessing their placement and provision.
 - Ensuring sufficient rubbish bins and facilities for cigarette disposal to discourage people from throwing rubbish and cigarettes on the pavements;
 - Removing obstructions such as advertising boards, planters, displays of goods which impede pedestrian and traffic flows.
 - Providing appropriate parking racks for cyclists to prevent locking of cycles to streetlamps, railings, negatively impacting on pedestrian movement and the visual character of the Management Area.

- Lighting
 - Requiring a consistent approach to lighting to reflect the Management Area's historic character. There are currently no good examples of appropriate street lighting.
 - Taking action promptly to have lighting removed which is not consistent with the Area's historic character, for example bright floodlighting affixed to an individual business. However this should be done whilst recognising the variety that makes up the character in the Area, so allowing for flexibility within a framework of best practice.
 - Implementing a coordinated programme of maintenance, repair and replacement of lighting on all streets and pedestrian routes; and
 - Levels of ambient and feature lighting which achieve an appropriate balance between ensuring safety and amenity of local residents and visitors, and the needs of commercial occupiers.

- Greener streets

- Finding and creating opportunities to improve planting and beautification in the Area;
 - Working with Southwark Parks and Open Spaces and community groups to continue to improve existing open spaces with planting and landscaping;
 - Where possible, requiring new development to include within their proposals, good quality landscaping for the public realm to increase green spaces within the town centre;
 - Provide for the retention and provision of new street tree planting where appropriate with associated maintenance; and
 - Identify existing areas of hard landscape in the Area that would benefit from softening and greening (such as Peckham Space, the forthcoming Peckham Rye station plaza, the space in front of PeckhamPlex leading to Moncrieff Street).
- Street management
 - Working proactively with the Council's Environmental Health Team, the Townscape Heritage Initiative (THI) officer and the local community to address, identify and resolve the ongoing problems of waste management, parking, loading/servicing and street cleaning – these are key issues that come up repeatedly during community consultation;
 - Initiating a programme of street cleaning as proposed under 'Surfaces'. This could be a joint Council/community led programme;
 - More controls on late night nuisance, crime and anti-social behaviour; and
 - Working proactively to find attractive, creative and sustainable ways of 'street greening'.
- Signage and wayfinding
 - Where needed, installing additional signage to enable people easily to find their way to buildings and around the conservation area;
 - Monitoring signage regularly, and responding to issues raised by stakeholders;
 - Repairing, removing or replacing damaged or redundant signs and notices (including planning notices); and
 - Installing a commissioned suite of wayfinding signage heritage interpretation. This could be carried out as a joint initiative between the heritage group mentioned above in *Uses and Users*, Legible London and the Council.
- Advertising
 - Ensuring that any advertising (whether stand-alone or attached to a structure) is consistent with Management Area's heritage and does not negatively impact on its character or identity;
 - Carrying out monitoring and campaigns to raise awareness and instil good practice relating to advertisements and signage amongst local businesses in the Management Area; and
 - Ongoing programme of monitoring and removal of advertising which is not consistent with the Area's historic character.

BUILDINGS AND TOWNSCAPE

The traditional townscape of the Management Area should be celebrated. This requires preserving, enhancing and where necessary reinstating or replicating buildings which contribute to the Area's character.

The buildings in the Management Area are of a mix of periods ranging from Georgian, Victorian, through to Post-industrial, Art Deco and later periods, such as the 1980s red-brick facade of the Aylesham Centre. Likewise, the nature of businesses and retail units vary, ranging from a traditional shopfront window and door, to single kiosk-style units, from subdivided shopfronts with a door leading up to residential accommodation above, to businesses that sell their goods from the pavement, beyond the line of the physical shop window. For this reason, we do not propose a 'one size fits all' approach, but a flexible one, in order to cater for the variety that makes up the eclectic character and vibrancy of the Area's streets.

As the conservation area comprises buildings of such varied periods and styles, the focus should be on using materials with excellent quality, durability and finish. Recognition must be given to the host building and streetscape, with careful attention paid to any existing historic detailing when carrying out replacement or maintenance works.

New developments must be designed to the highest quality and respect the scale and form of existing structures. The Rye Lane Peckham Conservation Area Appraisal adopted on 18 October 2011, sets out the requisite design standards and objectives.

1. Objectives

- To repair, conserve and enhance existing buildings to maintain the traditional townscape character ;
- To create new structures of high architectural and urban design quality which make a positive, sustainable contribution to that townscape; and
- To ensure all structures respond to the social, environmental and economic needs of existing and future stakeholders.

2. General Approach

- Reflecting and interpreting the character of the Management Area through locally distinctive patterns of: structures, landscaping, scale, materials and quality;
- Strengthening the conservation context of the Management Area as reflected in its topography, physical features, views and vistas; and
- Considering the links between groups of buildings and public spaces, and the adjoining Peckham Hill Street and Holly Grove Conservation Areas.

3. Practical Initiatives

- New developments:
 - On completion, checking to ensure that the area in and around any new development meets the requisite standard. This might require reinstatement of features or structures that have been damaged during development, or installing new features or structures in keeping with the townscape character;
 - Regular monitoring (with the help of local residents and community groups, and local businesses) of the state of a new development and its environs;
 - Liaising with Southwark Council's planning department regarding allocation of S.106 contributions from a new development, and ensuring a portion of this goes

towards environmental improvements and implementing this Management Plan;
and

- Exploring public funding initiatives that can be used to maintain and enhance the Management Area townscape, for example applying for funds from the Council's Cleaner, Greener, Safer programme and from the Heritage Lottery Fund; for example the Townscape Heritage Initiative.

- Shopfronts
 - Establishing a framework of policies, guidance and best practice which achieves the de-cluttering of the street with a degree of consistency whilst allowing for individual varieties of shopfront that currently exist. The essential character of the Area's streetscape should be respected through the recognition of the variety of architecture and businesses and not lost through a 'one size fits all' approach.
 - Following the Council's Council's Shopfront and signage design guidance for consistent advice and best practice during replacement or repair;
 - Where possible, using open roller shutters to avoid creating dead frontage out of business hours; and
 - Building on the existing networks and links that exist amongst shop owners, street traders and other businesses to work together to improve and maintain an attractive and safe streetscape.

Appendix A

OVERARCHING PLANNING POLICIES (SEPTEMBER 2013)

- **National Planning Policy Framework (March 2012)**
- **London Plan (July 2011)**
 - Policy 7.9 Heritage-led regeneration
 - Policy 7.8 Heritage assets and archaeology
- **Core Strategy (April 2011)**
 - Strategic Policy 12 Design and Conservation.
- **Southwark Plan (July 2007)**
 - Saved Policy 3.12 Quality in design
 - Saved Policy 3.13 Urban design
 - Saved Policy 3.15 Conservation of the Historic Environment;
 - Saved Policy 3.16 Conservation Areas;
 - Saved Policy 3.17 Listed buildings;
 - Saved Policy 3.18 Setting of Listed Buildings, Conservation Areas and World Heritage Sites; and
 - Saved Policy 3.19 Archaeology.

From time to time, Southwark Council adopts further guidance on a range of development issues; examples include: Area Action Plans (Peckham and Nunhead Area Action Plan), Supplementary Planning Documents (SPDs) and Conservation Area Appraisals.

- **Peckham and Nunhead Area Action Plan**

The Peckham and Nunhead Area Action Plan (AAP) is a planning document that will help bring long-lasting improvements to Peckham and Nunhead. The AAP sets planning policies for Peckham and Nunhead including those on the look and function of Peckham town centre, and the size and design of new buildings. Peckham town centre has the largest amount of shopping floorspace in Southwark (around 75,000sqm). The town centre has many smaller shops along Rye Lane as well as a large Morrisons supermarket and a number of markets. The opportunity exists to support local economic growth by providing new and improved business space for new small businesses and street trading sites. The AAP needs to ensure it addresses the potential issue of local businesses and the population being displaced due to rising property and rental costs as the area improves.

The AAP sets out a vision for the development of Peckham which includes how development and activity in Peckham core action area will be carefully managed to protect the character and pleasantness of the surrounding residential neighbourhoods. Heritage will be celebrated and used to stimulate regeneration, particularly at Rye Lane Peckham conservation area.

Theme 1: Enterprise and activity: A vibrant town centre and local centres, and shopping areas

- Policy 1: Peckham town centre shopping
- Policy 2: Arts, culture, leisure and entertainment
- Policy 3: Local shops and services
- Policy 5: Markets
- Policy 6: Business space

Theme 6: Design and heritage: Attractive places full of character

- Policy 23: Public realm
- Policy 24: Heritage
- Policy 25: Built form
- Policy 26: Building heights
- Policy 29: Built environment (Peckham Core Action Area)

- **Rye Lane Peckham Conservation Area Appraisal** (Adopted October 2011)

A Conservation Area Appraisal identifies the key elements that contribute to the special historic and architectural character of the area, and opportunities for its preservation and enhancement. Primarily, it is a benchmark for assessing the impact of new development proposals on the character and appearance of the Conservation Area.

The key elements of the Rye Lane Peckham Conservation Area include:

- The area's historical background;
- The character and appearance of the conservation area;
- The Rye Lane Peckham Conservation Area is divided into sub-areas comprising:
 - Sub Area 1 – Rye Lane; and
 - Sub Area 2 – Peckham High Street and Peckham Square.
- An audit of heritage assets including listed buildings and buildings that make a positive contribution to the Conservation Areas and their archaeology.
- The Conservation Area Appraisal also identifies environmental improvements, opportunities to seek improvements to existing buildings and the potential development sites.

APPENDIX B

PLANNING CONTROLS, MONITORING AND ENFORCEMENT

Existing planning controls

Under the Enterprise and Regulatory Reform Act (Abolition of Conservation Area Consent) (England) Order 2013, which took effect from 1 October, proposals to demolish certain unlisted buildings in conservation areas are now considered as part of the mainstream planning process, rather than automatically 'permitted development' as previously under the General Permitted Development Order 1995. ERRA also makes it an offence to fail to obtain permission to demolish affected buildings or not comply with any conditions attached to a permission. No time-limit exists in which enforcement action must be taken.

Monitoring and enforcement

Southwark Council is committed to using its planning powers in the Management Area, to ensure that the special character and appearance is preserved and enhanced. The Design, Conservation and Archaeology Team will regularly update its photographic record of the buildings and public spaces within the Management Area. These photographic audits will be used to monitor change over time so that planning controls within the Management Area can be effectively utilised to secure the preservation or enhancement of the special character and appearance of the area. Breaches in planning control identified will be passed onto Compliance and monitoring officers within Development Management.

Area of Special Control of Advertisements

An Area of Special Control of Advertisements an area specifically designated by the Council because they consider that it's historic, architectural and cultural features are so significant that a stricter degree of advertisement control is justified. The main consequence for advertisements which can be displayed with deemed consent, is that there are stricter limits on permitted height and size of the advertisement than elsewhere in Southwark.¹

No such area has been established yet, but this could be a means to conserve visual amenity within the management area.

¹ Rye Lane Peckham Conservation Area Appraisal

Appendix C

CURRENT AND PIPELINE PROJECTS AND INITIATIVES

The Council is looking at additional research, investment and delivery in the Area through a series of current and pipeline projects which will create the potential to optimise the health and vitality of the town centre, the celebration and protection the character of the Conservation Area and surrounds.

No.	Project/Initiative	Owner	Theme	Status	Description
1.	Peckham Townscape Heritage Initiative (THI)	Southwark Council Heritage Lottery Fund (HLF)	<ul style="list-style-type: none"> Heritage Public realm 	Current	Following the Stage 1 THI grant by the HLF, a Stage 2 grant could lead to £1.675m being awarded to the Peckham THI. This is expected to aid regeneration by repairing and restoring prominent buildings and important groups of buildings in three main areas described on the Peckham THI map, to repair the historic town centre and its townscape, inspire better awareness and knowledge of the area and unlock vacant floor space.
2.	Peckham Town Team	Local businesses Southwark Council	<ul style="list-style-type: none"> Business network. 	Past	A network of local business set up under the Council's Community Restoration Fund to increase business engagement in the local area.
3.	Mayor's Regeneration Fund (post-riots)	GLA Southwark Council	<ul style="list-style-type: none"> Town Centre development 	Current	
4.	Peckham Gateway Project	Southern, Network Rail & Southwark Council	<ul style="list-style-type: none"> Railway station Public realm Retail 	Current	
5.	Pocket Places	Sustrans	<ul style="list-style-type: none"> Public realm 	Current	A two year project in Peckham giving the community an opportunity to develop, trial and run temporary activities and events in unused spaces along Rye Lane.
6.	Empty homes	Southwark Council	<ul style="list-style-type: none"> Residential 	Current	A borough-wide scheme seeking to bring as many empty private sector properties as possible back into use for residential purposes.
7.	2009 London Town Centre Health Check Analysis Report	GLA London boroughs	<ul style="list-style-type: none"> Town Centre development 	Current	Part of a series of London-wide health checks of over 200 of London's town centres using a selection of indicators illustrating how these have changed over time.
8.	Peckham Regeneration ²	Southwark Council	<ul style="list-style-type: none"> All development Public realm 	Pipeline	A development and public-realm-led programme of projects and interventions focussed in the town centre with the aim of addressing wider Council objectives of health, educational and economic development.

² This proposed programme is set within a context of a 10 year development programme and brings together projects under 5 key workstreams of Town Centre development, Public realm, Operational Management (waste, parking etc.), Economic Development and Consultation, Communications, Involvement and Research.