

Lots Road South Design Brief

Supplementary Planning Document
July 2022



THE ROYAL BOROUGH OF
KENSINGTON
AND CHELSEA

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01

Introduction

Purpose and use of the design brief

This design brief is a supplementary planning document (SPD). An SPD provides more detailed guidance on policies in the Local Plan and forms the framework for which any future planning application relating to the site is determined. An SPD is a material planning consideration in the decision-making process. The SPD must be in accordance with the Local Plan and London Plan and cannot set new policy.

The design brief will focus on providing additional guidance for the site at Lots Road South, to support the Local Plan site allocation policy. Any proposal submitted to the Council for this site should clearly set out how it adheres to the design principles within this document. The rationale for each design principle should be considered and, if the proposal does not fully comply with the design principle, it should achieve the outcomes set out in the rationale.

The design brief ensures that development here is consistent and of high quality, whilst allowing flexibility in specific elements of architectural design. It allows residents, developers, business owners and the Council to understand the principles behind any future development at the site and the various forms this could take.

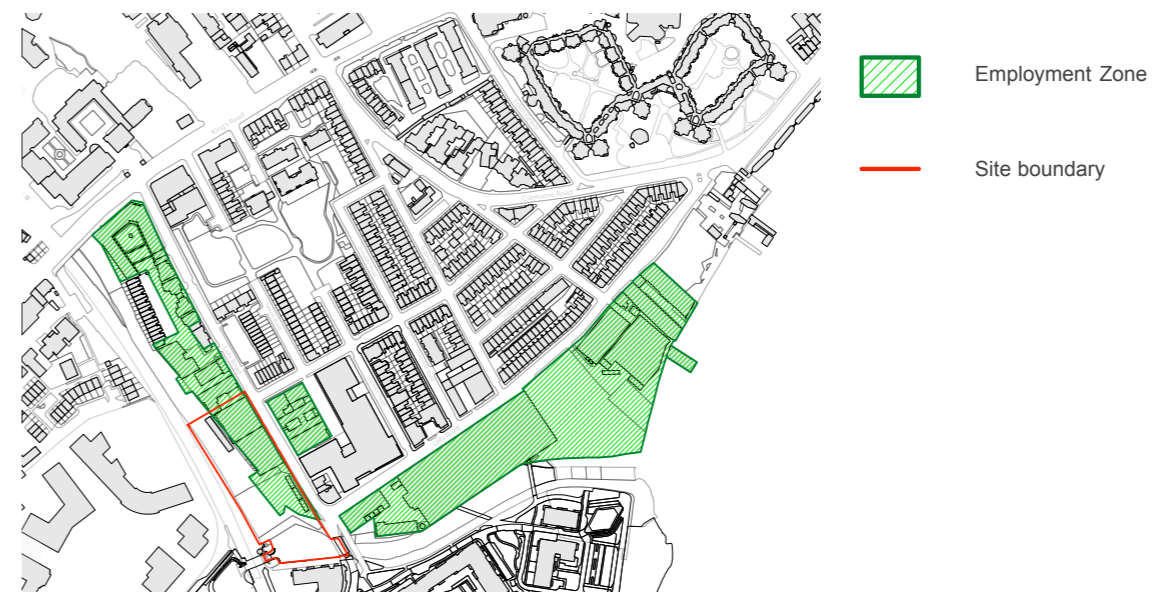
The site – Lots Road South

The site sits in the south-west corner of the borough, on the south-western side of Lots Road between Chelsea Harbour and the King's Road. It is currently occupied by a vehicle pound and two warehouse buildings. The site is located within Lots Road Employment Zone and is immediately adjacent to the Lots Village Conservation Area.

The site is owned by the Council and the Council's ownership extends beyond the borough boundary into the London Borough of Hammersmith and Fulham. The larger part and existing buildings are within the Royal Borough of Kensington and Chelsea.



↑ Figure 1.1: Map of Lots Village Conservation Area



↑ Figure 1.2: Map of Lots Road Employment Zone

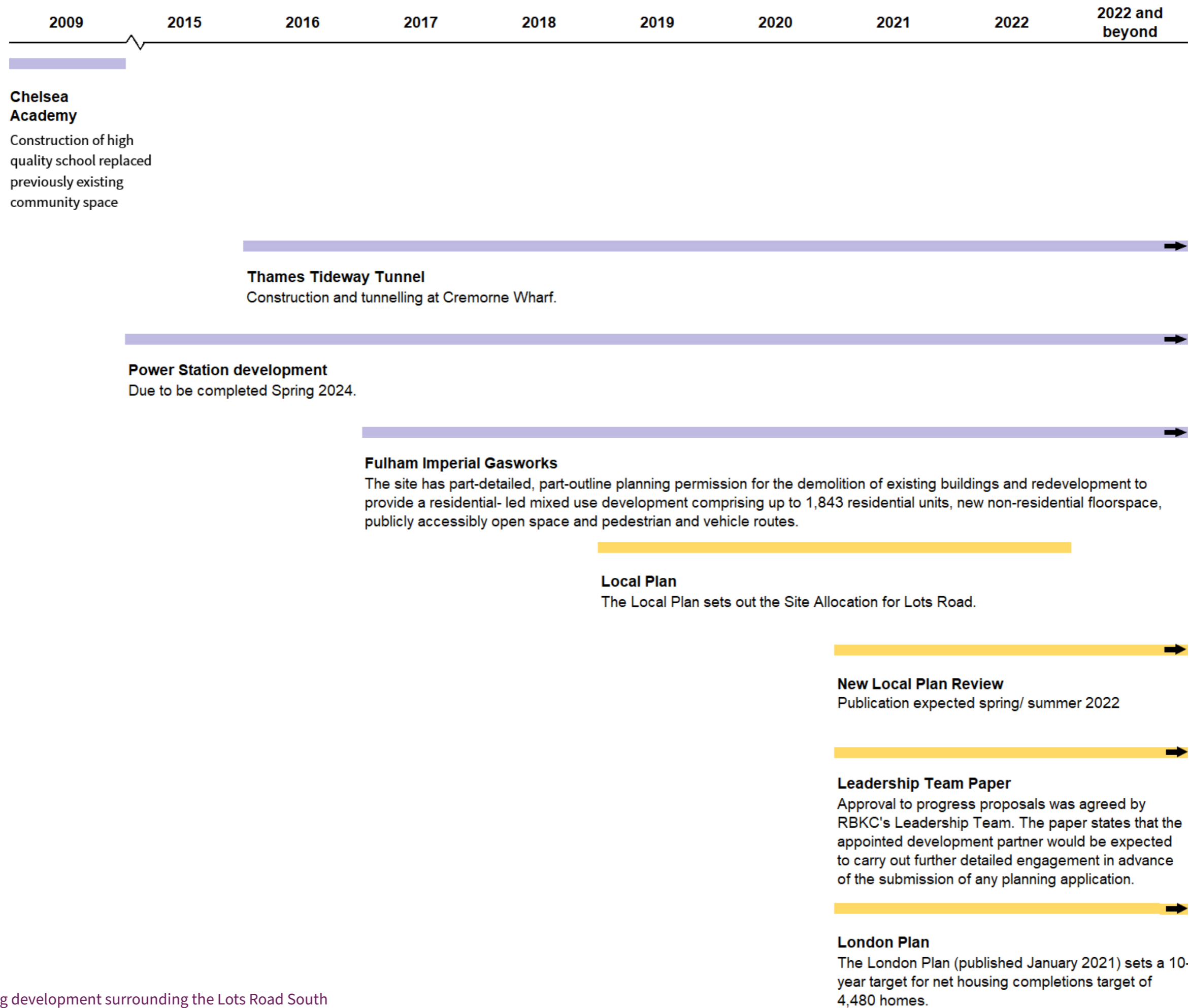


Figure 1.3: Timeline showing development surrounding the Lots Road South

Area context

The Lots Road area is located in the south-west corner of the borough and reflects what remains of Chelsea's working riverside heritage alongside low-rise Victorian houses.

It is a unique area, originally a working area of industry and commercial riverside uses, compared to the rest of Chelsea which was overwhelmingly residential. Assets of the area that contribute to its modern-day character include well preserved Victorian terraced housing of the 1880s with original architectural details, York stone paving, historic commercial uses and creative and artistic businesses including the Auction House.

So far, the change in the area has been led by the redevelopment of the Lots Road Power Station, the other strategic site allocation in the Lots Road area (Local Plan Policy CA6). The site has planning permission for approximately 4900sq. m of retail and business space and over 420 new homes (within RBKC). Construction works are due to be completed in 2024.

Further change is both ongoing and expected to the west and south respectively in the London Borough of Hammersmith and Fulham (LBHF). The former Imperial Gasworks site has part-detailed, part-outline planning permission for the demolition of existing buildings and redevelopment to provide a residential-led mixed use development comprising up to 1,843 residential units, new non-residential floorspace, publicly accessible open space and pedestrian and vehicle routes.

To the south, there has also been considerable development within the 'Chelsea Island'/ Chelsea Waterfront development, which is now close to completion.

Engagement strategy

The principles in this document were established with the local community through a multistage early engagement process in line with the Council's Planning Statement of Community Involvement and the Charter for Public Participation. The process spanned March to November 2021 and involved over 20 local organisations and businesses.

Initially, local residents' organisations, community groups and businesses were invited to discuss a vision for the whole neighbourhood, as set out in the "Lots Road Mapping Workshops: Summary of Feedback" document. Some stakeholders chose to carry on participating by taking part in a working group focused on the Lots Road South site, as explained in the "Lots Road South Design Workshops: Summary of Feedback". The two separate engagement reports covering all phases of early engagement are published alongside this design brief.

The business of the design working group was to review emerging development scenarios, to steer the early engagement process, and to help shape design principles for future development on Lots Road South. The document tries to highlight where possible what the community told us and how this was incorporated.

Key design concerns were raised by the design working group:

- Character
- Massing and layout
- Uses
- Workspaces
- Servicing and movement
- Open spaces and Chelsea Creek
- Greening and sustainability

Other non-design concerns raised by the design working group and at mapping workshops included:

- The importance of the Employment Zone the site sits within
- Community infrastructure
- Density and height
- Environmental impact
- Local opposition to additional housing apart from the extra care accommodation
- Remedy loss of community space
- New pedestrian connection across the railway is controversial

A separate engagement report will be published alongside the design brief.

Lots Road South design workshops Summary of feedback

Kensington and Chelsea Council
Planning and Place
Growth and Delivery Team
December 2021

Planning policy context

The National Planning Policy Framework (NPPF)

The NPPF (Jan 2021) is clear in its emphasis on the role that the planning process has to play in the creation of high-quality buildings and places. It acknowledges that good design is a key aspect of sustainable development, and being clear about design expectations, and how these will be tested, is essential in achieving this. It also sets out how design policies should be developed with local communities, so they reflect local aspirations and are grounded in an understanding of each area's defining characteristics.

The London Plan

The [London Plan \(March 2021\)](#) emphasises the importance of making the best use of land. Policy GG2 (C) states that development must proactively explore the potential to intensify the use of land to support additional homes and workspaces, promoting higher density development. Policy D3 specifically sets out how development should make the best use of land and should enhance the local context.

Residential development at Lots Road South will play a key role in addressing the Good Growth Objective of 'Delivering the homes Londoners need' (GG4) and meeting the London Plan 10-year target for net housing completions for Kensington and Chelsea which is set at 4,480 homes.

The commercial and employment space at Lots Road South will contribute to addressing the London Plan GG5 aim to conserve and enhance London's global economic competitiveness and ensure that economic success is shared amongst all Londoners.

The London Plan 2021 includes policies that deal with housing quality and standards (policy D6), as well as accessible housing (policy D7) and inclusive design (policy D5). Policy D6 covers topics including dual and single aspect dwellings, daylight and sunlight, storage space and private outside space.

The Lots Road Employment Zone

The Lots Road Employment Zone is one of three Employment Zones in the borough. The Lots Road employment area is dominated by antiques and art-related firms as well as by designers and business services

The business uses of these zones (Lots Road, Kensal Road and Freston Road) are considered to be vital as they help widen the Borough's otherwise narrow economic base and reduce the dependence of the Borough on the service sector of the economy and make the local economy less vulnerable to any future structural changes.

Local Plan 2019

This section provides a summary of the [Local Plan](#) policies which have particular implications for development proposals within the Lots Road site. The policy wording should be read in full and all policies within the Local Plan should be considered when developing proposals within the Lots Road site.

Policy CV1 sets out a vision for the borough, which includes allowing each community to fully realise its potential, stimulating improvements across the borough, ensuring development will be of a high-quality design, well integrated into its context and enhancing Employment Zones with new and improved employment floorspace and some supporting residential development providing a mix of uses and thriving centres for small businesses.

Policy CV9 sets out a vision for the Lots Road/Worlds End area, which includes an aspiration for the Employment Zone to function as a centre for innovation focusing particularly on art, architecture, antiques and interior design.

Policy CL5 requires development to ensure good living conditions for occupants of new, existing and neighbouring buildings. In particular, during the preparation of this document, care has been taken to ensure that the suggested height and massing of development take care of the Arts school to the north.

Policy CF5 sets out Borough-wide policy for development in Employment Zones. In addition the Local Plan only allows new homes to be built within the Employment Zone when these are shown to, "support a significant uplift in both the quantity and quality of business uses on the site".

Policy CF6 seeks to promote and protect the workspaces needed to support the creative and cultural industries across the borough.

Lots Village Conservation Area

In contrast to nearby conservation areas in Chelsea (such as the neighbouring Thames and Sloane Stanley), this area historically had important and large scale industrial and commercial activities. The bulk of the Conservation Area is made up of stock brick terraced housing built in the 1880s. The grid pattern of streets is tightly packed with terraces that are mostly two storeys with basements.

These industrial and commercial uses continue, albeit in an altered form in the shape of art, design and furniture shops, studio workshops and the businesses in Chelsea Wharf. Some of the traditional commercial uses, such as the corner shops, which have been a positive feature of the area's character and architecture since it was first developed in the late nineteenth century, continue to the present day. These uses add to the vitality and bustle of the area and make a positive contribution to the character and appearance of the wider area. These uses can be summarised as:

- Workshops, studios, light industrial uses at Chelsea Wharf and Lots Road (north side)
- Traditional shopping parade (King's Road)
- Victorian pubs (Lots Road Pub and Dining Room, the Chelsea Ram)
- Cafes/ clubs (e.g. the 606 Jazz Club, Lots Larder and Kitchen Therapy)
- Furniture/interior/design retail shops and workshops at Lots Road
- Education use at Chelsea Academy and Heatherley's School of Fine Art

Taller built elements in and around the Conservation Area have traditionally been located close to the river where industrial activities were at their most intense. Within the Conservation Area, the Lots Road Power Station is the predominant element, forming the end stop to many views within the area.

More information on the [Lots Village Conservation Area can be found here](#).

Site allocation: Policy CA7

The site allocation for the Lots Road South site is for a mixed-use development to include residential and employment floorspace.

Site Allocation

Policy CA7 Site at Lots Road

A mixed use development to include residential and employment floorspace

The Council allocates development on the portion of the site within the Royal Borough to deliver, in terms of:

Land use

- a. a minimum of 55 affordable extra care units (C2);
- b. a minimum of 4000sq m (GIA) of commercial floorspace (A1, B1 and B8) of which at least 2000 sq m will be business floorspace (B1 or B8);

Principles

- c. active street frontages to Lots Road;
- d. development that respects the setting of the Lots Village Conservation Area;
- e. development of a scale and density that is appropriate to its surroundings;
- f. protection of the auction house use;
- g. seek an east west cycling and pedestrian link across the West London Line connecting to the Imperial Gasworks National Grid site.

Infrastructure and Planning Contributions

- h. development will be liable to make planning contributions in accordance with the CIL Regulations, the Council's Regulation 123 List and other relevant Local Plan policies and SPDs.

New Local Plan Review (NLPR)

The Lots Road area was consulted on as part of the 'Issues and Options' NLPR as an 'area of change'. The Lots Road/ World's End 'Place' in the Local Plan 2019 also highlighted the area as one that will likely see much improvement in the plan period.

Sustainability and the environment

The Council recognises that climate change and poor air quality are two of the biggest challenges of the 21st century and that we need to act on the causes and impacts of both.

The Council declared a Climate Emergency in October 2019 and adopted two targets: for the Council to be a net zero organisation by 2030 and for the borough to become carbon neutral by 2040. In addition, the Council adopted the World Health Organisations (WHO) Guideline Air Quality Values, which introduce stricter limits on particulate matter concentrations. The Council have recently launched their Green Plan which will bring all five key environmental priorities and commitments under one umbrella:

- Achieving carbon neutrality and tackling climate change
- Improving air quality
- Tackling fuel poverty
- Minimising waste
- Enhancing biodiversity

These priorities will help the Council to "build back better" and deliver a Green Recovery from the COVID-19 Pandemic. Furthermore, any development will also need to be produced in line with the Council's Greening SPD.

Flooding

The site lies in Flood Zone 3 of the River Thames and is shown to benefit from flood defences. Planning applications here will need to be supported by a site-specific Flood Risk Assessment that considers the risk of flooding from all sources, including a breach of the tidal flood defences, both now and in the future due to climate change. Proposals will need to demonstrate alignment with the requirements of the TE2100 Plan for the raising/replacement of existing flood defences. An Exception Test Assessment will be required, as well as a Drainage Strategy to show how surface water will be managed in a sustainable way.

The River Thames and its tidal tributaries are marked as sites of Nature Conservation Importance, specifically of Metropolitan importance.

Lots Road South falls under a Thames Special Policy Area which is a special policy area defined by the Borough, in accordance with the GLA Thames Strategy, in which detailed appraisals of the riverside are required.

Dementia-friendly living

The Council's commitment to being a dementia-friendly borough and the delivery of extra care homes will contribute to the wider Council Plan priority of 'Safeguarding and supporting vulnerable residents.'

Site ownership and position

The council own this site and in November 2021 approval to progress a number of inter-linked projects relating to development proposals in Lots Road and the wider area was agreed by the Leadership Team.

The Leadership Paper also states that the development brief for the 'Lots Road South' site would also include detail on additional elements that would be expected to be delivered which will be developed with internal and external stakeholders over the coming months including:

- 5,000 m2 of Class E employment / commercial space including potential for a café, community space, auction house, design companies, medical / NHS services, galleries and retail uses (increase of 25% on existing space)
- Within this, Class E affordable workspace for local start-up businesses.
- A communal 'managed garden' area open to all but closed at night.
- A ground level garden area for residents of the Extra Care facility.
- Landscaping to Chelsea Creek frontage to south of site.
- Landscaping to Lots Road frontage.
- Class C 3 'Extra Care' homes at social rent levels as well as intermediate tenure/key worker and open market homes.

Based on views of the local community and constraints set by the London Plan, options have been developed by the Council's Social Investment and Property team. The development options seek to increase employment space and enhance the Employment Zone while delivering new homes, community facilities, landscaping and greenspace.

The Leadership Team also agreed that an experienced development partner be procured through a compliant tender process.

Operational uses

To deliver the development proposals for the 'Lots Road South' site, the relocation and re-provision of improved service provider facilities would be required on land owned by the Council. These would include:

- (i) Enhancement and re-provision of the Highways depot and Salt Store on Christiana Wharf located at the northern section of the Lots Road site.
- (ii) Relocation of the existing car pound facility to a new purpose-built facility on Council owned land at Park Royal.
- (iii) Temporary relocation of the existing street sweepers facility at the council yard area at Old Ferry ahead of a move to a facility at Cremorne Wharf.

The November 2021 Leadership paper also agrees a placemaking approach that will help to develop the final proposals looking at how to open up the Old Ferry site as a gateway to the wider Lots Village neighbourhood to improve connectivity, riverfront amenities and hospitality.

It also proposes that Cremorne Wharf be re-provisioned by the Council to include council facilities and potential for green space and a new riverside park (with possible ancillary sports use, for example 5-a-side football). Due to the wharf being safeguarded for waste management purposes, any such uses would need to be meanwhile or temporary uses that do not preclude the wharf being reused for waterborne freight-handling. This would help address a historic under-delivery of green space in the neighbourhood and would be consistent with a commitment made in the Council's Green Plan.

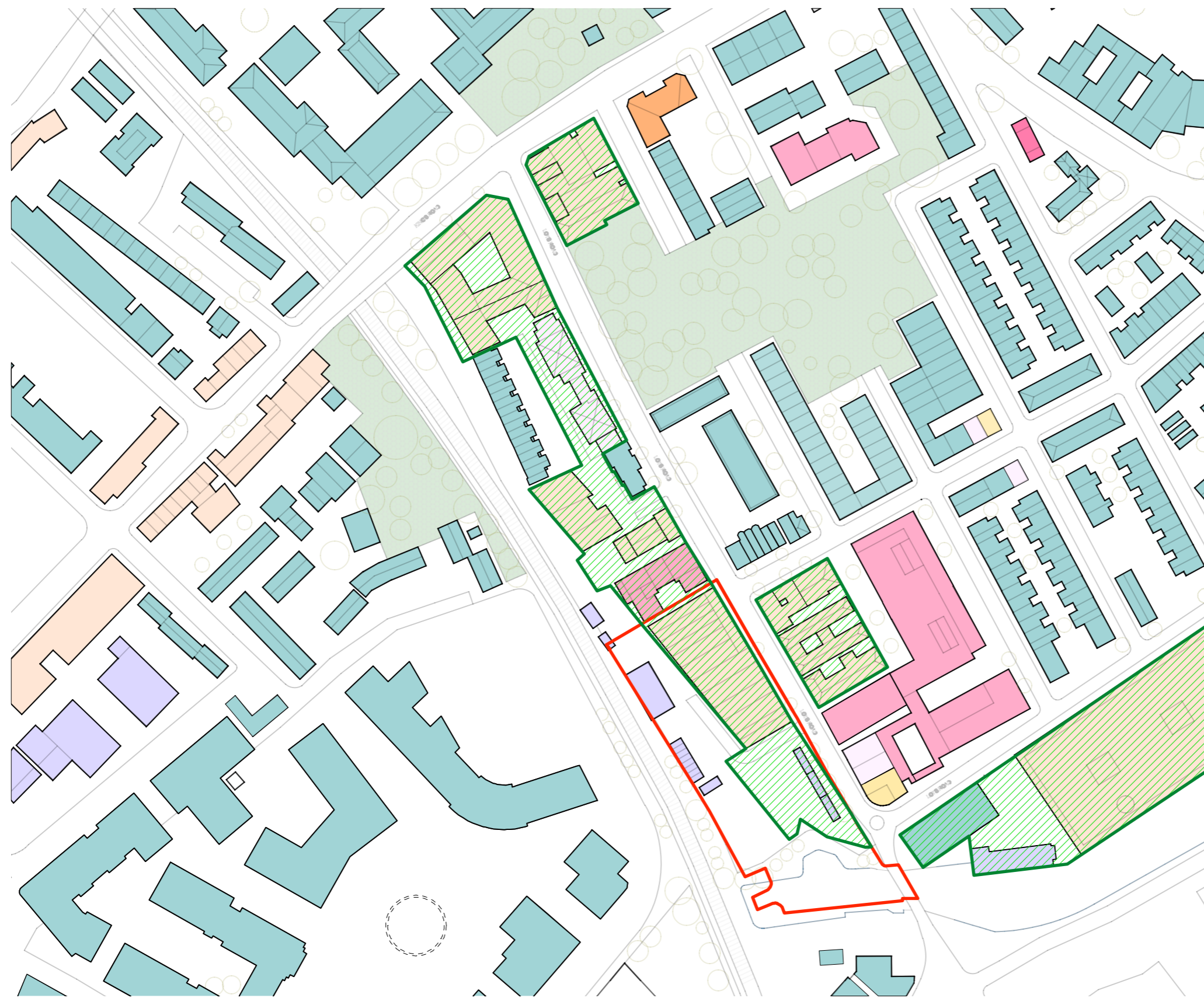


Figure 1.4: Relocation and re-provision of operations on and around Lots Road South site

02

Spatial analysis

Land use



KEY

- Industrial
- Residential
- Education
- Existing green spaces
- Public House
- Employment/Commercial
- Ground floor commercial with upper-floor residential
- Petrol Station
- Healthcare
- Employment Zone
- Site boundary

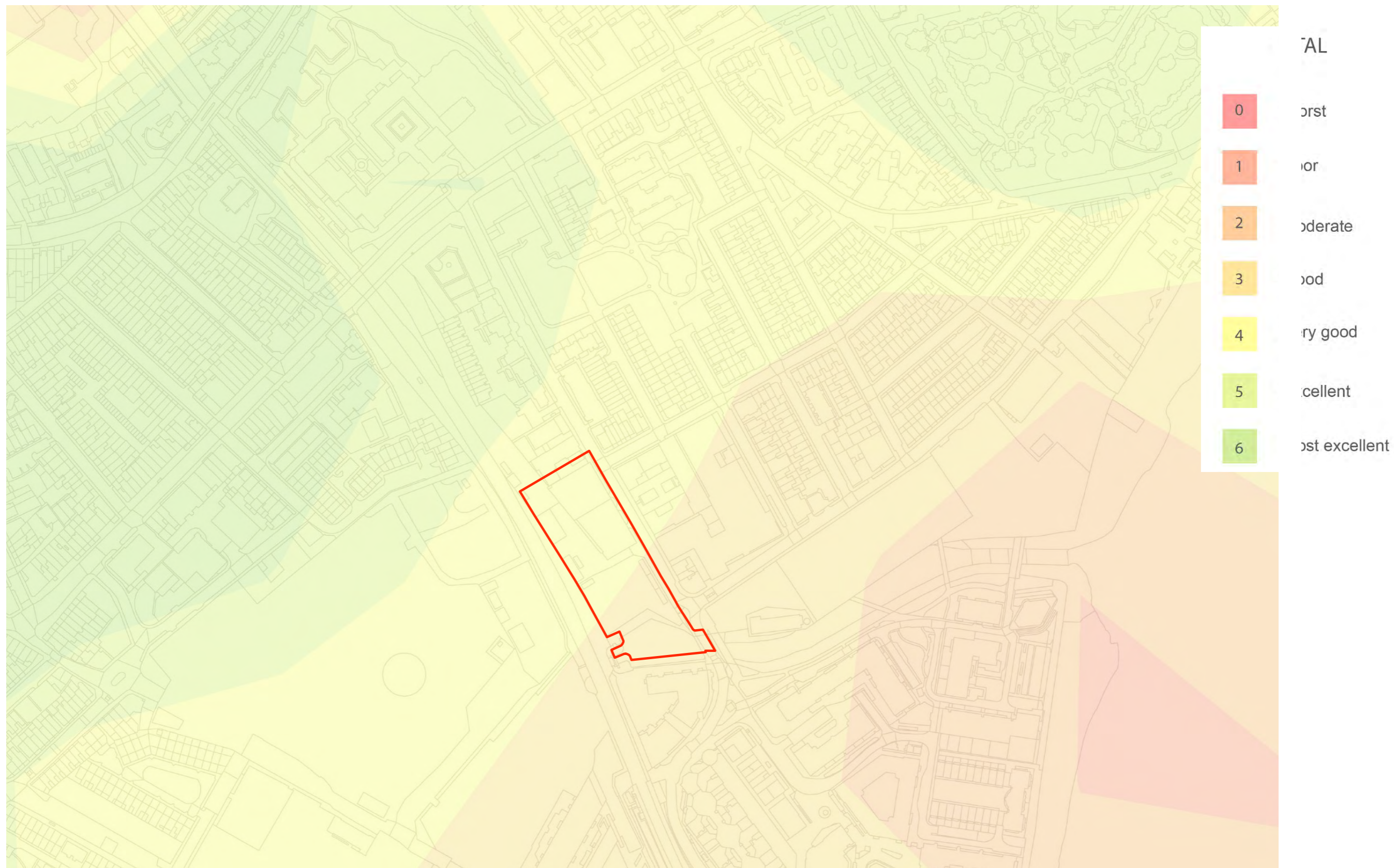


Scale Bar
1:2000 @A3
0 20 40 60 80m

Movement and transport links



Public transport accessibility level (PTAL)

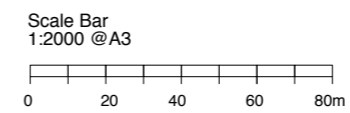


Character

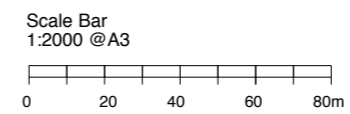


KEY

- Modern housing estates
- Mansion blocks
- Victorian flats with other uses at ground floor
- Victorian warehouses with retail use
- Victorian commercial
- Modern commercial
- Modern terraced housing
- Victorian terraced housing
- Modern industrial
- Modern education buildings
- Modern mixed use commercial/residential
- Modern medical facility
- Site boundary



Building heights (storeys)

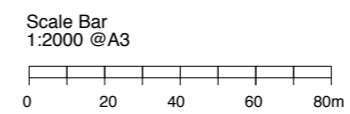


Materiality

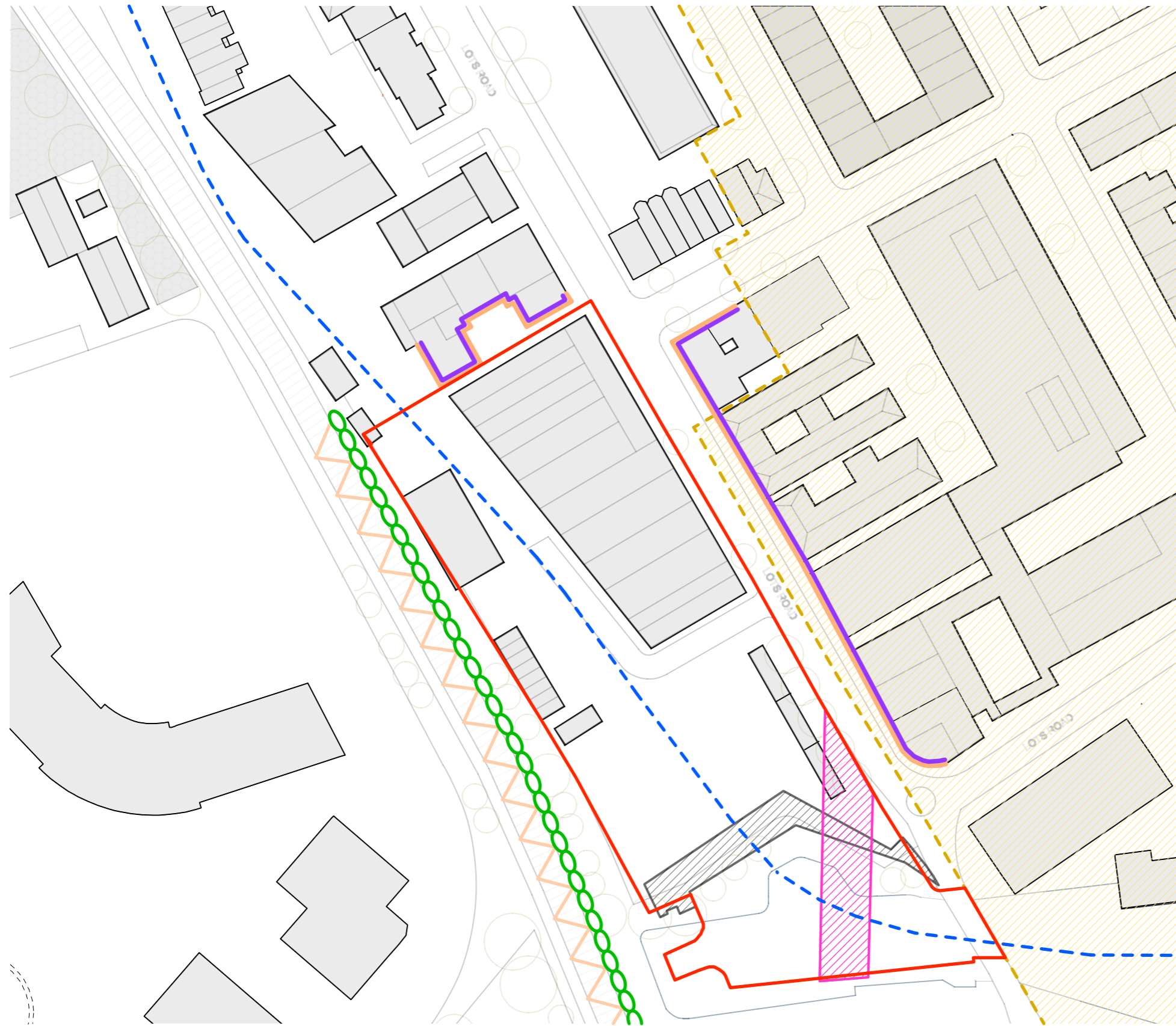


KEY

- Red brick
- Yellow brick
- Painted brick
- Metal cladding
- Stone cladding
- Site boundary

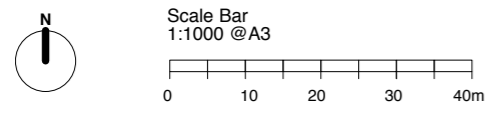


Constraints



KEY

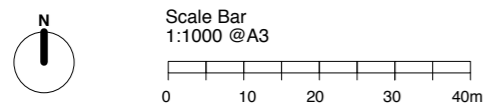
- Site boundary
- - - Borough boundary
- Overlooking
- Potential daylight impact
- ▭ Lots Village Conservation Area
- ▨ No build zone
- ▨ Easement
- ∩ Railway noise
- Network Rail - Basic Assets Protection Agreement



Opportunities



- Site boundary
- - - Borough boundary
- Lots Village Conservation Area
- Christiana Warf
- Employment Zone
- - - Employment spine
- ➔ Active frontage
- ➔ South-facing frontage onto the creek
- - - Railway buffer
- - - Potential east/west connection
- - - Improved service access
- Open view
- Existing green space by the creek
- ★ Potential synergy opportunity with Worlds End Studios and Heatherleys School of Fine Art



03

Design principles

Vision

The Lots Road South site will provide improved and additional jobs, workspaces and facilities for innovative and creative small and medium sized businesses with a focus on art, architecture, antiques and interior design. To make the best use of land, complementary uses that contribute to the area's eclectic mix and character will be incorporated.

Chelsea Creek will become a feature of the public realm, with local people meeting and spending time in an attractive and welcoming public space.

A carefully designed extra care facility alongside residential units will deliver a high quality mixed use site allowing older people to live affordably in the area, mixing with people who live and work in the site and surrounding neighbourhood in the various on-site facilities.



Figures 3.1 to 3.6 show the eclectic mix of uses in the immediate site vicinity (from top left, clockwise): Chelsea Academy with World's End Studios; Lots Road pub; The Heatherley School of Fine Art; Lots Road Auctions; World's End Studios; businesses at 65-69 Lots Road.

The design principles

The following pages set out the fifteen design principles which are intended to shape and guide the design of a development proposal for the site. These have emerged from the workshops and consultations with local residents and businesses and set a series of ‘challenges’ to the architects and designers of a new development.

Each page begins with some explanatory background text. Each design principle and rationale is set out as follows:

#. Heading for design principle

Design principle text

Rationale for design principle

Diagrams illustrating the principle are included where appropriate.

Photographs to illustrate and explain the context or give examples are included as relevant.

1. Employment Zone identity

The character of the development should be led by the employment use, with the commercial space informed by the needs of the end user and designed accordingly, including flexibility, opportunities for collaboration and practical needs.

2. Sustainability

The design, construction and operation of the development shall be informed by the energy hierarchy, circular economy and urban greening principles.

3. Lots Road buildings

There should be a series of buildings along Lots Road with modest variation in form, rather than a uniform block, at a height that respects the scale of existing buildings on Lots Road.

4. Character of architecture

Ensure the architecture and materials reference the industrial heritage and character of the area.

5. Overall height principles

The development should locate taller buildings away from Lots Road, to more suitable parts of the site.

6. Lots Road commercial activity

Create an active frontage on Lots Road with a variety of commercial uses at ground floor.

7. Courtyards

Create courtyard space(s) within the development accessed through gaps between buildings.

8. Light to Heatherley School of Fine Art

Ensure the development does not compromise the quality of the light to Heatherley School of Fine Art north-east facing windows nor result in overlooking or a loss of privacy for rooms served by the windows.

9. Public space

Create a new public space, designed to be attractive, welcoming and accessible to all.

10. Chelsea Creek

Make a feature of the creek within the landscape strategy.

11. Allowance for green route

Incorporate a buffer zone along the full length of the site adjacent to the railway, of sufficient width to allow for a future cycleway and pedestrian route.

12. Servicing

Create a clear servicing strategy, including for van drop-offs and collections.

13. Community space

Design community space to allow for a wide range of activities including residents’ meetings, celebrations, training, events; do not locate at basement level.

14. Extra care

Locate the extra care use in an optimal location for future residents following the principles of Design for Dementia; include outdoor space.

15. Shared facilities

Ensure some on-site facilities are designed to provide overlaps between the different resident groups, workers and the wider community.

Employment Zone identity

The site allocation specifies a minimum floor area of commercial space. It is crucial that the development of this key large site strengthens the Lots Road Employment Zone in which it sits. In design and placemaking terms, the area should continue to feel like an area of creative and commercial activity, particularly as experienced from the street.

The principal focus of the commercial space should therefore be to attract and retain employment-generating enterprises that fit with the character of the Employment Zone, not to provide generic commercial space or premises only suitable for uses such as cafes.

That means making sure the development meets the needs of existing businesses on site that wish to remain, and providing commercial space designed in consultation with target prospective businesses: those that have a focus on art, architecture, antiques and interior design including makers and other creative enterprises.

The design should be demonstrably informed by a thorough understanding of the needs of prospective occupants as well as existing businesses in the Employment Zone.

The design should consider:

- What facilities are needed;
- Beneficial measures that facilitate synergies between businesses;
- Spatial requirements for different business types, such as floor-to-ceiling heights, layout;
- What servicing and outdoor facilities are needed, e.g. for deliveries, makers yards;
- How businesses can scale up in size without relocating;
- How basement floorspace can be designed to make it appropriate for target tenants; and
- Whether provision of some vertical commercial space is appropriate.



↑ Figure 3.7: The workshops, retail spaces and workspaces of World's End Studios, Lots Road



↑ Figure 3.8: Caxton Works, Canning Town: The architectural language is led by the industrial nature of the existing context, and a visually strong ground and first floor keeps the focus on the employment uses at low level. Project by Studio Egret West

1. Employment Zone identity

The character of the development should be led by the employment use, with the commercial space informed by the needs of the end user and designed accordingly, including flexibility, opportunities for collaboration and practical needs.

To provide high quality commercial space and strengthen the Employment Zone

To provide facilities that will attract makers and other creative tenants to link with existing local businesses

To ensure any basement space for commercial space is appropriate

To ensure the design incorporates features needed by the end user, such as greater ceiling heights and loading bays

Sustainability

The scheme should be designed around environmental sustainability to produce a low carbon design that aligns with relevant Local and London Plan policies and guidance in order to meet the Council’s target for a net-zero borough by 2040.

The environmental sustainability strategy should provide a thread that underpins the performance and character of the public realm and the orientation, layout and design of all buildings.

The Council’s [Greening SPD](#) alongside London Plan policies provide clear guidance on relevant topics.

↓ Figure 3.9: Extract from the Council’s Greening SPD summarising the issues to be addressed in relation to sustainability.

Greening Supplementary Planning Document (SPD) on a page

“Zero and net zero carbon: Zero carbon, requires no net release of carbon dioxide and other greenhouse gas emissions into the atmosphere. Net-zero carbon refers to balancing the amount of emitted greenhouse gases with no reliance on fossil fuels, using on-site renewable or offsetting elsewhere as a last resort.”

“Circular Economy: is one where materials are retained in use at their highest value for as long as possible and are then reused or recycled, leaving a minimum of residual waste. For the built environment this is about prioritising retention and refurbishment over demolition and rebuilding.”

“Whole Life Carbon: considers the carbon footprint not only when the building is complete and is in operation but at all stages from inception to completion and dismantling.”

2. Sustainability

The design, construction and operation of the development shall be informed by the energy hierarchy, circular economy and urban greening principles.

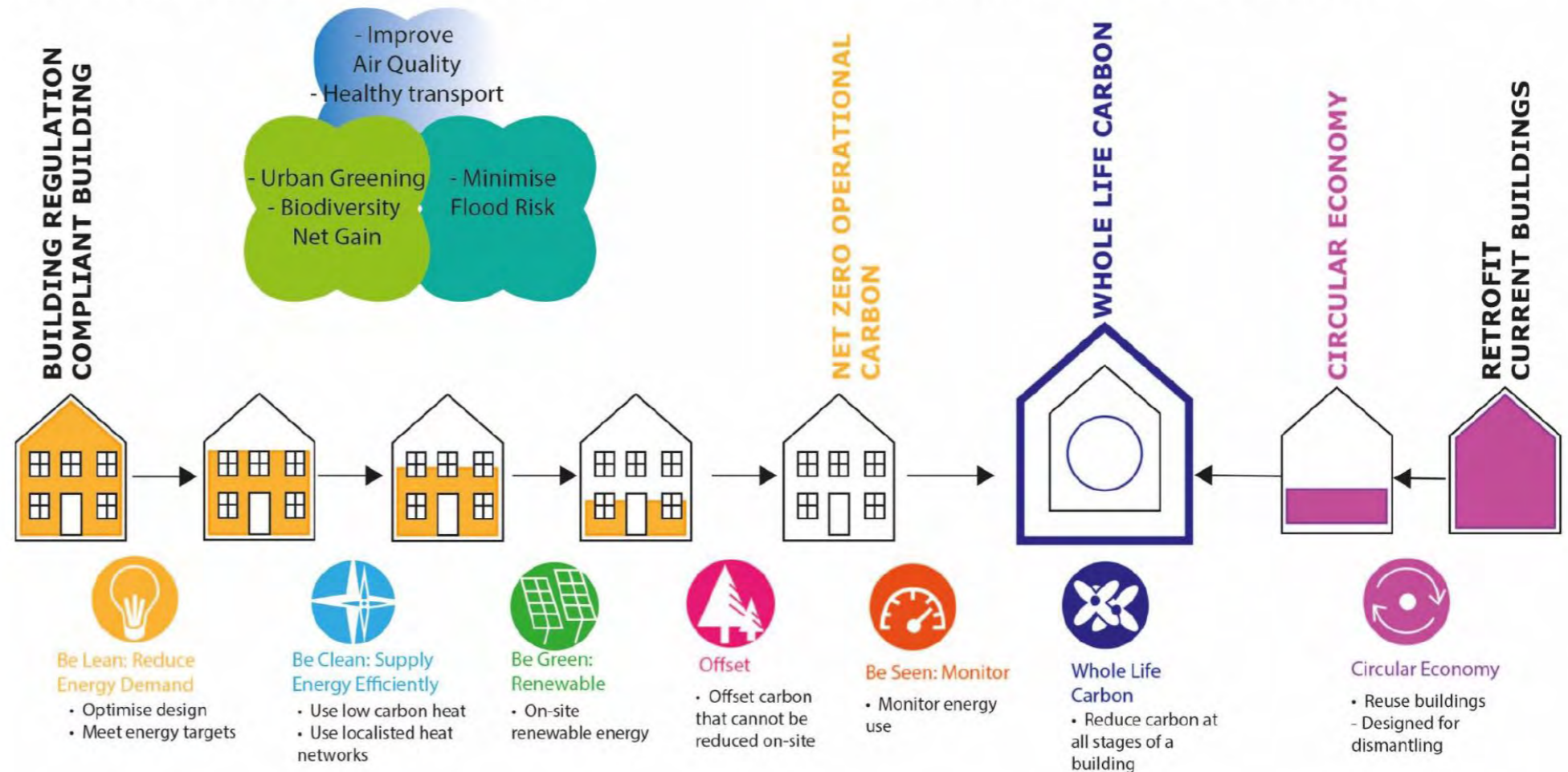
To mitigate the impacts of climate change

To ensure energy efficiency, greening and sustainability are integral to the design

To contribute to carbon-neutral targets

To minimise flood risk

To make the best use of building features such as flat roofs



Lots Road buildings

Lots Road is very varied in character due to the mixture of activities and uses, as well as architecturally, with a variety of building heights and plot widths. The Lots Village Conservation Area Appraisal notes that, “Unlike the rest of Chelsea, which is overwhelmingly residential, Lots Road was a working area of industry, commercial riverside uses, small factories, breweries and workshops within a working class community housed in artisan terraced housing.”

The new development should reflect this rich, tight urban grain and avoid a singular building or block of uniform height along Lots Road.

A key theme of the consultation was concern that Lots Road would be ‘canyonised’ were a taller singular block building to be introduced on the development site. However, by affecting only one side of the street, it would be less a matter of canyonisation, and rather one of overbearing. A variety of plot width and heights, in combination with [Principle 5: Overall height principles](#), seek to address this concern.

3. Lots Road buildings

There should be a series of buildings along Lots Road with modest variation in form, rather than a uniform block, at a height that respects the scale of existing buildings on Lots Road.

To reflect existing varied character

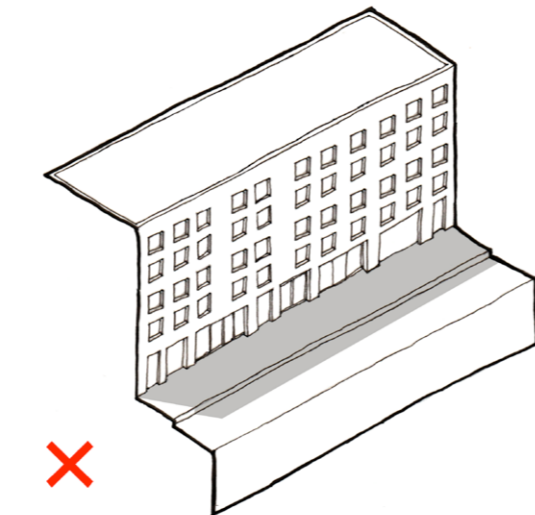
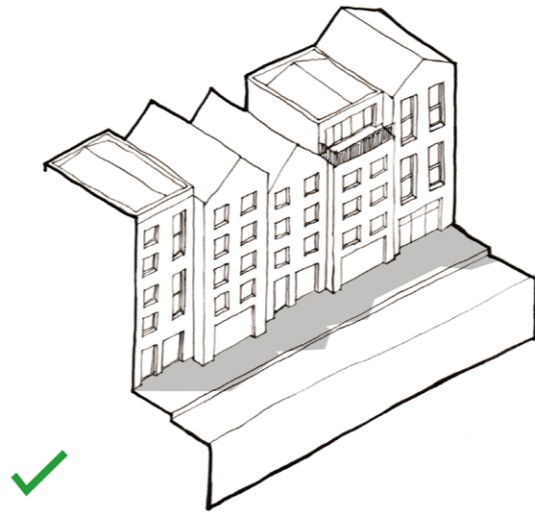
To respond to the character of the Lots Village Conservation Area

To respond to predominant building heights

To avoid overbearing impact on the street, sense of overlooking to existing residents, ‘canyonisation’ or overbearing impact, and minimise overshadowing



↑ Figure 3.10: Existing street elevations: west of Lots Road including the site (top) and east of Lots Road (bottom), showing variety of form and plot widths



↓ Figure 3.13: Zamness co-working space, Poblenou Cultural and Creative District, Barcelona: varied roof form, set-back upper floor, active frontage and courtyard access. Photo by Del Rio Bani, Zamness Spaces



↖ Figures 3.11 and 3.12: Diagrams to illustrate principle of variety of building and roof form

Character of architecture

The immediate area is characterised by a distinctive mix of Victorian terraced houses and industrial buildings reflecting its working riverside heritage. The commercial buildings now house workshops, studios and light industrial uses, which contribute significantly to the historic industrial character of the area which still dominates.

The bulk of the late Victorian housing within the Lots Village Conservation Area is constructed of yellow stock brick whereas the buildings on the periphery of the area and outside the boundary are more likely to be constructed of red brick. This provides a contrast of materials between the predominantly late Victorian buildings and housing of a later period at the edge or outside the Conservation Area boundary. Many of the industrial buildings, including the existing buildings on site and those on the opposite side of Lots Road, are in painted brick. This context should inform the materiality of the development and could be used to distinguish the different uses within it, such as residential and light industrial/commercial.

The industrial buildings in the area tend to have plain pitched roofs with gable ends. The factory style buildings have 'M' shaped factory roofs which have become rare but are very characteristic of this working riverside area.

The new development, in particular the commercial elements, should reference the local historic industrial character to ensure it feels part of this place. Contemporary interpretation of the industrial built form, roofscape, fenestration, openings, materials would add a new layer to the history to the area.

4. Character of architecture

Ensure the architecture and materials reference the industrial heritage and character of the area.

*To maintain the distinctive character of the area
To avoid generic commercial designs*



↑ Figure 3.14: Dark painted brick of workspaces contrasts with unpainted brick of Chelsea Academy and residential properties beyond.



↑ Figure 3.15: Existing buildings on site with characterising 'M' shaped factory roofs and painted brick.

↓ Figure 3.16: Chelsea Academy: High quality and well detailed design using pale soft edged bricks that result in a building that fits sensitively into the existing townscape without copying it



↓ Figure 3.17: Yorkton Workshops, Hackney: the use of a variety of bricks and brick patterns roof form and fenestration distinguish these workshops from the surrounding Victorian residential context. Photo by Taran Wilkhu



Overall height principles

Development on this site will ‘speak to’ the eastern side of Lots Road, with World’s End Studios, Chelsea Academy, Lots Road pub and neighbouring buildings. The height of buildings fronting onto Lots Road should therefore respect the scale of the buildings opposite, and the scale of the wider Lots Village Conservation Area.

In contrast, the context to the south and west of the site is one of significantly taller buildings, either recently built, in development or consented. The Chelsea Island development on the southern side of the creek includes a 12-storey building while the closest building proposed in the Fulham Gasworks consented scheme over the railway line is a 28-storey tower that steps down to 21 storeys.

In this context, the railway line, rear block of Heatherley’s School of Fine Art and the south-western corner close to the creek are less sensitive parts of the site that could be explored as possible locations for taller elements.

By locating taller parts of the development away from Lots Road, the character of the street can be retained and enhanced. The development should not detract from the prominence of the Lots Road Power Station as a landmark.

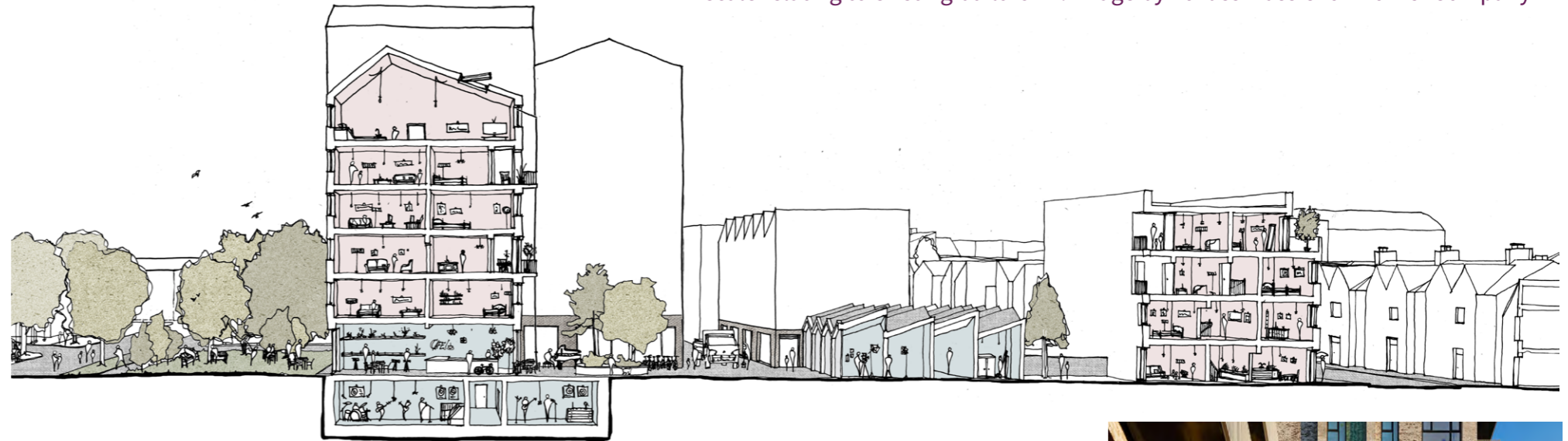
5. Overall height principles

The development should locate taller buildings away from Lots Road, to more suitable parts of the site.

To ensure building heights along Lots Road are kept at a level that respects the character of the street

To ensure Lots Road Power Station retains its prominence as a landmark.

↓ Figure 3.18: Section through Bernard Works, Tottenham showing variety of scale relating to existing built form. Image by Forbes Massie for Morris+Company



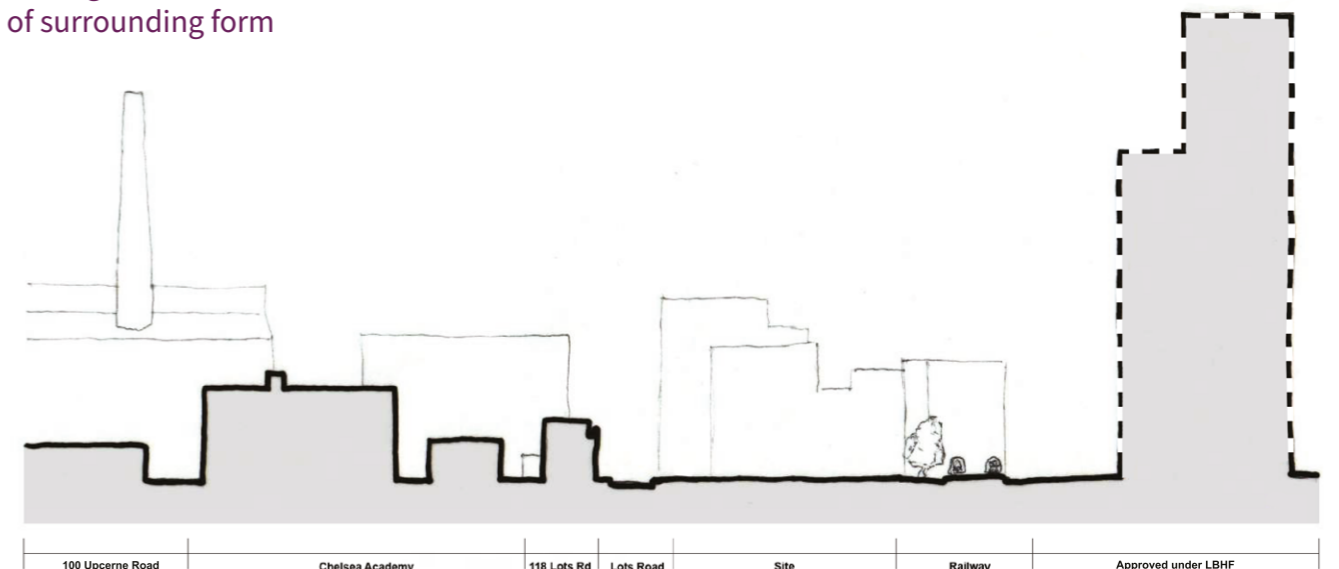
The layout of the development and, in particular, the location of the housing elements of the scheme, needs to be carefully arranged in relation to the borough boundary.

As well as responding to the context and character of the area, building heights should comply with the relevant Local Plan policies, including the site allocation, and the requirements of policy D9 of the London Plan.

→ Figure 3.19: Caxton Works, Canning Town: the light industrial units facing the street contrast in scale with the taller residential element of the development. Project by Studio Egret West



→↓ Figures 3.20 and 3.21: East-west section through the site and surrounding context showing contrast in scale of surrounding form



Lots Road commercial activity

The development will need to foster commercial activity that will contribute to making Lots Road an appealing, dynamic place, in-keeping with the Employment Zone. There should be an intriguing fine grain of different activities taking place as one walks along the street, and the design of the development should enable this.

Units at ground floor should create an active frontage with entrances and shopfront style windows along the street edge so that it continues to feel like a working street. Consultation with end users (see [Principle 1: Employment-led development](#)) should shape the layout and frontage design.

6. Lots Road commercial activity

Create an active frontage on Lots Road with a variety of commercial uses at ground floor.

To maintain activity and vitality of the Employment Zone and the street

To create an inviting streetscape and pedestrian experience

To relate to the units on the opposite side of Lots Road and the wider commercial character of the area

→ Figure 3.22: Great Suffolk Yard, Southwark sets taller buildings to the rear, with a varied scale facing the street. Great Suffolk Yard designed by TDO, image by Darc Studio



↓ Figure 3.23: Diagram to illustrate ground floor active frontage through commercial activity



↓ Figure 3.24: Great Suffolk Yard, Southwark has a variety of activities at ground floor, including entrance to a courtyard. Great Suffolk Yard designed by TDO, image by Darc Studio



Courtyards

The area is characterised by gaps in buildings leading into small, busy courtyards. These semi-public spaces, which are glimpsed in views as one moves along the street, create an additional layer of activity and interest and provide alternative routes to the main thoroughfare. Within World's End Studios, they provide a space for interaction between the various users of the site.

Incorporating courtyards into the development would echo the local character and bring similar benefits. In addition, it may be practical for end users to have access to outside space for messier aspects of light industrial uses or for deliveries. A courtyard may function as a working yard or for amenity, or a combination.

7. Courtyards

Create courtyard space(s) within the development accessed through gaps between buildings.

To provide relief and articulation along Lots Road

To reference development pattern in the immediate area

To create intimate outdoor spaces to foster collaboration

To give people different options for walking routes through the site

To draw people into the site to see the different commercial uses

To allow for outside activity in connection with commercial space

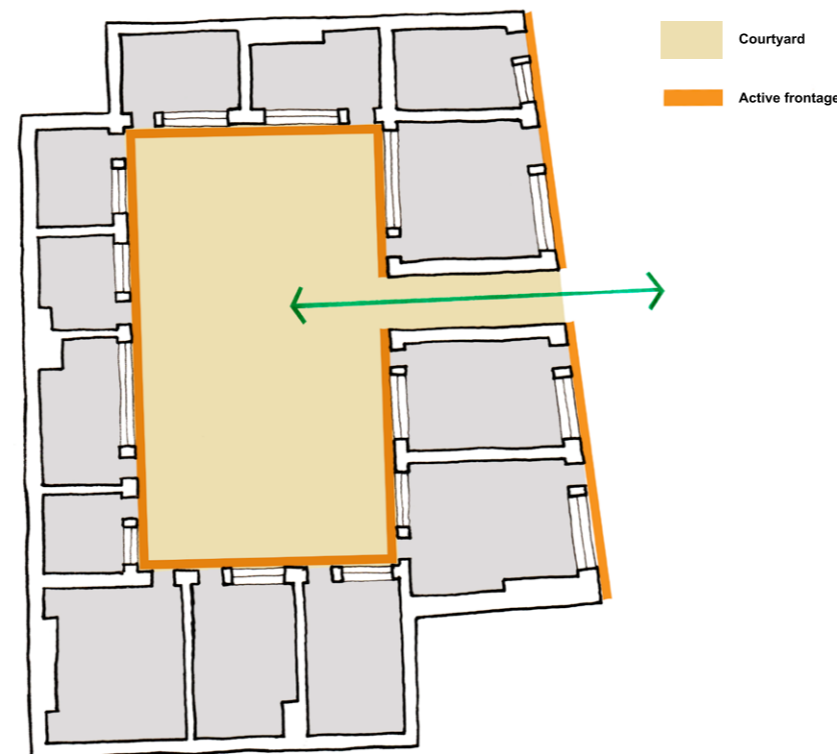


↑ Figure 3.25: Window displays and shop entrances within this historic courtyard entrance at 65-69 Lots Road provides additional interest and variation in an otherwise consistent building line.



↑ Figure 3.26: Rear of World's End Studios showing courtyard entrance, breaking up the consistent building line and creating interest for passers-by.

↓ Figure 3.27: Diagram illustrating the principle of courtyards



↓ Figure 3.28: Internal courtyard at World's End Studios with walkways at upper levels and workspaces giving onto the courtyard to create activity, connections through the building and an opportunity to showcase and interact. Planting provides green infrastructure to create a pleasant environment.



Light to Heatherley School of Fine Art

The site's northerly neighbour, Heatherley School of Fine Art, was designed with its studios in the rearmost part of the building. The studios are oriented so that natural light enters through large windows facing north-east towards Lots Road.

Although these windows do not face directly onto the development site, they are sensitive to development due to the use of the studios that they serve.

The built form of new development, in particular its height along the northern boundary forward of the affected windows and its proximity to that boundary, should be such that it does not compromise the quality of light to those studios. This will ensure the School remains part of the eclectic mix of art and design activities in the area.

8. Light to Heatherley School

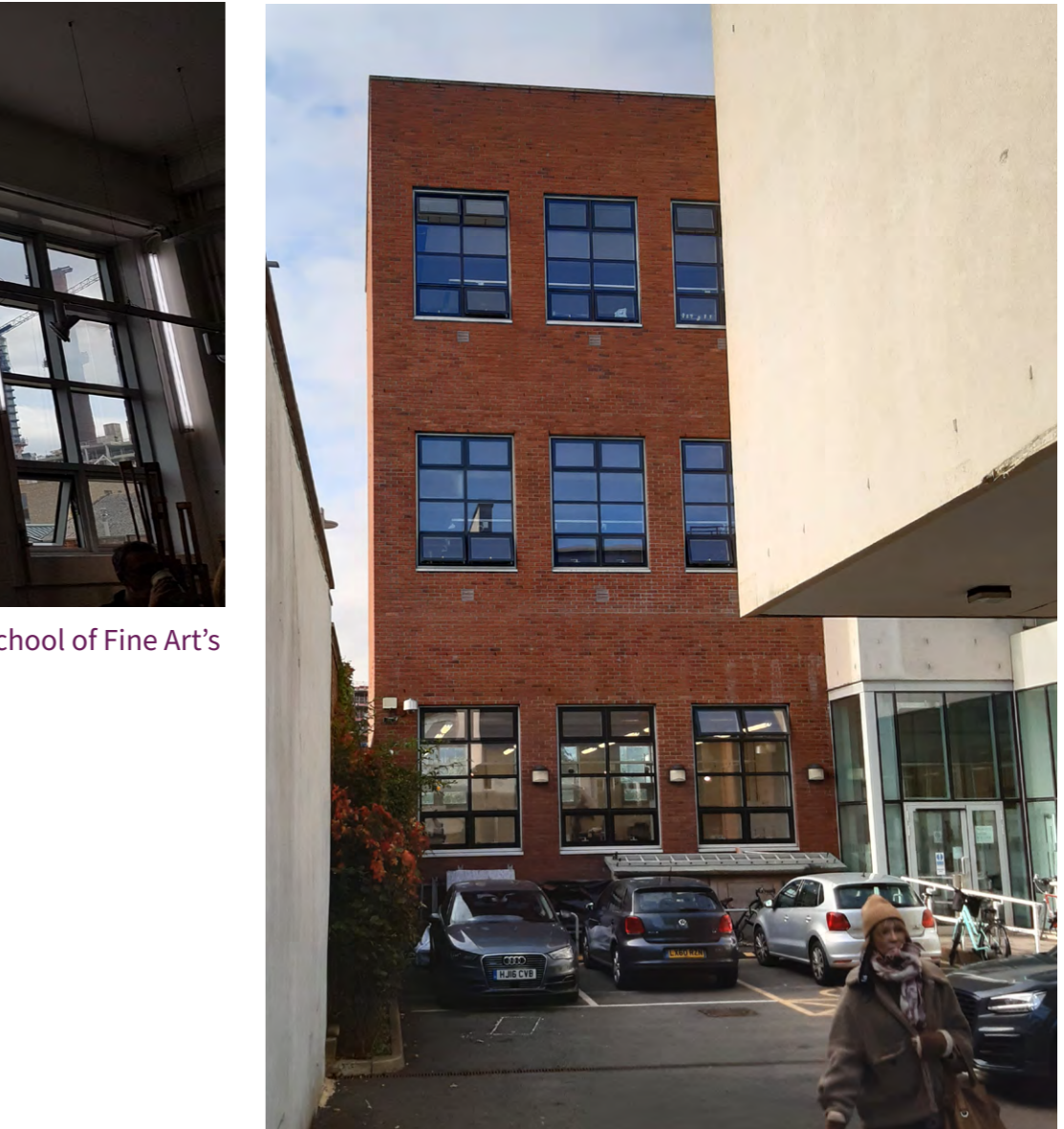
Ensure the development does not compromise the quality of the light to Heatherley School of Fine Art north-east-facing windows nor result in overlooking or a loss of privacy for rooms served by the windows.

To ensure Heatherley's studios continue to be fit for purpose



↑ Figure 3.29: Photograph taken from within one of Heatherley School of Fine Art's studios, facing east

↙ ↘ Figures 3.30 and 3.31: Heatherley's studios in use. Photos by Heatherley School of Fine Art



↑ Figure 3.32: Photograph of the north-east facing studio windows in the rearmost part of the building



Public space

The development of the site provides an opportunity to create public space which could be used by local residents and workers, by Chelsea Academy students and by occupiers of the development itself. The space could be linked to community use on the site, to the creek, or to both.

The location and design of the space should ensure the space reads as being for the wider public, not just for the development, and should provide appropriate facilities and features for the target users.



↑ Figure 3.33: Eccleston Yards, Belgravia: public space within makers courtyards. Photo by Matt Chisnell

↓ Figure 3.35: Public pavilion space for use by the local community and workspace tenants at Bernard Works, Tottenham. Image by Forbes Massie for Morris+Company



↓ Figure 3.34: Pocket park and community garden behind Oxford House, Bethnal Green. Photo by Ioana Ursescu / Oxford House



9. Public space

Create a new public space, designed to be attractive, welcoming and accessible to all.

To create a gathering space

To link with surrounding uses including the pub and school

Chelsea Creek

The creek is a special feature of the site, both as a physical feature and due to its role in the neighbourhood's industrial heritage. Currently the creek is not readily visible or accessible from the site, although it can be experienced from the bridge and the development on its southern bank.

The Chelsea Creek development, which is under construction, will include an enlarged dock basin and two canals, with this blue network linking through to the creek via a lock beneath the railway.

Any development proposal and its landscape strategy should positively incorporate the creek and explore how it can best be exploited to benefit the wider public. The development should set out how the creek relates to the built form and edge.

The development should minimise light spill into the Chelsea Creek and demonstrate that overshadowing would not have a negative impact on this watercourse.

The [Thames Estuary 2100 \(TE2100\)](#) Plan sets out how the Environment Agency and partners can work together to manage tidal flood risk in the Thames Estuary. The development should demonstrate an analysis of flood defence levels and incorporate future proofing measures to raise the defences in line with the TE2100 plan. Such measures should be considered as part of the overall landscape strategy for the site. For instance, any proposed public realm adjacent to the creek could be elevated to take account of future flood events.

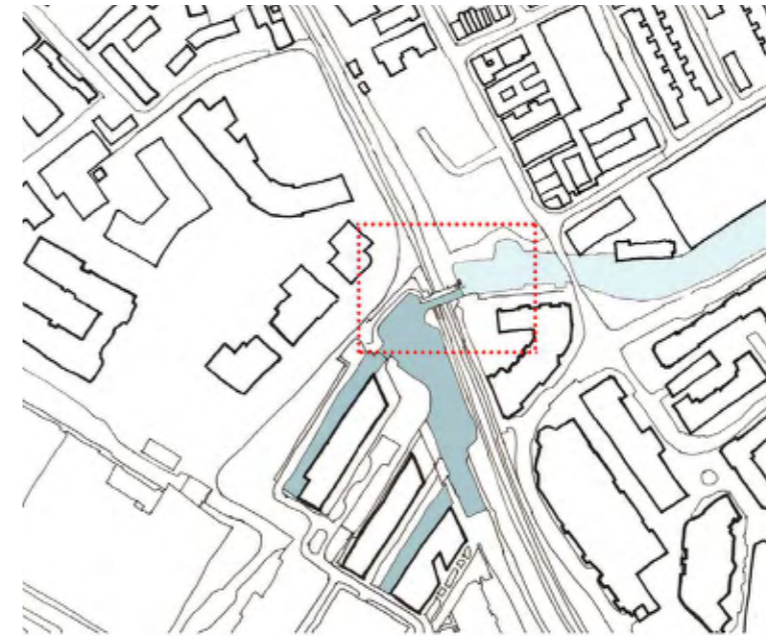
10. Chelsea Creek

Make a feature of the creek within the landscape strategy.

To make the best use of the creek and the creek edge to allow people to enjoy it

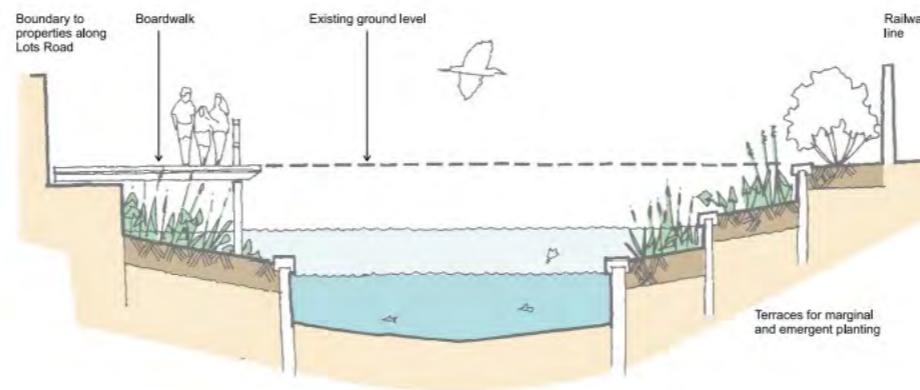
To maximise the amenity potential of the creek

To futureproof the development and flood defences in line with the TE2100 plan



↓ Figure 3.36: A suggested approach to integrating raised flood levels into the landscape strategy.

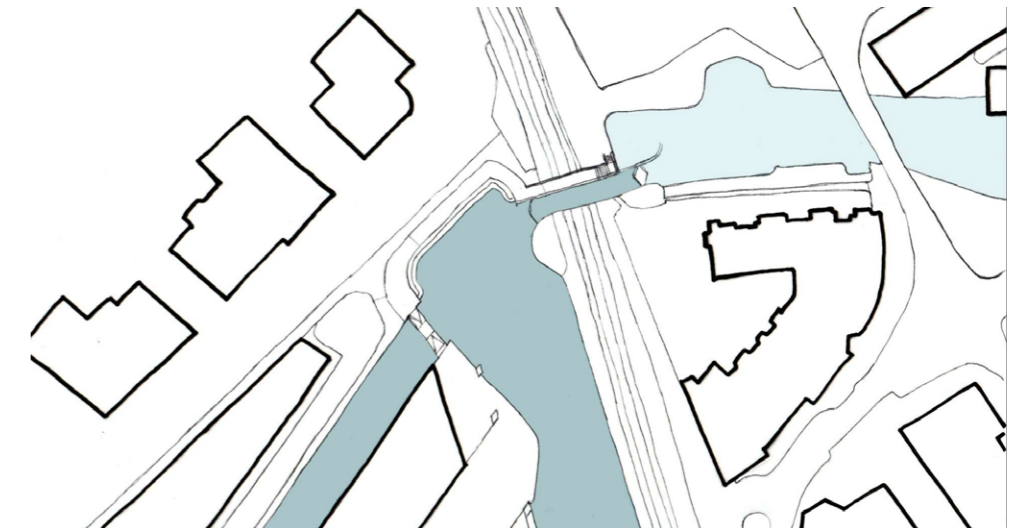
Source: section 6.7 of [Thames Strategy](#)



↓ Figure 3.39: Creek at low tide viewed from the south towards Lots Road pub



↔ Figures 3.37 and 3.38: Chelsea Creek location showing existing tidal creek and future connection through to the west as part of the Chelsea Creek development



↓ Figure 3.40: Historic image of Chelsea Creek © Kensington & Chelsea; Barbara Denny and Carolyn Starren, 1995



Allowance for green route

The possibility of a green way for cyclists and pedestrians, creating a more pleasant route away from vehicular traffic between Fulham Road and Chelsea Creek, has been mooted. The route would run along the West London line through the development site.

While there are a number of challenges to realise such a route, a buffer zone should be safeguarded on site should off-site challenges be resolved.

The Council's has expressed its support and made a pipeline capital commitment to the Diamond Jubilee Bridge, which would tie in with this green route.



↑ Figure 3.41: Traffic-free route from Bath Spa University to the Bath-Bristol railway path. Photo from cyclingweekly.com

↓ Figure X: Diagram to show location for green route allowance



11. Allowance for green route

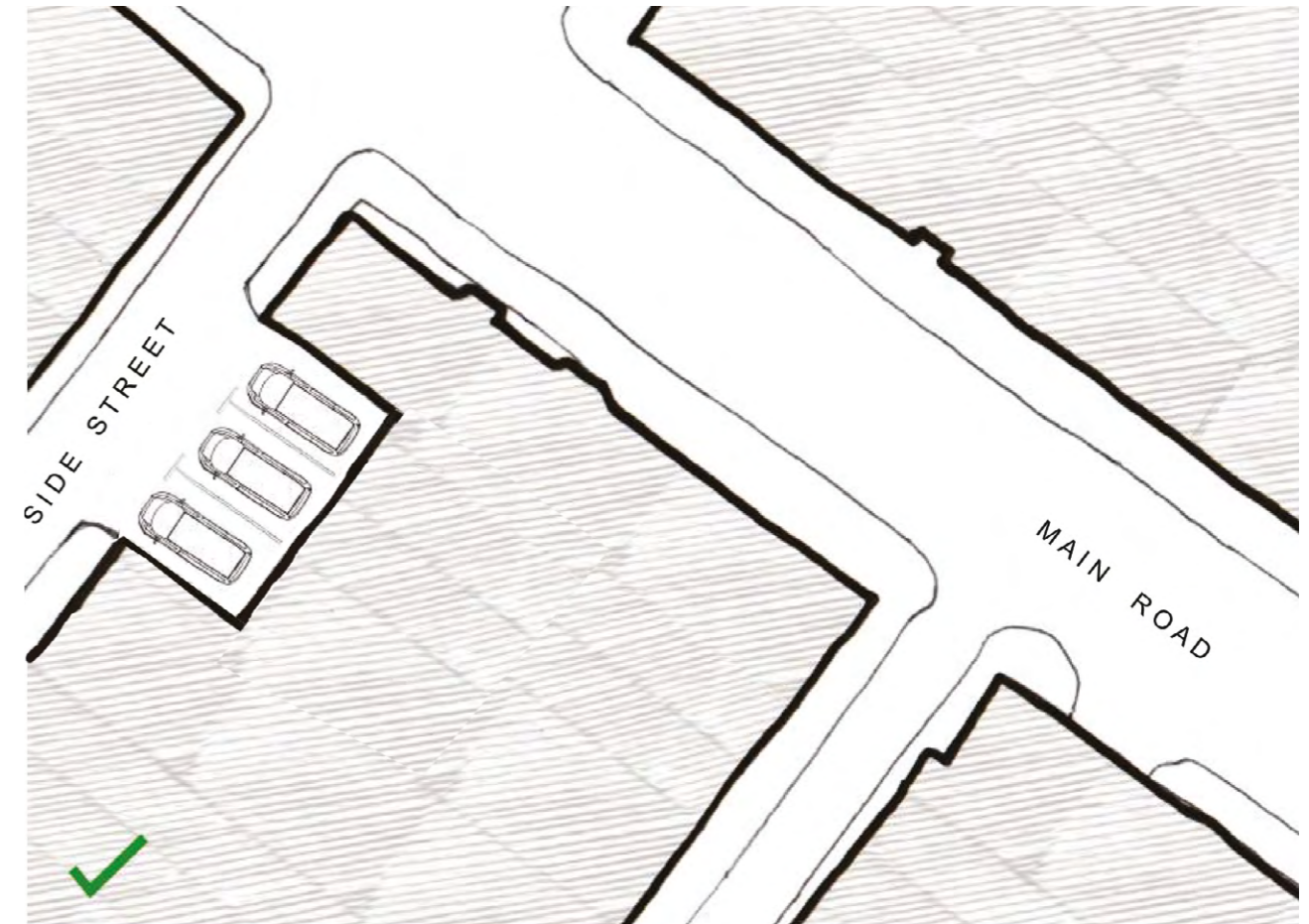
Incorporate a buffer zone along the full length of the site adjacent to the railway, of sufficient width to allow for a future cycleway and pedestrian route.

To ensure there is sufficient space safeguarded should a 'greenway' or similar route become deliverable

Servicing

Lots Road has limited vehicle connections due to the constraints of the river, creek and railway. Access is from Cremorne Road or King's Road. The existing commercial operations on site and in the immediate area trigger frequent collections and drop-offs throughout the day. These vehicle movements can clutter the street environment and interrupt the relationship between the units on either side of the street in this location.

Any future commercial space is likely to have a variety of servicing needs including from vehicles for delivery. A comprehensive and sustainable servicing strategy is needed which would dictate the layout and design of the development and avoid awkward, unsafe servicing arrangements. Innovative and more sustainable servicing options such as cargo bikes should be designed for.



↑ Figure 3.42: Diagram to show an example of an appropriate approach to servicing. This approach moves servicing away from the main street and provides a designed solution..

↓ Figure 3.43: Van deliveries on Lots Road currently.



12. Servicing

Create a clear servicing strategy, including for van drop-offs and collections.

To avoid unsafe on-street servicing

To provide fit-for-purpose facilities to attract commercial tenants

To encourage the use of sustainable methods of delivery

Community space

The development provides an opportunity to create community space. This should be designed in collaboration with residents to ensure it is fit for purpose.

A needs analysis should be conducted in consultation with local people to determine what kinds of facilities are needed in the area.



↑ Figure 3.44: Brixton Windmill Education & Community Centre has moveable furniture to allow the room to be reconfigured for different events, and folding doors that allow activities to spill outside. Photo by Jack Hobhouse



↑ Figure 3.45: Kitchen facilities overlooking the community space at Brixton Windmill Education & Community Centre. Photo by Jack Hobhouse

13. Community space

Design community space to allow for a wide range of activities including residents' meetings, celebrations, training, events; do not locate at basement level.

To ensure the space is fit for purpose, well used and meets the needs of the community

To provide a high-quality space with natural light and public visibility



↑→ Figures 3.46 and 3.47: East Street Exchange, Southwark: A new extension to East Street Library that provides an affordable and flexible space that is bookable and opens outside of normal library opening hours and a meeting place for local community groups, businesses and homework clubs to use. Photos by Jakob Spriestersbach



Extra care

Design quality is essential in the context of care facilities, where well-designed health and care buildings can help patients recover their health and well-being.

The extra care element of the development should comply with the design principles for dementia-friendly social care environments and aim to follow the design principles for extra care housing factsheet.

14. Extra care

Locate the extra care use in an optimal location for future residents following the principles of Design for Dementia; include outdoor space.

To ensure the needs of future residents are considered at the start when site layout decisions are made

To ensure residents have pleasant, interesting views out, easy access to attractive, safe outdoor amenity space for well-being and socialising

↓ Figure 3.48: Private balconies, communal gardens and connecting indoor communal space at St Bede's Extra Care in Bedford. Project by PRP Architects



Health Building Note 08-02 Dementia-friendly Health and Social Care Environments



Shared facilities

The co-location of commercial space, workshops, retail and residential is typical in the borough; there are historic residential areas that have purpose-built studios and workshops. Mixed use areas, like Lots Road, have a rich character because many different activities are concentrated in one place.

A mix of uses provides opportunities for sharing of facilities and amenity space which would bring benefits for synergy and ideas sharing between commercial enterprises, integration of the existing and new residents, and intergenerational activity with extra care residents.

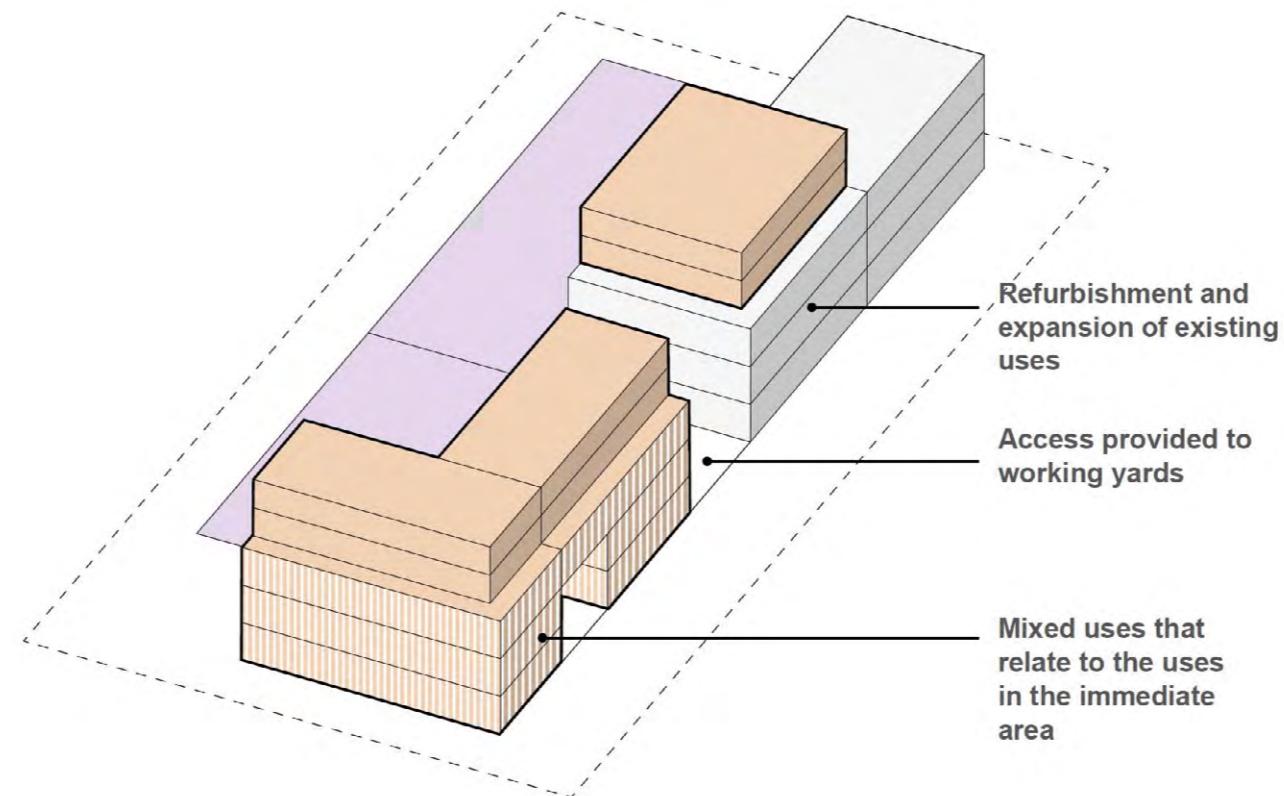
The development should be designed to allow for such sharing of facilities and overlap of uses.

The design should show a distinction between which entrances are to flats and other residential uses, and which are for commercial uses, to aid wayfinding.



↑ Figure 3.49: Maartenshof continuing care facility's neighbourhood hub in De Rokade Groningen, Netherlands is used by the wider community. Photo © Natalie Willer

↓ Figure 3.50: Generic diagram to illustrate the principles and benefits of co-location of uses. Note that this is not specific to the Lots Road South site; refurbishment of existing uses is not anticipated for this site.



15. Shared facilities

Ensure some on-site facilities are designed to provide overlaps between the different resident groups, workers and the wider community.

To create a mixed-use development

To ensure housing and extra care residents are integrated into the community

To facilitate intergenerational mixing

Glossary of terms

(Our) Council Plan Our Council Plan sets out the key objectives, aims and commitments for RBKC for the 2019-2023 period. It has 5 priorities: ‘Grenfell Recovery’; ‘A great place to live, work and learn’; ‘Supporting and safeguarding vulnerable residents’; ‘Healthy, clean and safe’ and ‘A place of culture to visit and explore’.

Affordable Homes In planning terms, affordable homes are those “whose need are not met by the market”. This definition is set out within the Government’s National Planning Policy Framework (2019). A home is considered by the Government to be “affordable” if it is either sold or rented at least 20 per cent below the local market value. There are lots of different types of affordable housing. See also: ‘Community Housing’, ‘London Affordable Rent’, ‘London Living Rent’ and ‘Social rent’.

Canal and Rivers Trust The successor of British waterways, the Canal and River Trust is a charitable trust which holds the guardianship of England & Wales’ canals, rivers, reservoirs, and a wide range of associated heritage buildings and structures.

CIL The Community Infrastructure Levy (CIL) is a tariff-based charge which can be levied by local authorities on new developments in their area. It is an important tool for local authorities to use to help them deliver the infrastructure support development in their area.

Community Housing RBKC uses the term Community Housing to describe products which the Council considers as genuinely affordable. This includes social rent, affordable rent (at London Affordable Rent levels) and intermediate rent and the lowest London Living Rent (LLR) levels in the borough. Our usage of the term ‘Community Housing’ is set out in our Community Housing SPD published June 2020.

Conservation Area Area of special architectural or historic interest, the character or appearance or appearance of which it is desirable to preserve or enhance.

Design Code A Design Code is a set of illustrated design requirements that provides specific parameters for the physical development of a site or area.

Employment Zones are defined as designated areas where specific policies apply in order to protect employment uses, particularly light industrial and research and development uses, and encourage new activities.

Extra Care Extra care housing is a type of ‘housing-with-care’, also known as ‘very sheltered’ housing or ‘assisted living’. Staff are usually available up to 24 hours a day to provide help with washing, dressing, toileting, and taking medication. There is usually an emergency alarm system, which may be connected to care staff instead of an external call centre. Domestic help, such as shopping and laundry, may be available and meals may be provided in a communal dining room or in individual flats.

GLA The Greater London Authority. The GLA is the devolved regional governance body over Greater London, with responsibilities for transport, policing, economic development, and fire and emergency planning.

Healthy Streets A Transport For London approach to improve air quality, reduce congestion, and help make London’s communities greener, healthier and a more attractive place to work, play and do business.

Integrated Water Management Any development will be required to have produces an Integrated water management plan, which will set out how the development will cope with issues such as water demand, drainage, and flood risk.

Listed Building A listed building is a building designated by the Government on the advice of Historic England as a building of special architectural or historic interest.

Local Plan A Local Plan is a document produced by a Local Planning Authority which sets the plan for future development of the local area. Local plans define priorities for an area, strategic policies, infrastructure requirements, and housing needs, amongst other things. The current RBKC Local Plan has been in place since September 2019.

London Plan The strategic plan for London, produced by the GLA, setting out an economic, environmental, transport and social framework for development. The current London Plan was adopted in 2021.

Material Planning Consideration A material planning consideration is one which is relevant to making the planning decision in question (e.g. whether to grant or refuse an application for planning permission).

National Planning Policy Framework (NPPF) Sets out the Government’s planning policies for England and how these are expected to be applied. It sets out the Government’s requirements for the planning system only to the extent that it is relevant, proportionate and necessary to do so. It provides a planning framework within which local people and the Council can produce their own distinctive local and neighbourhood plans, to reflect the needs and priorities of their local communities.

NHS National Health Service

Planning Contributions This could refer to either a Planning Obligation / Section 106 Agreement (s106) or Community Infrastructure Levy (CIL).

Planning Obligation A legally enforceable obligation entered into under section 106 of the Town and Country Planning Act 1990 to mitigate the impact of a development proposal. (See also Section 106 Agreements).

Presumption in favour of sustainable development The NPPF introduced the presumption in favour of sustainable development. There are three dimensions to sustainable development: economic, social and environmental. This means that plans should positively seek opportunities to meet the development needs of their area and be sufficiently flexible to adapt to rapid change and that strategic policies contained within local plans should, as a minimum, provide for objectively assessed needs for housing and other uses.

Public realm Public realm is a term used to describe any space that is free and open to everyone. The London Plan describes it as ‘the space between and within building that is publicly accessible, including streets, squares, forecourts, parks and open spaces’.

Public sector land Land that is owned by or in use by a public sector organisation, such as the Council, or land that has been released from public ownership and on which housing development is proposed.

Public Transport Accessibility Level (PTAL) PTAL is a measure of public transport network density (service level and geographical distribution). It can be produced for a single location (i.e. a new development), or a grid of points evenly spaced at 100-400m intervals to cover an area of interest.

Registered Care Care that is required to be registered by the Care Quality Commission (CQC) as defined in the Health and Social Care Act 2008 (Regulated Activities) Regulations 2014. This includes personal care, accommodation for people requiring nursing, treatment for substance misuse, treatment of disease, disorder or injury, family planning services, and more.

S106 A Section 106 (S106) is a legal agreement between an applicant seeking planning permission and the local planning authority, which is used to mitigate the impact of development on the local community and infrastructure. This usually involves a unique and local needs based financial contribution.

Site allocation A site allocation policy describes what type of land use, or mix of uses, are likely to be acceptable on a specific site. Site allocations help local people understand what may happen in their neighbourhood in the future and also give guidance to developers and landowners.

Social rent Social rent homes are those provided by a local authority or housing association. In 2018 the average weekly rents and service charges for a Council social rent home was £106 + £9.

SPD Supplementary Planning Document. An SPD forms material consideration in the determination of planning documents, setting out expectations for development.

Strategic Environmental Assessment (SEA) An SEA is a procedure which involves preparing an Environmental Report on the likely significant effects of a draft plan and carrying out consultation on the draft plan and the accompanying Environmental Report. An SEA is needed where a neighbourhood plan or SPD could have significant environmental effects.

SuDS Sustainable Urban Drainage Systems. SuDS are approaches to manage surface water that take account of water quantity (flooding), quality (pollution), biodiversity and amenity. SuDS attempt to mimic nature and manage rainfall close to where it falls.

TFL Transport For London. TFL are the integrated transport authority responsible for meeting the Mayor of London's strategy and commitments on transport in London. They run the day-to-day operation of the Capital's public transport network and manage London's main roads.

Viability Assessment In planning terms, a viability assessment would assess the financial viability of a proposal and would count as a material consideration in a planning application. For example, a viability assessment would accompany any proposals associated with the 'Maximum reasonable amount' requirement of affordable housing.