

# THE LONDON CANCER HUB

Development Framework

Summer 2016



## Document goals

This Development Framework is a tool to help translate the vision for The London Cancer Hub into a reality over a 20-year period. It has multiple purposes:

- to put forth an indicative spatial vision for the site
- to establish a set of guiding principles to help coordinate future development
- to communicate the commitment of the partners
- to provide a resource for investors to understand the vision and the potential
- to support the implementation of partners' corporate strategies (Estate Strategy, Scientific Strategy, Clinical Strategy)
- to inform investment business cases for new projects, including infrastructure
- to inform and support all future planning applications for the site.

This Development Framework is not part of the statutory Local Plan.

It has been informed by technical analysis including a transport assessment and commercial appraisal. The strategy and principles within this Development Framework have been designed in tandem with the review of Sutton's Local Plan and the Sutton Town Centre Masterplan in order to ensure all aspects of The London Cancer Hub are integrated with local growth planning.

The production of this Development Framework has followed a year-long process that has engaged with the local landowners, neighbours, Sutton residents, local community groups, local committee and a wide range of local stakeholders and statutory stakeholders, including Transport for London and the clinical commissioning group. Public consultation was undertaken in September and October 2015, at which various issues and options were considered. A draft Development Framework was consulted on in tandem with the Sutton 2031 Local Plan, during February, March and April 2016. All comments made over the previous year have been taken into account in the finalised Development Framework.

**All maps and diagrams in the Development Framework are provided for illustrative purposes only.**

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# 01 The vision



## The vision

The London Cancer Hub will be a global centre for cancer innovation providing state-of-the-art facilities and delivering real benefits for patients.

Our ambition is to create the world's leading life-science and healthcare district specialising in cancer research and treatment. The London Cancer Hub will create a vibrant community of scientists, doctors and innovative companies, intended to deliver real benefits for cancer patients and drive economic growth.

We plan to deliver an exceptional environment for cancer research that enhances the discovery of new treatments and their development for patients.

The London Cancer Hub will be a living, breathing community with research buildings, hospital facilities, a school, restaurants, cafes and hotel accommodation for visitors and patients.

The transformational design has the potential to deliver around 280,000 square metres of modern facilities in beautiful green space, making the most of the campus's unique location within London - a global city - but in reach of the outstanding Surrey countryside. The campus will provide attractive work and leisure space for researchers and clinicians and an outstanding healing environment for patients.

The Institute of Cancer Research, London and The Royal Marsden NHS Foundation Trust will build state-of-the-art facilities (subject to funding and developing needs) that will enhance their global reputation for excellence, and will be joined by a multitude of high-tech enterprises in a network of 10,000 researchers, clinical staff, healthcare and support staff all operating from one site.

## The aims

Through The London Cancer Hub our aims are:

1. To create a focal point for talented scientists and clinicians by establishing world-class facilities to attract top researchers and through educating the life-science workforce of the future.
2. To expand the world-leading cancer research, treatment and care carried out by The Institute of Cancer Research and The Royal Marsden – translating ground-breaking discoveries from the laboratory through to patients in the clinic.
3. To develop an environment that encourages collaboration between disciplines and institutions – by bringing people from different scientific fields together in the same physical space and with the potential to expand the wider healthcare offer on the site in collaboration with The Royal Marsden.
4. To bridge the public and private sectors by ensuring academic researchers share space with global and local private enterprises within integrated facilities.
5. To create an outstanding environment for staff and patients by developing a green spine through the site and organising space in a recognisable, easily navigable urban grid.
6. To deliver a vibrant public and community space, including educational facilities, high-quality amenities and excellent public transport, for the benefit of people who work on or visit the site, and the local area.
7. To create opportunities for people living in Sutton by developing unused and underused land to boost the local economy, improve local transport links and create thousands of jobs with a career ladder that starts from the secondary school planned for the site.
8. To deliver this transformation while maintaining continuity of research and patient care by identifying development plots that can be built on over time with minimal disruption to users. Any changes on the site will not unduly interrupt the safe, secure and smooth running of existing services on site, with particular attention paid to respecting the safety and dignity of the patients.

## The partners

The London Cancer Hub has developed and evolved since 2013 with the partnership comprising the following organisations:

### Managing partners:

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- **The Institute of Cancer Research, London**

The ICR is one of the world's most influential cancer research organisations, with an outstanding record of achievement dating back more than 100 years.

- **London Borough of Sutton**

The London Borough of Sutton is a dynamic local authority which is leading the way in developing new investment opportunities to benefit its residents and businesses.

### Supporting partners:

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- **The Royal Marsden NHS Foundation Trust**

The Royal Marsden, together with its academic partner, the ICR, is one of the world's leading and most comprehensive cancer centres, treating more than 50,000 NHS and private patients every year. It is a centre of excellence with an international reputation for ground breaking research and for pioneering the very latest in cancer treatments and technologies.

- **The Greater London Authority**

The Greater London Authority, led by the Mayor of London, is the strategic regional authority and is supporting the development of The London Cancer Hub. It has powers over transport, policing, economic development, fire and emergency planning.

- **Epsom St Helier University Hospitals NHS Trust**

The trust offers an extensive range of services, including cancer, pathology, surgery and gynaecology to more than 490,000 people in south west London and north east Surrey. It includes Queen Mary's Hospital for Children, Epsom and St Helier hospitals, as well as the now vacant Sutton Hospital which forms part of the London Cancer Hub site.

# Why change is needed

The ICR and The Royal Marsden have immediate and pressing needs to enhance their facilities on the Sutton site in order to stay ahead of the competition and to accelerate their progress against cancer.

The ICR and The Royal Marsden together form one of the world's top centres for cancer research and treatment. Their joint research strategy aims to accelerate progress against cancer through scientific and clinical excellence, innovation and partnership.

At the ICR, the Cancer Research UK Cancer Therapeutics Unit is the world's most successful academic centre for discovering new cancer drugs, but is constrained by space and its facilities need urgently to be upgraded to further accelerate progress. The Royal Marsden is facing rising demand from patients for its world-class cancer care and needs to further improve its facilities on the Sutton site.

The ICR and The Royal Marsden could meet their short-term needs through specific, limited developments, but to remain globally competitive they require a more ambitious, longer-term plan to transform the Sutton site.

The London Cancer Hub partners believe that only a comprehensive re-imagining of the Sutton site can meet their needs for development and ensure that the Institute of Cancer Research and The Royal Marsden retain and build on their position as world leaders.

The partners have identified the following development needs for the Sutton site in order to ensure they stay ahead of the competitors and deliver further benefits for patients:

## 1) An enhanced working environment

The Sutton site contains a range of state-of-the-art facilities, but the layout has been developed on an incremental basis under multiple ownerships and therefore is not easy to navigate. The ICR and The Royal Marsden face global competition for new talent, and need to offer the best people not only top scientific and clinical facilities, but also a high-quality working environment with a range of choices over where to live, work and play.

## 2) Expanded capacity for research

The ICR has outgrown its current space and some of its existing buildings are approaching the end of their expected life-span. It is already having to turn down potentially important opportunities for commercial partnership on drug discovery because of a lack of space and facilities.

## 3) Expanded capacity for clinical care

The Royal Marsden needs to significantly expand its patient care and clinical trial facilities on the Sutton site. There is a case for the creation of additional facilities for cancer treatment and care, to replace and expand its facilities and to drive substantial growth in world-class clinical research and trials. There is potential for a small acute hospital to be located within the campus, subject to NHS strategic review processes.

## 4) Greater opportunity for multidisciplinary collaboration

The Sutton site could do more to maximise the benefits the ICR and The Royal Marsden enjoy from their co-location, and to drive collaboration between researchers of different disciplines. The ICR and The Royal Marsden have both set out in their estate strategies the need to design new buildings with the aim of optimising the interaction between scientists and clinicians, in order to translate research findings into clinical practice as quickly as possible.

## 5) Better integration between public and private sectors

The ICR and The Royal Marsden work closely with private companies in the discovery and development of new drugs and medical technologies, but few of these companies have any permanent base on the Sutton site. Our most creative institutions, firms and workers crave proximity so that ideas and knowledge can be transferred more quickly and seamlessly. We also see a need to create space for companies to move onto the site, or for companies to be spun out from the ICR's research.

## 6) Transformed public transport access

The Sutton site is served by multiple buses, connected via frequent rail services to central London and well positioned for international travel through London's airports – but its further development will require a step change in the quality and capacity of public transport.

## 7) Stronger role in nurturing the scientific talent of the future

The Sutton area could do more to develop mutually beneficial links between the ICR (a college of the University of London), The Royal Marsden, and local schools and colleges. Sutton has a shortage of secondary school places, and lacks any specialist science academy to play an active role in nurturing future scientists.

## 8) High-quality accommodation for patients, visitors and workers

Although patients will often stay in Sutton long term during treatment and the hospital's many younger patients will also be accompanied by their families, the amount of high-quality accommodation available for them is limited. Consideration is also made for visitors and staff.

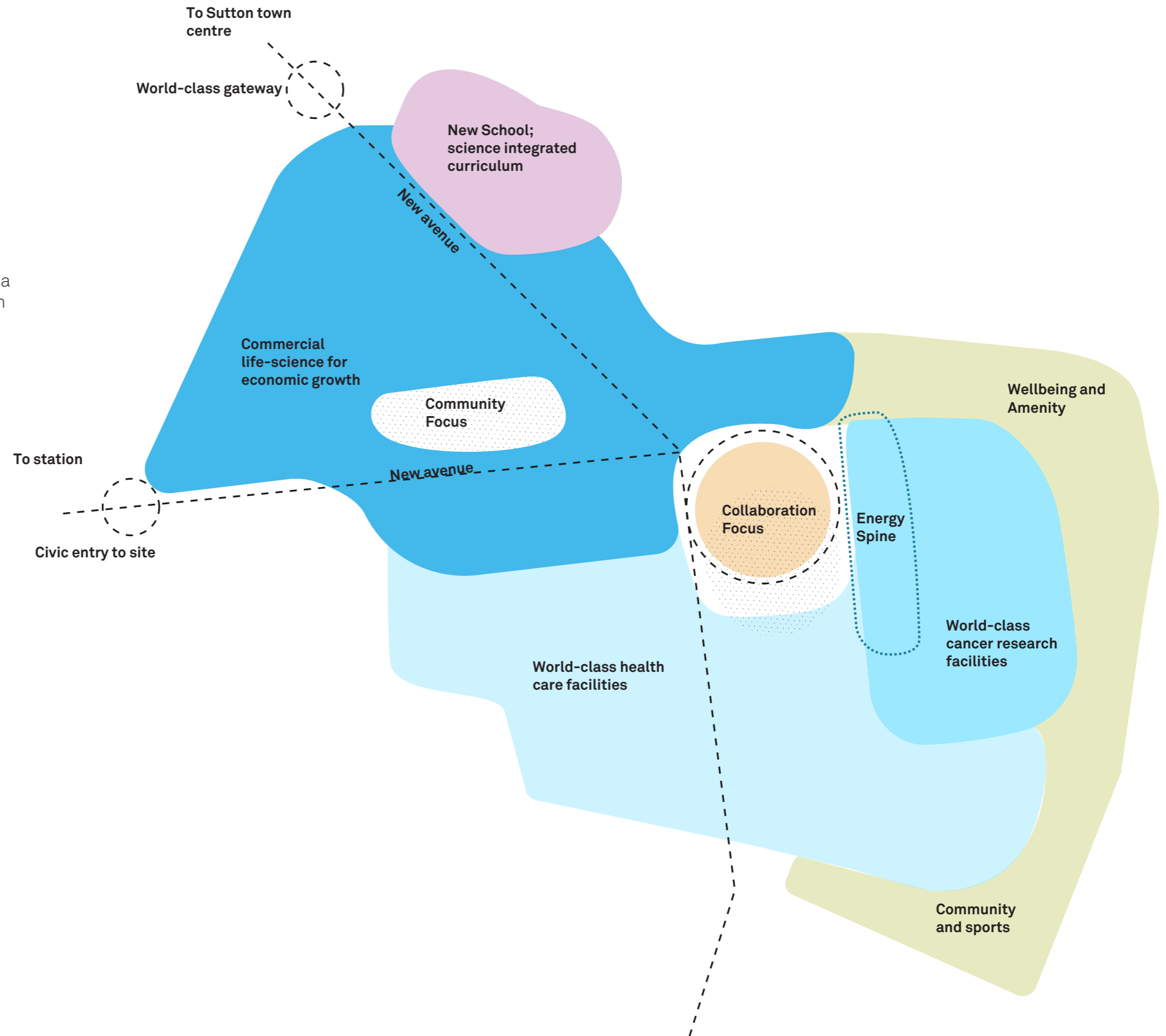
# The spatial vision

The London Cancer Hub will involve a complete re-imagining of the existing Sutton site to create a vibrant community of collaborating organisations, educational facilities and leisure amenities.

The plan is to entirely remodel the existing site to create a green campus of research and enterprise buildings and hospital facilities. The site will be designed as a living community with a school, leisure space, and hotel accommodation for visitors and patients. It will be an intensely interactive research village, an enjoyable place to work, and an attractive healing environment. We have developed a set of key principles to guide our spatial vision.

## Guiding principles for spatial vision

- Flexible urban structure
- Permeability
- Flexible use
- Amenities and activities
- Integrated landscape
- Heights adapt to context
- Enhanced transport infrastructure



Illustrative spatial concept plan

## Delivering the vision

The project partners have an excellent track record of securing funding for complex capital projects and delivering them successfully. For this project they will be taking new approaches because of the extent of the ambition required to regenerate the site.

To make the project happen, we will continue to need the active support and engagement of the local community, regional and national government. The project partners are committed to continuing the community engagement programme, which has already commenced with local residents, staff, politicians, and policy makers in order to communicate the vision and listen to views about how best to make it a reality.



Illustrative spatial plan

This plan illustrates how The London Cancer Hub could look in 20 years time. The site is well connected and easy to move around. There exists a well integrated mix of academic, business and clinical activities. Within the site there are several new focal points where neighbourhood amenities are located that facilitate interaction and inspire all those using and visiting the space.

# The spatial goals

We plan to deliver an exceptional environment for cancer research that enhances the discovery of new treatments and their development for patients. The London Cancer Hub will create a vibrant community of scientists, doctors and innovative companies to deliver real benefits to cancer patients and drive economic growth. The Development Framework focuses on four main goals to provide a range of benefits to research, healthcare, business and community users.

## Healthy living

- World-class health service
- Friends and family in close proximity with patient hotel
- An environment that supports healing with well designed interior and exterior spaces and access to green space
- Vertical integration
- Healthy living; encouraging sport, general recreation and good nutrition

## Innovation district

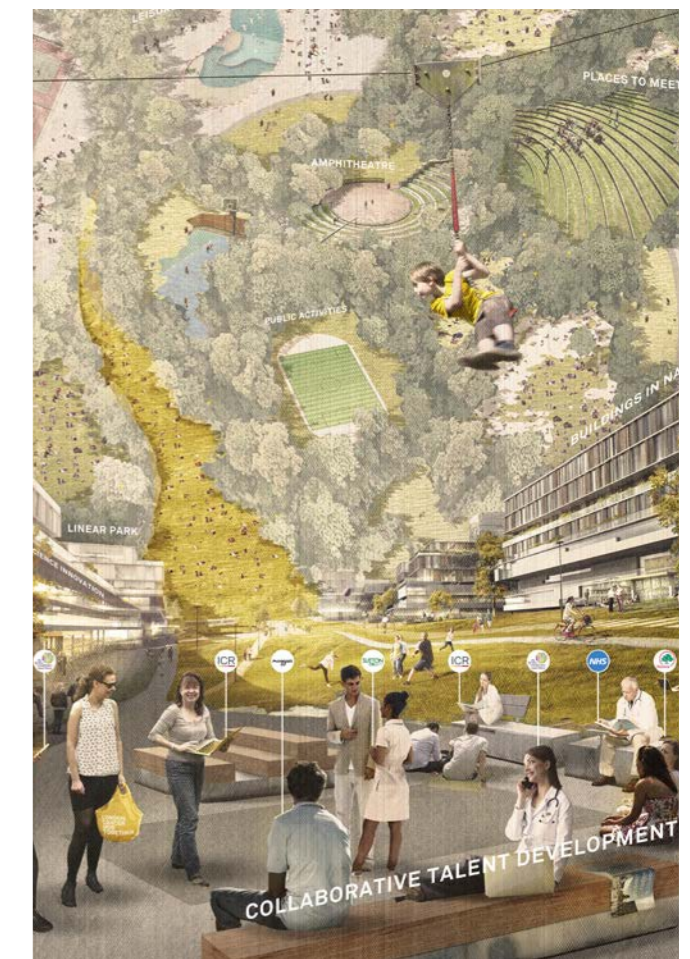
- A vibrant mix of world-class research, treatment and business - *a place for Innovation*
- Building upon the world-class institutions of The Royal Marsden and the ICR.
- Vertical integration to bring science and health close together
- New business anchor tenants, grow-on and accelerator space
- Educational district, with school and integrated sports facilities to nurture homegrown talent
- Hotel for visiting researchers, specialists and conferences

## Sustainable services

- Connectivity and mobility enhancements to increase the competitiveness of the London Cancer Hub offer
- An integrated transport system to maximise the catalytic economic benefit of tram investment
- A campus that encourages walking, cycling and modal integration
- Reducing the dominance of cars on site
- World-class, sustainable solutions for waste, recycling, servicing, water, power and communications
- A productive space, growing food and providing energy
- A holistic view of the entire site
- Future-proofed

## Public life

- A public site - no longer a silo
- Hierarchy of open space
- Extending the verdure of Sutton into the site
- Buildings sited in nature
- A variety of spaces that support interaction and collaborative talent development
- Relax, meet, play sports



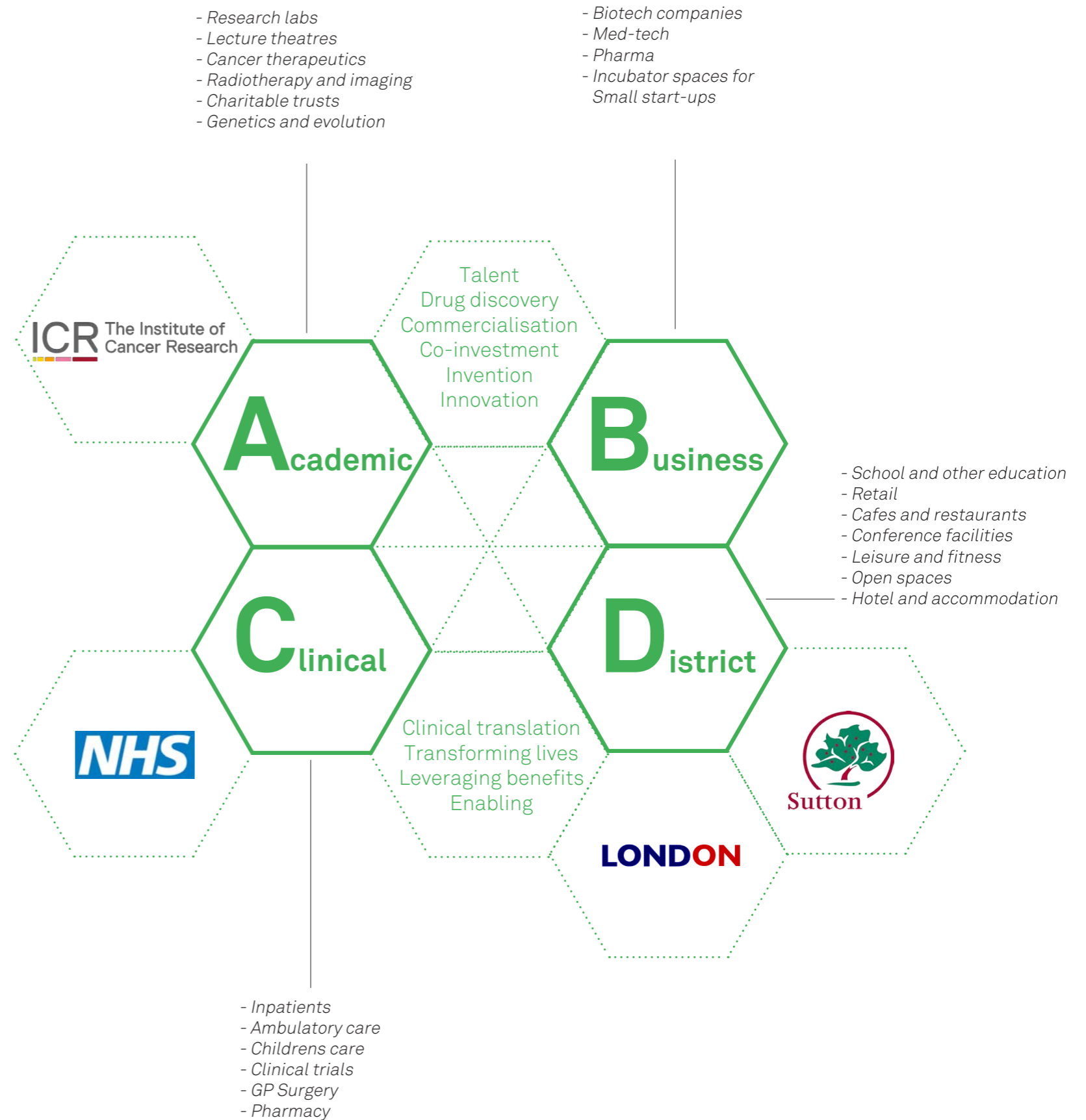
All images are illustrative



# A collaborative ecosystem

Lessons from successful life-science clusters around the world show that it is vital to create a thriving ecosystem that contains a balance of academic, business and clinical uses, all supported by high-quality district amenities.

The London Cancer Hub will be established around the ABCD (Academic, Business, Clinical, District) approach, building on the major institutions already located on the site. Innovative institutions and workers need proximity to seamlessly transfer ideas, collaborate across disciplines and generate value with new solutions. The modern economy is based on collaboration and innovation. Buildings and entire districts need to be designed with that in mind.



# The benefits

## Patient benefits

The London Cancer Hub is intended to substantially increase the rate of discovery of new treatments and their availability for cancer patients. It will double the space available for world-class cancer research, treatment and care, and deliver a wide range of state-of-the-art scientific facilities.

The initiative aims to further enhance the experience of patients who are treated on the site. It will create an exceptional healing environment, provide a range of amenities to patients and their families, improve transport links and provide public and green spaces.



World-class patient environment and treatment

## Economic benefits

By expanding life-science activities, attracting enterprises and having knock-on benefits for the regeneration of the local area, The London Cancer Hub could contribute more than £1bn per annum to the UK economy.

The development will provide the opportunity for small and large life-science businesses to co-locate and collaborate with the country's top academic research centre. It will also allow an increase in rates of discovery of new cancer treatments, diagnostic tests and technologies. If some of the drugs discovered are successful, there could be a huge impact on the UK economy.



Business development potential in the main square

## Research benefits

The London Cancer Hub will help nurture a vibrant workforce of scientists and clinicians. It will open a wide range of career opportunities for researchers and the chance to work together with colleagues from many different fields.

The superb working environment and high-quality scientific facilities will help attract world-class researchers from across the UK and internationally. The initiative will also help support the future development of the scientific and technical skills needed to support the UK's life-science industry, through a school with a potential science focus, links with local colleges and the Institute of Cancer Research's role as a higher education institution.



World-class research and development in multi-disciplinary Knowledge Centre

## Community benefits

The London Cancer Hub is a major redevelopment project and will have very substantial benefits for the Sutton area. It will create jobs, house a much-needed school, generate tax revenue for the Borough and act as an impetus for broader changes such as improved transport that will benefit all local residents.

The projected economic and social benefits of The London Cancer Hub are huge. The London Cancer Hub will form one of three outstanding life-science districts within London.



Local start-up companies nestle within existing buildings

## 02 The site and location



# A unique location

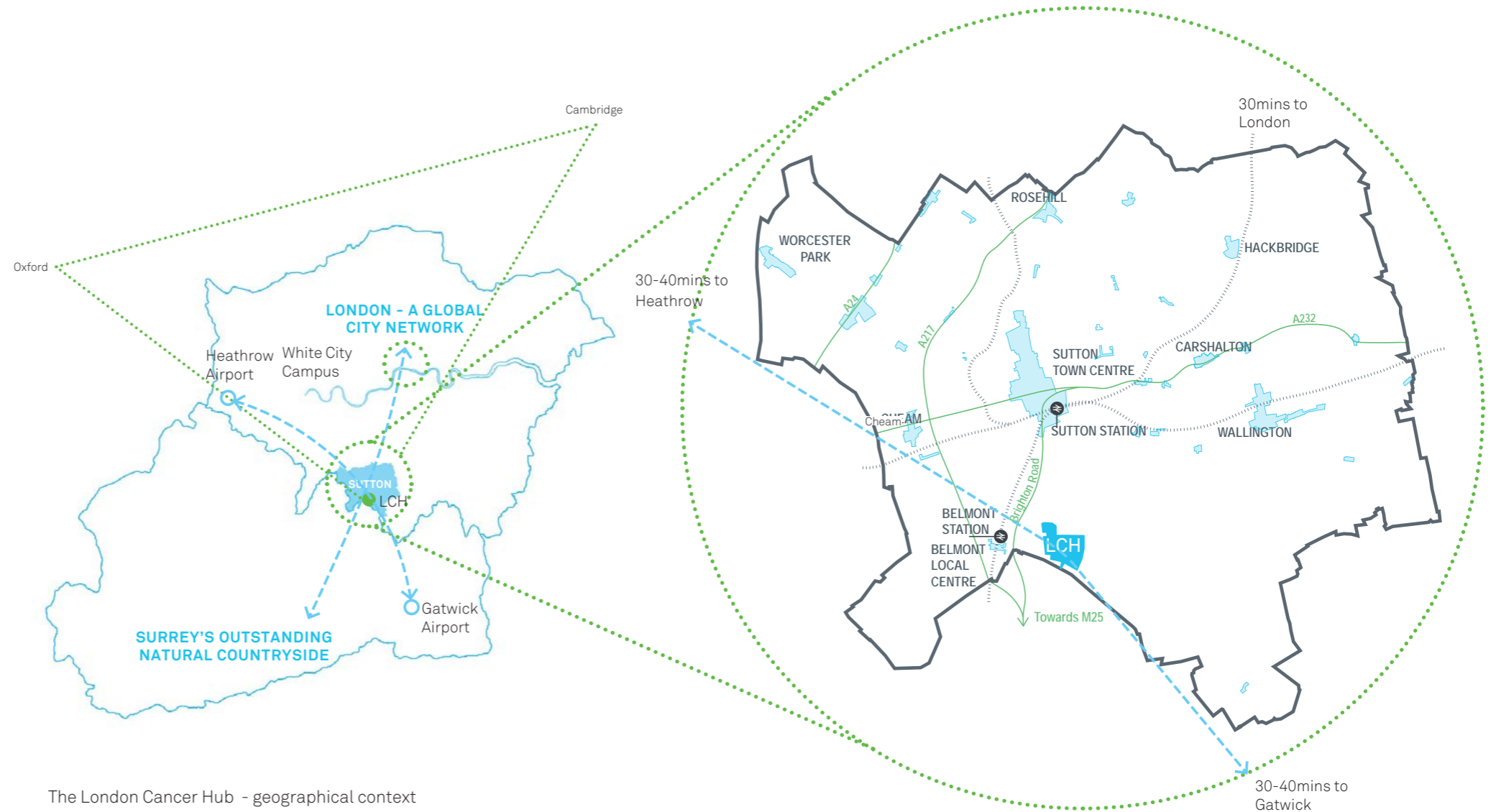
The London Cancer Hub boasts an impressive location situated in the “Golden triangle” cluster of world-leading universities, researchers and life-science companies.

Sutton also benefits from being close to Gatwick and Heathrow. This is important for international tenants who may want to travel frequently. Because of its location, travel from Sutton to Gatwick and Heathrow avoids passing through the heart of London. Its Greater London location means that it benefits from a London talent pool, which ensures access to skilled labour and also the opportunity to access London’s venture capital ecosystem.

In addition to being located in London, The London Cancer Hub is easily accessible from Surrey which boasts institutions such as The Royal Surrey Hospital and the Cancer Partnership Research Group. This provides the campus with access to a range of institutions and facilities.

## The London Cancer Hub within Sutton

The London Cancer Hub is situated within a 20 - minute walking distance of Sutton Station, which is to the site’s immediate north. Further north is Sutton’s town centre which is subject to an extensive masterplanning exercise. To the west of the site is Belmont Station.



The London Cancer Hub - geographical context

# Site history

Since the 19th century the site has been home to important institutions that help the sick and vulnerable. The South Metropolitan District School for girls was established on the site in 1884, with the main accommodation located in six two-storey H-shaped blocks (see 1895 map). Some of these buildings still exist today while others have been removed.

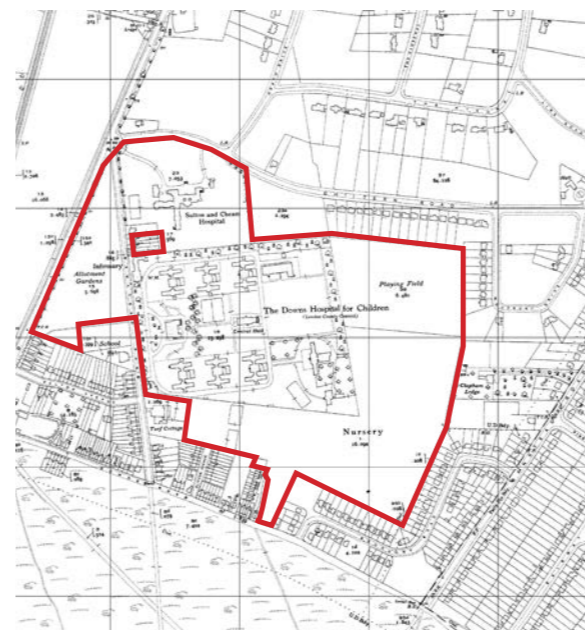
In 1902, the school closed, purchased by the Metropolitan Asylums Board, who reopened it in 1903 as the Downs Hospital for Children. The hospital evolved until 1948 (the beginning of the NHS), when it was incorporated into the St Helier Group. The Institute of Cancer Research expanded to the site in 1956 and The Royal Marsden acquired part of the site in 1962.

The site has since seen the gradual development of hospital buildings and research buildings as well as tremendous discoveries and advancements in various medical and scientific fields. Retaining these functions so that the site continues to help people with cancer is of paramount importance to this project. The urban structure of the Development Framework builds on the historic structure of the site, expanding on it to best accommodate existing uses and buildings while improving access and permeability.



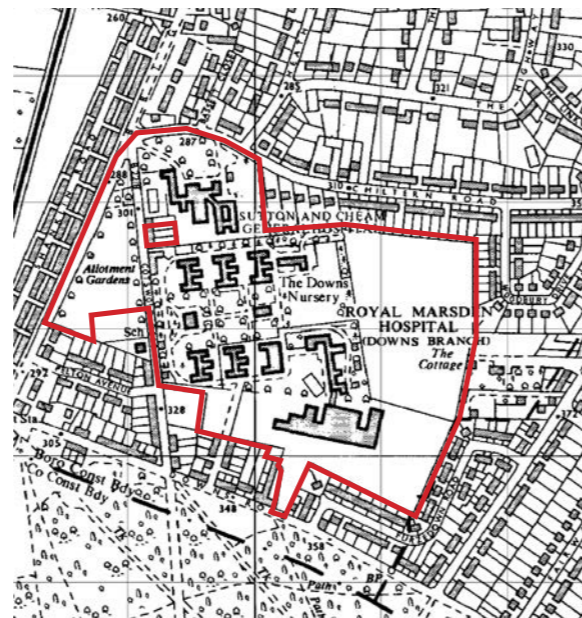
1895

400m



1935

400m



1967

400m



1984

400m



Downs school, pre 1905 (photo courtesy of P. Matthey)



Downs Hospital for Children, 1927 (photo courtesy of P. Matthey)

# The local context

The London Cancer Hub site is situated on the southern border of Greater London within the Borough of Sutton in a quiet and green residential area. The site sits between one of the most economically deprived areas in the borough to the west and one of the least deprived to the east.

The area is very green and borders on the Banstead Common to the south. However, access to neighbourhood parks and playgrounds is in need of improvement, particularly to the east of the site. There is a waiting list for allotment gardens.

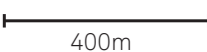
The area also lacks some local leisure and healthcare facilities such as neighbourhood GP surgeries. Although there is a nursery and a small leisure centre (the Down's Club) on the site, these are only available to staff. Shops and services are available at the Belmont local centre, a 5-10 minute walk to the west, and the Sutton metropolitan centre, a 20-30 minute walk to the north.

The London Cancer Hub can provide the area with access to opportunities for local employment, much-needed active green space, additional allotment gardens, new healthcare and leisure facilities, as well as commercial shops and services to compliment those already in Belmont. This will support healthier and more sustainable lifestyles for both staff and the wider community.

- Green Space
- Leisure zones
- Education
- Town/local centres
- Local healthcare
- Site
- - - Rail
- - - Main roads



Overview of the site and local amenities



# Character and context of site

## A suburban context

The character of the area is largely suburban residential with a mix of detached villas, terraced houses and apartment blocks of two to six storeys. The context includes a variety of architectural styles, site strategies and relationships. The future development of The London Cancer Hub should be mindful of this context, whilst looking further afield to Sutton's town centre, where a greater scale of growth is possible if a supporting infrastructure can be put in place.



Housing estates just north of the site



Quiet detached housing surrounds the site to the north, south and west

## Town centres

The site lies to the south of the Sutton metropolitan centre, approximately 20 minutes by foot or 5 minutes by bike, bus or taxi. The centre is subject to an ambitious masterplan. The vision will feature enhanced retail and leisure, new homes, a primary school, improved transport links and better public spaces. Belmont local centre, with a number of local businesses, lies to the west of the site. It benefits from Belmont Park and two local nature reserves: Cuddington Meadows and Belmont Pastures.



Sutton town centre



Various developments flank Brighton road

## The site

The site has developed incrementally over the course of more than a century in a piecemeal fashion without an integrated strategy. Although there are a few high quality buildings, overall the site today creates an uninspiring, fragmented and poorly accessible environment with incoherent architecture. It is not an environment that corresponds to the world-renowned research and healthcare activities of the organisations located within it.



The Royal Marsden's main hospital building frontage off Downs Road

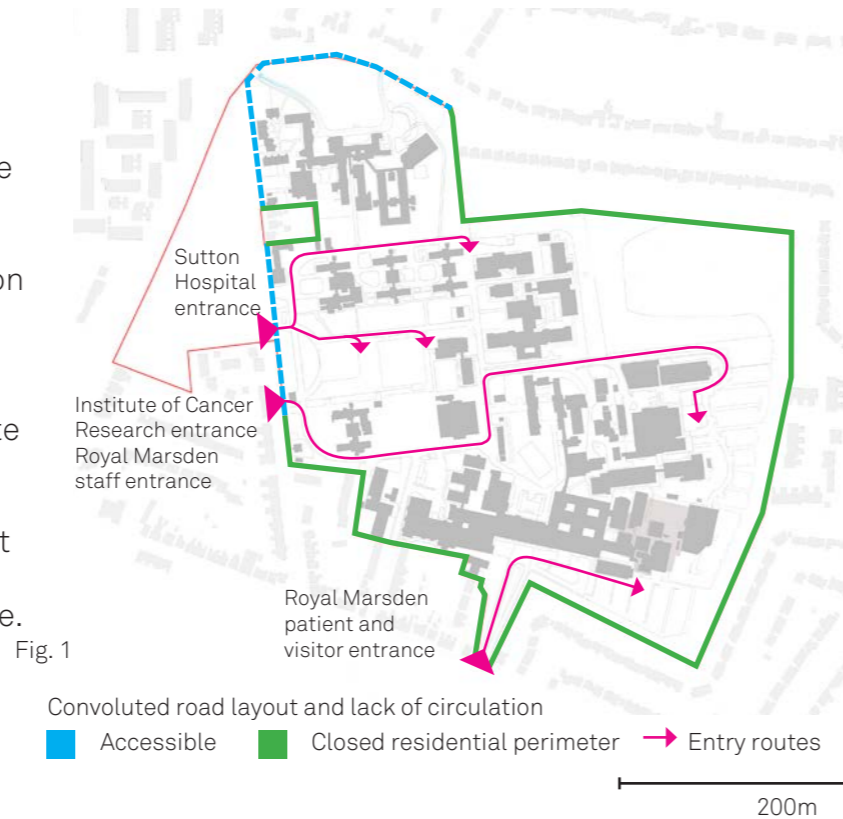


One of the ICR's buildings

# Site opportunities and constraints

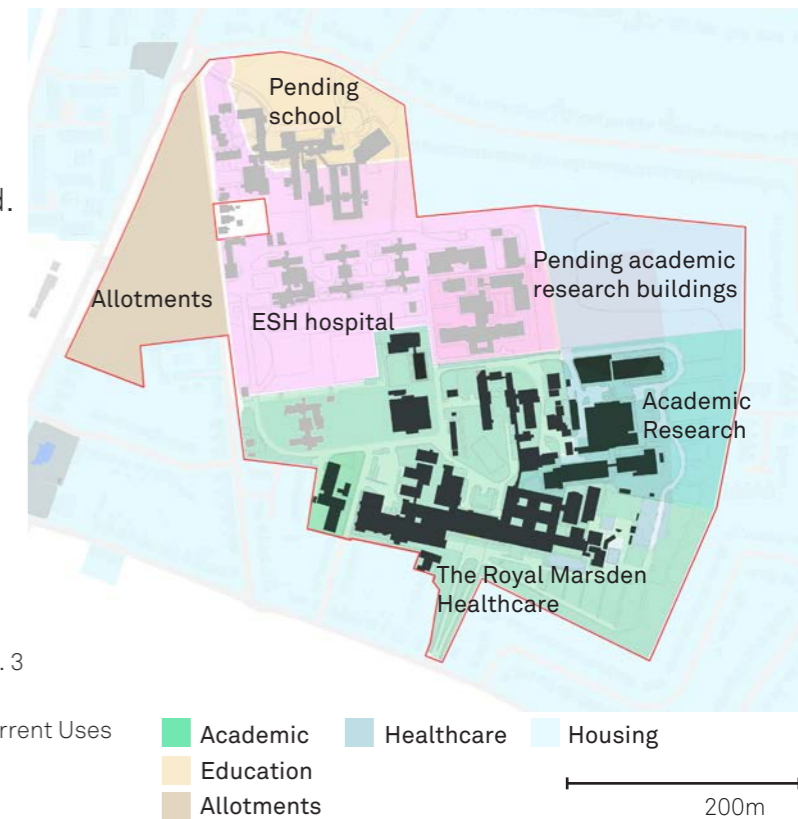
## Permeability and access (Fig.1)

The site lacks permeability, partly because of the fragmented ownership, and partly due to the residential properties backing onto the site along the northern, eastern and southern edges. Whilst the boundary provides privacy it has also resulted in a feeling of separation from the surrounding residential area. Access to the site is confusing and circulation routes within the site are fragmented, making it difficult to navigate for vehicles and pedestrians alike. The site would benefit from a clearer, more intuitive urban structure and a prominent public entrance that reflects the world-renowned organisations on the site.



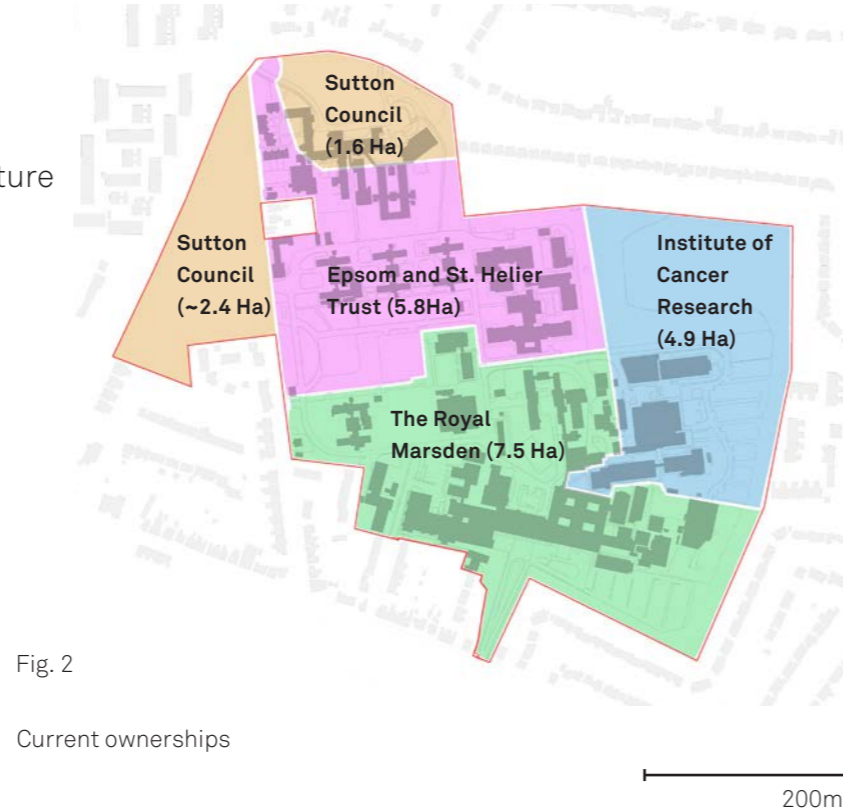
## Site activities (Fig. 3)

The site currently has a mix of existing and planned research and healthcare activities. Additionally, there are vacant and under-used healthcare buildings and a site where a new school is planned. These uses would benefit from better connections and may benefit from a creative approach to sharing facilities, which would also increase interaction between current and future users on the site.



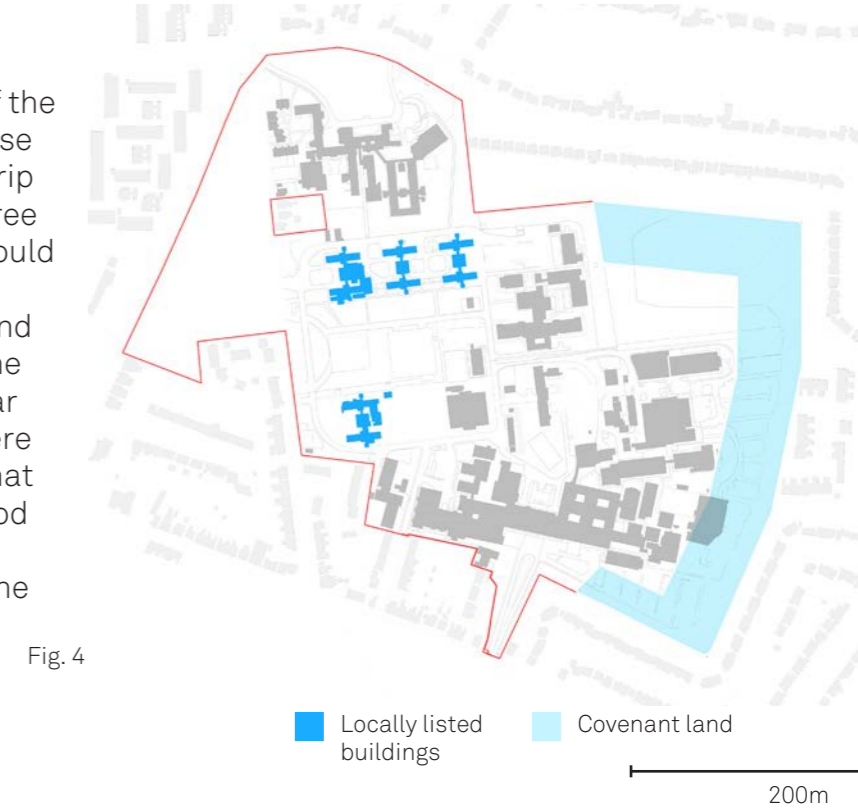
## Ownership and growth (Fig.2)

The current ownership structure limits the potential for growth on the site. An integrated approach to estate infrastructure planning, underpinned by a clear set of development principles, would help enhance the level of growth that could be achieved. There may be land pooling arrangements or land swaps that could further each partner's estate planning.



## Covenants and heritage (Fig. 4)

There is a strip of land on the east of the site that cannot be built upon because it is protected by a covenant. This strip currently includes car parking and tree cover to the boundaries. The strip would be well suited to recreational uses such as allotment gardens, sports and green space for the site users and the wider community, if an integrated car parking solution could be found. There are a number of existing buildings that are locally listed. While there is a good economic case for their demolition their adaption and integration into the development should be explored.





# Existing site constraints

## Land use (Fig. 5)

The site is currently underdeveloped with only 16% of the surface area being built upon. Roads and car parking take up a massive 30% of the current available land, which has left fragmented and under-used green spaces. Car parking surrounds the majority of building edges, which leaves little room for pedestrians and usable public space. The Development Framework will re-balance land use on the site to create high-quality public spaces and streets that are not dominated by cars while providing sufficient parking and keeping the site fully functional during the various project phases.

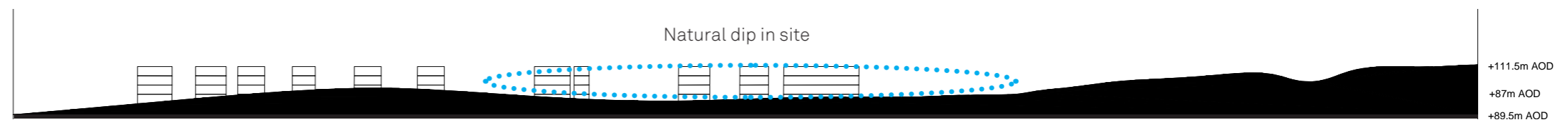


Fig. 5

- c.16% built area
- c.48% soft surface (c.15% *usable*, c.29% *unusable*)
- c.36% hard surface (c.20% road area, c.16% car parking)
- Site Boundary
- Surrounding Neighbourhood

## Topography (Fig. 7)

The site rises from the north west to the south east and creates a natural dip just north of the centre of the site (see Fig.7). This natural dip in the landscape offers an opportunity for creative and more sensitive solutions to car parking. The topography also provides an opportunity to accommodate different building heights across the site, without having a negative impact on neighbours and providing variety within the development.



Site section (existing site)

Fig. 7

## Views (Fig. 6)

There is an opportunity for both short and long-range views from the site. This is a valuable asset that can help determine the various building heights which occur in the development framework.



Fig. 6

Opportunities for medium and long-distance views



# 03 Development Framework principles



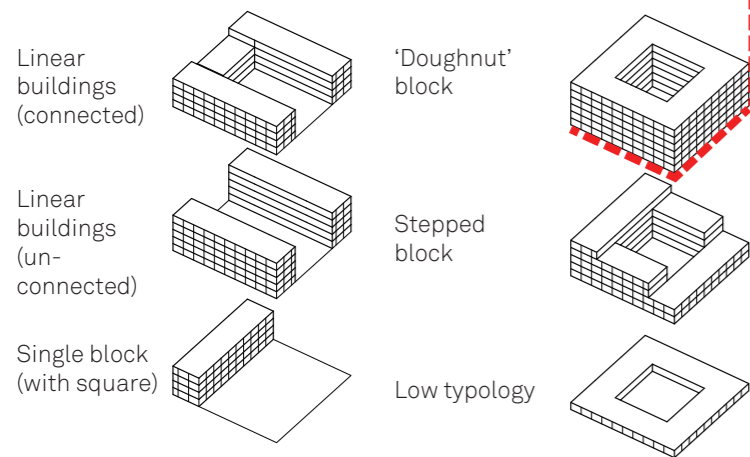
# Principle 1. Flexible urban structure

## A clear urban structure

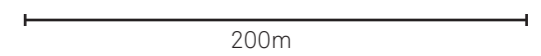
A clear urban structure could:

- establish a hierarchy of routes and public spaces
- improve permeability across the site and with surrounding neighbourhood
- with a north-south road improve permeability through slip road like access from Brighton road
- provide an open, public site, rather than a 'silo'
- provide a clear logic to development
- allow for a variety of building typologies and sizes
- work with the existing assets
- work with partners' existing estate plans
- allow capacity for growth
- improve access to open space
- create clear and intuitive wayfinding.

- Primary routes
- Secondary route
- Tertiary routes



Indicative Campus Urban Structure



Example of variety of possible building typologies and sizes

# Principle 2. Permeability

## Improving connectivity

Increasing permeability into and across the site is key to unlocking other opportunities. It creates a better experience for staff, patients, businesses and the local community by making wayfinding intuitive and providing better access to buildings, outdoor spaces, services, amenities and public transport. It also gives the institutions on the site a public presence that lives up to their world-class reputation.

There are three new strategic links (A,B,C) required to provide structure to the urban planning of the site and sustainable public transport connections. New development should safeguard all three of these strategic links. The framework also establishes three inter-connected public spaces (1,2,3) along these links.

The first link (A) is envisaged as a ‘green spine’ that reinforces the link to the town centre and provides character and logic to The London Cancer Hub site. The second link (B) runs from west to east into the site. The proposed tram route could be integrated into either strategic link A or B depending on the preferred tram route. The diagram only shows one of the two possible tram route options.

The existing entrance for The Royal Marsden (C) should be maintained. In the event that the main hospital building is redeveloped, there would be an opportunity to provide a strategic link running north-south connecting new hospital buildings to the heart of the site, and augmenting the ease of navigation for those using the site. The function of this link will be defined as the framework evolves and will reflect overall site vehicular demand and respond to potential changing bus servicing patterns to complement future public transport enhancements (i.e. tram).



# Principle 3. Flexible use

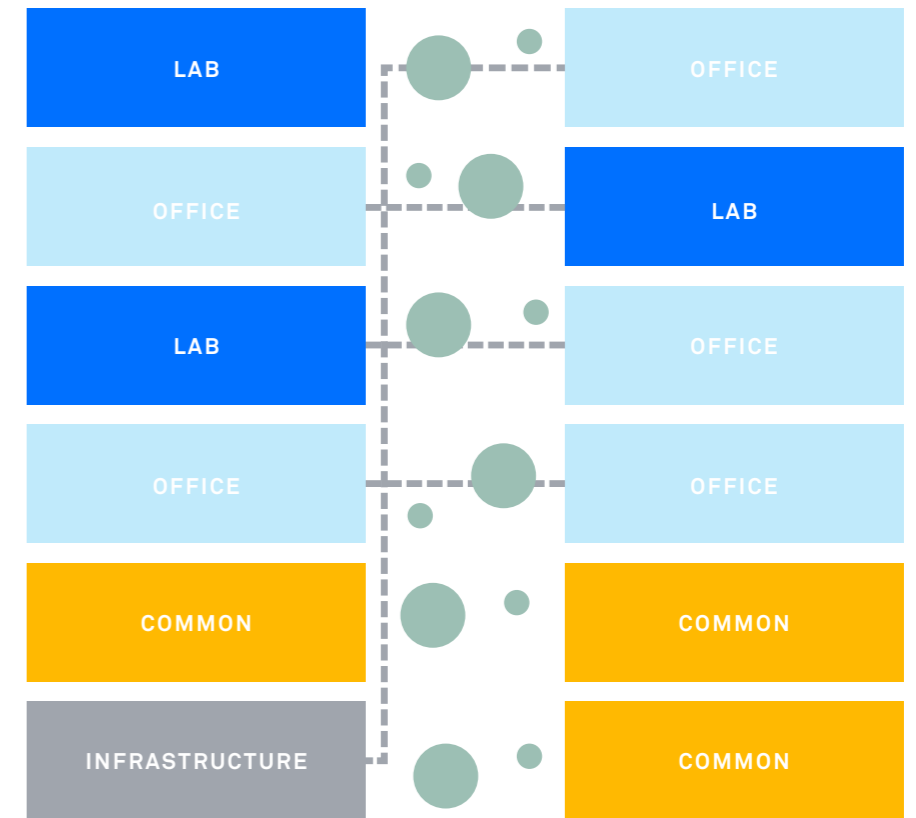
## The ABCD approach - typical arrangement

The framework is organised to provide flexibility for multiple scenarios of academic, clinical, business and district (ABCD) uses. The predominant uses will be academic and commercial research, healthcare and related office space. Through consideration of each institution’s estate strategies, the framework provides room for growth, whilst introducing significant business-led uses. The framework aims to create 100,000 square metres of commercial space to achieve critical mass. The vision of the Development Framework is flexible and can cater for multiple scenarios.

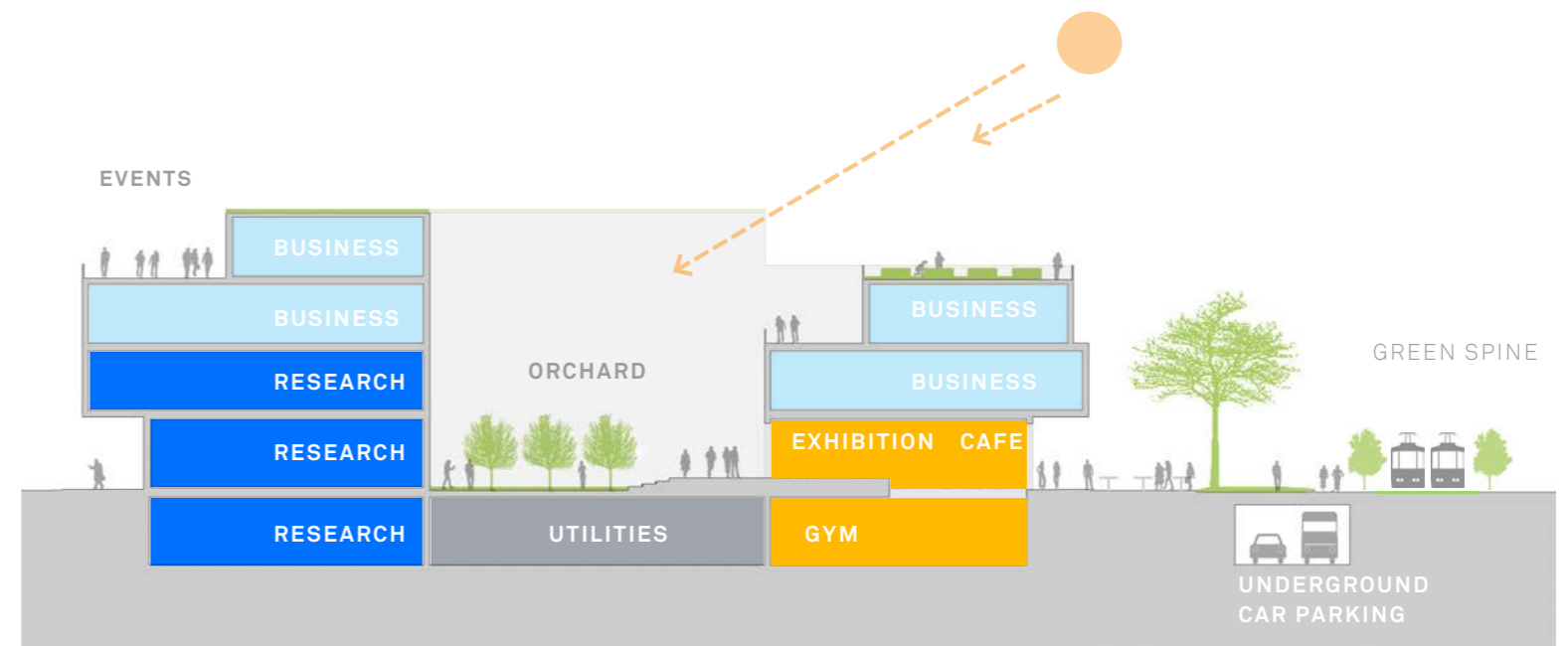
Residential uses may only be supported within the site when they facilitate the vision of The London Cancer Hub and they are not to be greater than the research, leisure or commercial space. There will be sufficient amenities to support the successful functioning of the cancer hub, including retail, leisure, conferencing, health and fitness.

## A mixed-use hub

The Development Framework is being developed to encourage interaction of people, departments and the ABCD components. In spatial terms, this will require different uses to be co-located across the site. In addition to the horizontal arrangement of programmes, activities and departments, the Development Framework will explore the possibility of vertical integration of programmes.



Spatial principles of integrated design



Indicative diagram of vertical integration

# Principle 4. Amenities and activities

## An open and accessible site

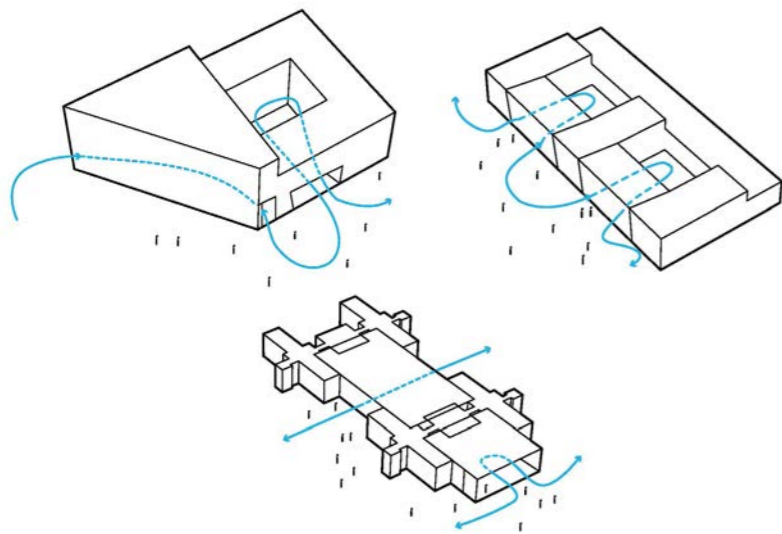
The London Cancer Hub will transform the site into a welcoming, open and accessible place, well utilised by the local community, patients, visitors and staff.

Buildings will have clearly defined entrances and windows to create active street frontages on some streets. These frontages should primarily be located along the main routes and around the public spaces where public footfall will be greatest. Those shown on the map are illustrative.

Principal buildings within the development framework may have permeable and potentially open-plan ground floor activities, with access to communal facilities and courtyards. We envisage these amenities will be important gathering places and will therefore facilitate interaction and collaboration between academics, clinicians and entrepreneurs.

We envisage amenities that support the overall vision of The London Cancer Hub to include:

- 1) retail and leisure that support the needs on site
- 2) conference facilities
- 3) health and fitness facilities that support the campus and the wider community
- 4) community facilities and allotment gardens



Indicative building mass strategies for permeable ground levels



Indicative diagram of amenities and active frontages

# Principle 5. Integrated landscape

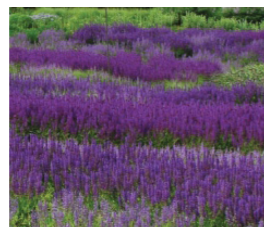
## Creating variety and use

Open spaces should be designed to provide a quality patient experience with an environment that supports healing while also encouraging interaction between academics, businesses, clinicians, the school and the general public. Creative, valuable interactions are known to be a key component of successful life-science campuses.

Specifically, the framework provides:

- a hierarchy of open space with different characteristics
- total utilisation of the land, with usable, well-designed open space
- a primary green spine and secondary green avenues into the heart of the site
- a primary square in the heart of the site, surrounded by the ICR, The Royal Marsden and businesses creating a busy, dynamic space that encourages collaboration
- a community plaza with retail services and adjacent to community assets
- a square and entrance plaza on the western and north western frontages
- an active boundary of amenity, and recreational space to the east
- space for sport
- space to encourage biodiversity
- walking and cycling routes, with cycling hub

Sutton’s overriding verdure is its key quality. As such, the ambition is to make The London Cancer Hub a very green part of the city fabric. There are no tree preservation orders on the site. In order to develop the world-class cancer hub native trees will be lost, but two mature trees will be planted for each mature tree lost. A landscaping strategy will be provided for the site in line with this Development Framework.



- Tree cover
- Green Spines
- Public Squares
- Hard Landscaping
- Amenity area
- Courtyards/Transitional Spaces

Indicative diagram showing integrated open space and landscape

200m

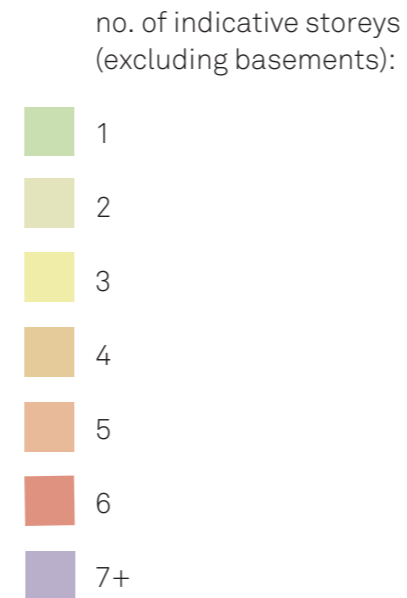
# Principle 6. Heights that adapt to context

## A general set of parameters

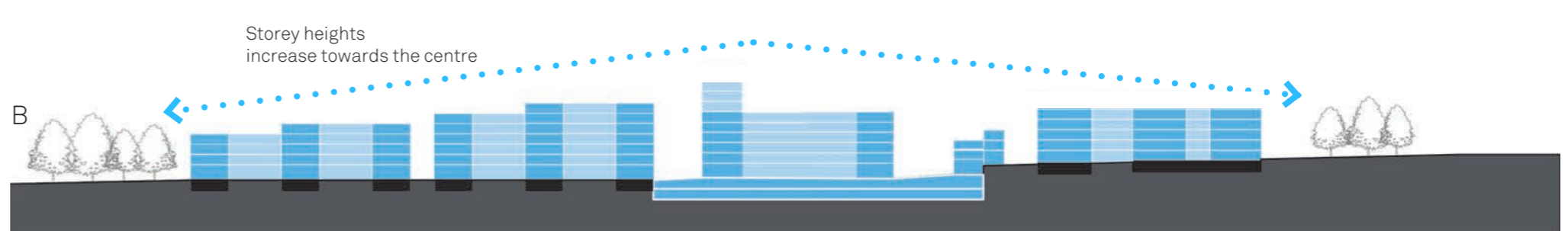
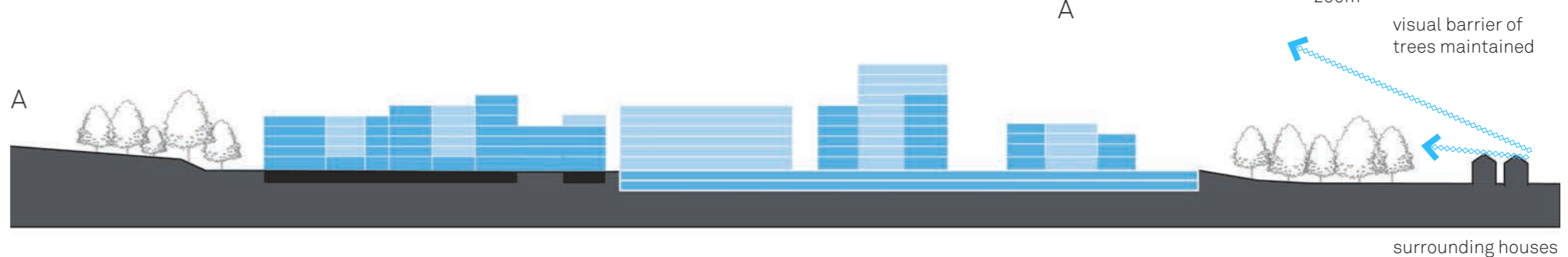
The development framework aims to provide a compact, sustainable hub with a suitable level of density, adapting the heights of buildings according to use and mix of people.

This is achieved through:

- understanding proximities to neighbours
- respecting scale of surroundings
- respecting the height of the existing and proposed ICR and The Royal Marsden buildings
- creating a graduation in height across the site
- a focus on higher buildings towards the centre of the site, gathered around the squares
- understanding that different building types will require differing floor-to-floor heights and that the framework must adapt to the immediate environment, in terms of topography, proximities, use, daylight and sunlight



Indicative diagram illustrating building heights



Indicative sections



# Principle 7. Enhanced transport infrastructure

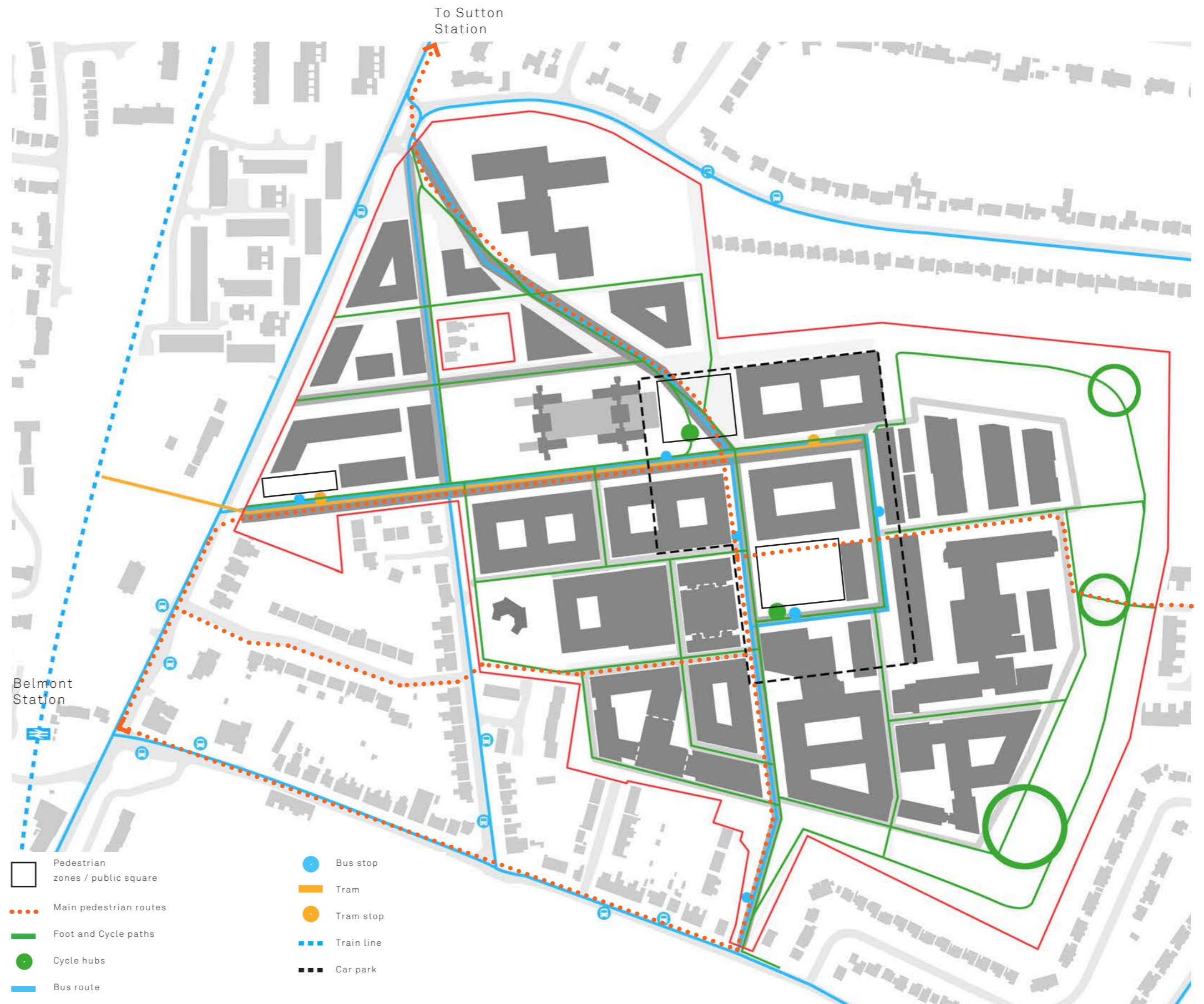
To achieve the vision of this Development Framework and delivery strategy, a step change in public transport is to be provided. Should this not materialise then the access and movement strategy will require significant re-assessment, as it is considered that the surrounding road network will constrain future site regeneration.

This diagram shows how the Development Framework allows for the possibility of a tram connection to the existing rail track that links to Sutton town centre and beyond to central London. It can also accommodate the tram entering the site from the north (Brighton Road). Tram stops are provided in the primary public spaces and another stop is proposed for neighbouring residential properties. The framework also creates a simple bus loop on the site, with the possibility of separate entry and exit points.

Access by private car and car parking solutions for the site also need to achieve a step change. A large-scale, multi-deck parking solution could accommodate future growth and reduce surface parking, freeing up space for alternative uses. Consideration should be given to using the natural dip in the topography at the centre of the site to create a car park below ground level.

The framework aims to:

- provide public transport access improvements
- separate tram and vehicle access, enhancing journey times and passenger experience
- provide an integrated transport exchange within the site
- minimise land of multiple transport modes operating on the green spine
- provide better public transport access around the site
- enable better access to the site from Brighton Road
- create a safe environment that prioritises walking and cycling
- plan a clear structure for servicing, delivery and emergency vehicles
- facilitate a multi-deck parking solution, potentially integrated into the landscape
- limit cars on site through off-street parking and good alternative modes of transport



Indicative diagram of transport network

200m

# Implementing the Development Framework

## A strong partnership

Collaboration is the eighth principle of the Development Framework. Our partnership is unique in bringing together an academic institution, local government, city government and the NHS. The London Cancer Hub vision will be realised through coordinated action by the partners. The ICR and The Royal Marsden have worked in close collaboration for decades; an approach that has been central to their success. Formal collaboration among all organisations with a stake in the site will ensure that we are well equipped to achieve our ongoing infrastructure and estate requirements. Through multiple forms of collaboration we will be able to maintain the site's world-class reputation for service provision and scientific discovery, and together we will accelerate innovation and economic output.

## Funding and investment

New developments on the site are likely to be financed in various ways. The world's most successful innovation districts and life-science hubs have been achieved through a well-coordinated blend of public and private funding.

- partners will continue with their own successful strategies for funding and investment.
- the partnership will work collaboratively to attract investment to the site where it achieves the cancer hub vision, and this may include actively ensuring all Government investment is aligned for the benefit of the partnership.
- it is envisaged that a private investment partner will be appointed to orchestrate new commercial development.
- the partnership will explore approaches to development infrastructure funding including Tax Increment Finance .
- the partnership will take an equitable approach to all aspects of joint planning and investment.

## Delivery strategy

This Development Framework will be supported by a delivery strategy. The strategy will be jointly maintained and regularly adapted and updated.



