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Lewisham

DEPTFORD HIGH STREET

Outer London Fund Submission - Round 2

November 2011



Lewisham

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1.1 Setting the Scene

“Together we will make Lewisham the best place to live, work and learn”.

The Council’s Vision Statement

In recent years the Council has invested in improved infrastructure for the Deptford area to enable it to cope better with the significant population growth that a number of surrounding development sites will bring. However, the High Street itself, the backbone of the town centre, is in a poor state and is ill equipped to support the demands that population growth will bring. The high street suffers from a failing surface, and cluttered footways which combined with the sprawling market use make the area difficult to move through on market days. At its southern end where the road widens there is the opportunity to create a new public space and welcoming entrance to the high street, in an area more usually cluttered with traders vans. Our aim is to completely renew this hard working high street, linking the improvements that have already taken place to parking on Frankham Street, the market on Douglas Way and the events space at Giffin Square and then finally completing the link to the new Deptford train station. As part of the investment in infrastructure arising from the Convoys Wharf development the remainder of the high street stretching north from the station will be renewed to complete the transformation.

The Council’s experience from recent improvements is that the improved trading environment will increase footfall and trade and help to reverse the decline of the high street and the market that has been witnessed in recent years. Building upon the consultation and the design work carried out to date the Council aims to completely revitalize this run down and cluttered high street through the implementation of 11 complementary initiatives.

A number of large development sites exist in Deptford including Convoys Wharf where developers propose to build housing, offices, leisure facilities and schools. Deptford is considered to have an advantageous location but needs to attract investment for redevelopment if it is to realise its potential and shed its poor image.

The regeneration programme already underway in Deptford town centre aims to provide for the increase in population and demand on local services that these new developments are anticipated to bring about.

The programme includes a new rail station, a new civic complex (The Deptford Lounge) including an outstanding primary school, state of the art library and community facility and Council access point, a new 25 metre pool and

gym at Wavelengths pool and improvements to parks and streets so that they offer safer walking and cycling routes and opportunities for leisure. Deptford High Street is a crucial link between these projects, it is the heart of the town centre economically, socially and culturally.



Deptford High Street Market

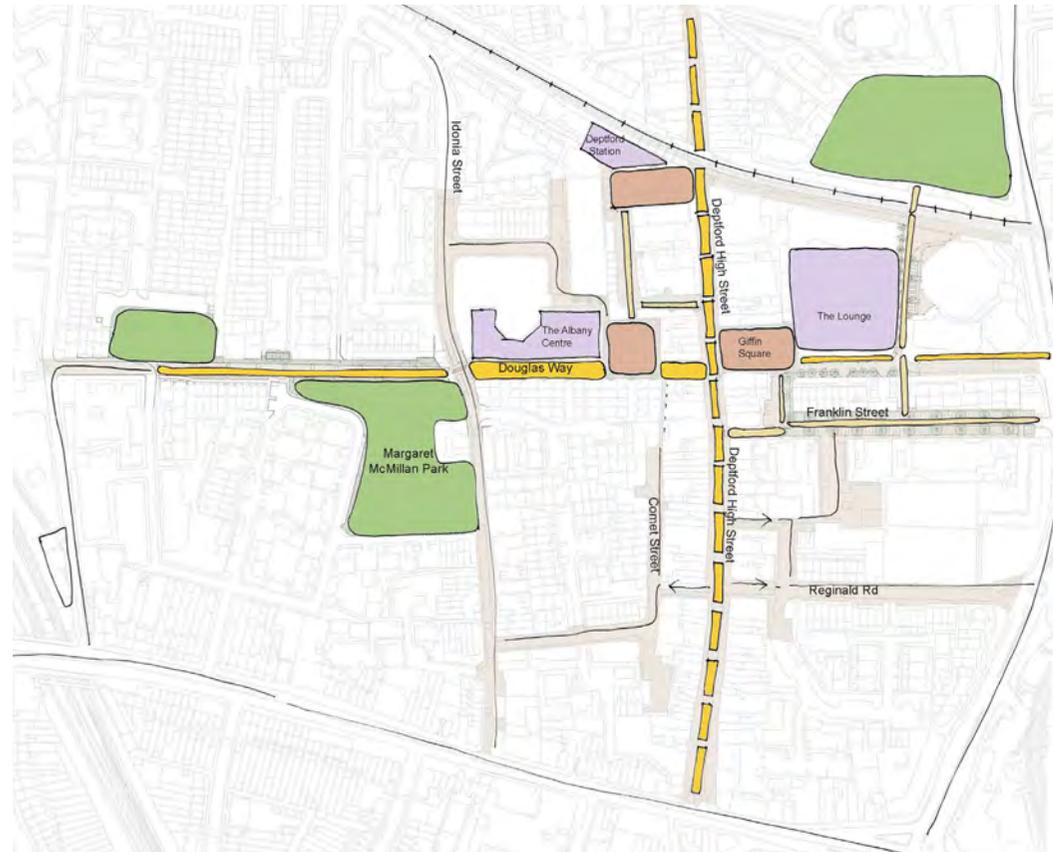
1.2 Fitting Into the Masterplan

The Council promotes design-led regeneration as a catalyst for change through the preparation of area masterplans and close partnership working with private and public bodies on key schemes. (source : Lewisham Town Planning Service Annual Monitoring Report 2004/05).

Deptford is located in an area of strategic importance with many challenges but also great potential as a district town centre. Despite its location, it has historically lacked sufficient destinations, urban quality and strength of identity to attract visitors, new residents and potential employers. However, the perception remains among developers that areas of Deptford continue to have viable development potential despite the recent downturn in the housing market.

In 2010, in response to the plans to deliver improvements to Douglas Way and in light of the potential impact of other developments, Lewisham officers commissioned a series of key studies. One of these studies looked at the development of a cohesive public realm masterplan for Deptford Town centre with the existing, proposed and future schemes indicated and a clear hierarchy of spaces and routes. The Deptford High Street public realm improvements are a key aspect of this plan as they link many of the development sites and public spaces.

The Deptford Lounge development which will



Deptford Town Centre Diagram

1.2 Fitting into the Masterplan Continued...

complete in December 2011 will provide a new focus for the town centre at Giffin Square on Deptford High Street . In March 2011, the final section of Route 1 of the Lewisham Links strategy providing an alternative link between Deptford and New Cross was completed to enhance a section of urban realm in Douglas Way.

Cathedral Group, who are progressing the adjacent development site to Deptford Station, have recently submitted their planning application for a mixed use site. This development site is currently used by market traders for essential storage and parking and by the Council for market waste management which will be lost as a result of the development. Our aim is to rationalise and reprovide these facilities nearby so that the viability of the market is not compromised.

The recently completed enhancement works in Douglas Way provides a safer walking and cycling connection between New Cross and Deptford High Street. However, it is also home to the Albany Theatre and a section of Deptford market known as Douglas Way market, a general market combined with a flea market. The space has been redeveloped to work better for all those using it, the careful rearrangement of the market has numerous benefits and as a result the flea market has gone from strength to strength. Trade now flows the whole length of Douglas Way, acting as a magnet for large numbers of shoppers, and the market has become even more popular with locals and visitors.

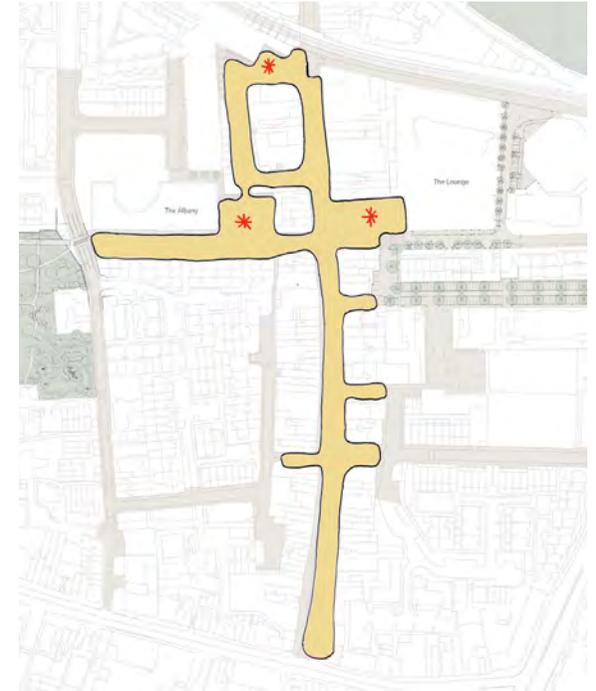
It is early days for the new market as works were only completed in March 2011, but so far the improvements have resulted in an 11% increase in market pitch occupancies on Douglas Way as traders purchase more pitches to capitalise on the increased footfall. However, we wish to secure Deptford market's long term future and there is still a lot more to be done.

The two other key studies commissioned in 2010 were:

A study of the markets and operations in Deptford Town Centre

A study of parking issues in Deptford.

We wanted to identify how the area operated currently and how it might operate better in the future. The understanding gained from these studies resulted in a confident and cohesive approach to the Douglas Way works. This has resulted in an upturn in the market's fortunes and meant that the Council have finally been able set out and agree their approach to other street works within the town centre and in particular to Deptford High Street, the first phase of which has now also been completed.



The proposed pedestrian circuits and key spaces as part of the masterplan





1.3 What We Want to do and Why

We consider physical improvements to the high street as fundamental to ensure the diversity and vibrancy of this unique high street is not only strengthened, but its place in the future of Deptford Town Centre is sustained.

We want to re-invigorate Deptford High Street and continue the momentum of the current regeneration program in the town centre.

In 2005 the Yellow Pages Business directory carried out a study and produced a table of the best High Street's in London based on a mathematical

formula. Deptford came out on top in categories for the 'Best Mix' and for 'Diversity' beating other centres like Kensington High Street for its diverse and vibrant High Street.

However, since 2007 there has been a steady decline in the number of market traders and in the diversity of businesses on the High Street. Ensuring the market's viability for the future is critical to the vitality of the High Street and is a priority for the Council. The market, even in its diminished state, continues to attract large numbers of shoppers to the High Street and has positive effects for existing

local businesses. By helping the market we in turn help local businesses, creating much needed local jobs and prosperity.

The development of the actions and initiatives outlined in this document aim to ensure the long term sustainable future of the market and high street in Deptford Town Centre. The funding will allow the public realm jigsaw to be completed while providing the much needed enhancement to the high street and positive boost to the area.



INTRODUCTION

Lewisham have a number of key policies and documents that fully support this bid, the key ones are listed below:

- The Regeneration Strategy
Strategic aim 1: Enabling and supporting the regeneration of Lewisham and helping to strengthen the local economy

Strategic aim 2 : Actively support the creation of safe, attractive, sustainable places and communities for the benefit of local people.

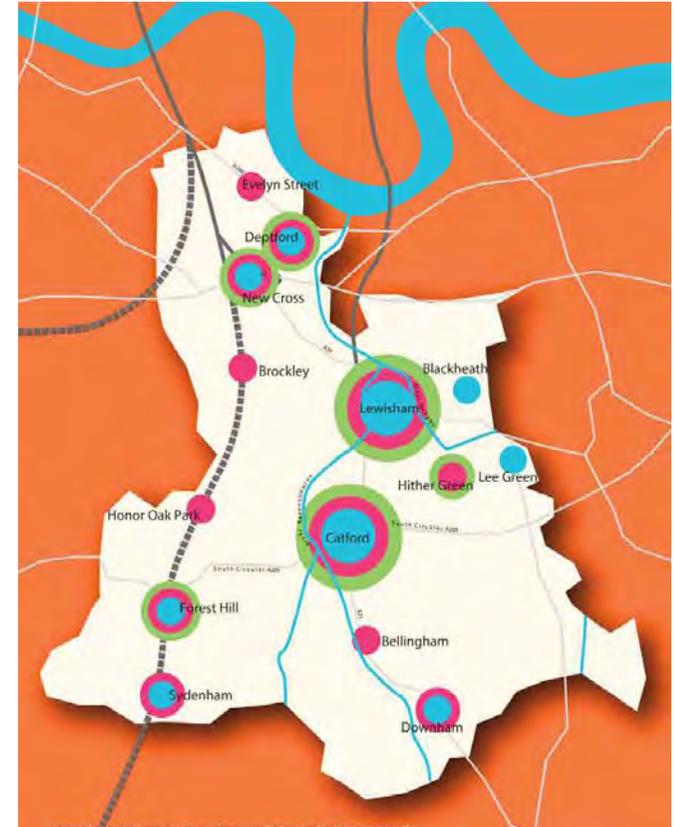
Strategic aim 3: Connecting people to economic, leisure and learning opportunities.

Strategic aim 4: Provide high quality, best practice stewardship of the Councils property Assets

- The Open Space Strategy
- The Sustainable Communities Strategy
- North Lewisham Links Masterplan and Strategy
- The Lewisham UDP (Saved policies) along with the Lewisham LDF Core Strategy

The projects also supports Regional Policy through The London Plan and in particular:

- South East London - 5D.1 The strategic priorities for South East London
- Living in London – 3A 26 Community Strategies, 3A 17 Addressing the needs of London Diverse Population
- Working in London – 3B 8 Creative Industries, 3B 9 Tourism, 3B 11 Improving Employment Opportunities
- Designs on London – 4B12 Heritage Conservation, 4B 13 Historic Conservation led regeneration





Other developments in the New Cross and Deptford area...

Construction is underway on the new Deptford station building which is due for completion in November 2011. (Other related work will take place until mid-2012.) Entry to the new station will be via a new public space off Deptford High Street. The existing station will remain in use while the new one is being built.



Lewisham Council has received a number of planning applications for large areas of land in the north of the borough. These include Convoys Wharf, the single largest development site in the borough. If any of these schemes receive planning permission, they will be built in phases over a number of years.



A number of public parks in and around the Pepys estate – which backs onto the Thames – have been made over and now feature new seating, lighting, play and exercise equipment, and plantlife. A new raised section of Aragon Gardens means people can sit and watch the river more easily.



© Sanna Fisher-Payne/BDP

The Deptford Lounge & Tidemill School complex is on target to open by autumn 2011. Local people will benefit from easier access to a range of public services, including a state-of-the-art library, primary school, Access.Point, IT suites, sports and leisure facilities, and spaces for rent.



252-1b. Published by the Communications Unit, June 2011.

Walking and cycling between New Cross and Deptford has never been easier or more pleasant



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2.1 Geographic Suitability

The London Borough of Lewisham has not benefitted directly from major improvements such as Crossrail or the legacy emerging from the 2012 Games. While there has been some investment in the borough and the new East London line has greatly improved links in parts of Lewisham, there are still many town centres and local areas where investment is needed to improve the environment, help businesses and create places for people. Deptford is identified as an opportunity area in the London Plan and is expected to be able to accommodate substantial new jobs and/or homes in the future.

The Borough of Lewisham has a current population of around 260,000 people which is expected to increase to just over 284,000 by 2017. Lewisham is ethnically diverse with 140 languages spoken borough-wide. 43% of its population are from Black and Minority Ethnic (BME) groups of which by far the largest group is African-Caribbean.

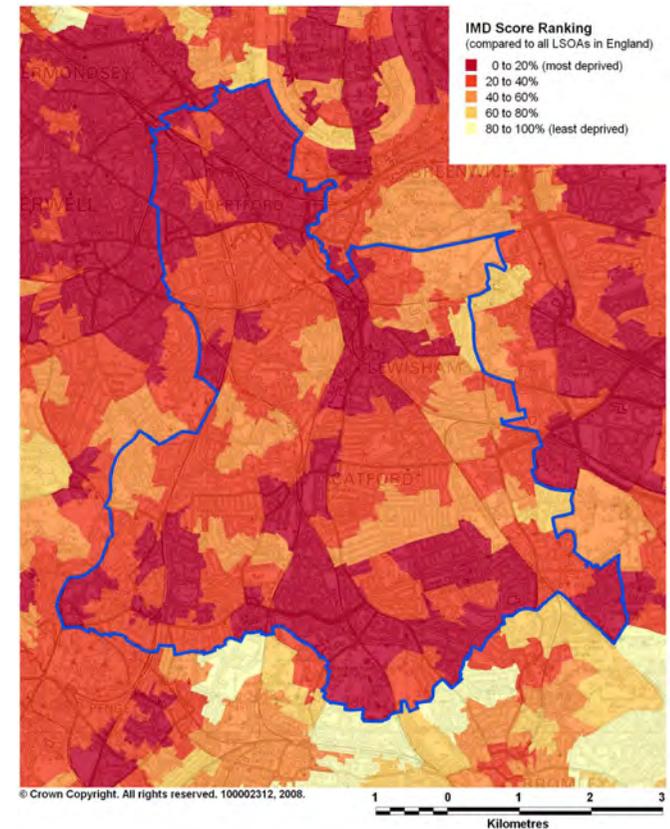
In 2004 Lewisham was amongst the most deprived local authority areas in England and placed in the worst 20%.

Deptford and New Cross are two of the poorest areas of Lewisham and face even greater problems. In particular, high unemployment, the borough was named as the worst place

for youth unemployment in the country in ONS figures this year with 1 in 3 16-25 year olds out of work. Low educational attainment, poor health and life-expectancy, crime and the fear of crime are also significant problems.

The recent riots that took place in August 2011 raised alarms about the future of our society. Following the charging of individuals involved in the riots it has been revealed that while some people were charged from areas of every level of deprivation, over a third of people charged were from deprived areas and that the average age was 24, with some as young as 12 being involved in the troubles. The borough as a whole and Deptford in particular suffered its share of the troubles and the Council aims to redouble its efforts to reduce deprivation and increase life chances for our residents by attracting investment and growth to the borough.

Lewisham sees the OLF and the regeneration fund as an opportunity to test new grounds for getting young people into work and not only that, getting young people into 'working for themselves'. We are keen to find ways of helping young people to set up their own businesses with little overheads and our initiatives for Deptford start this process while also providing a suitable 'template' through a re-invigorated high street.



2.3 Deliverability

LBL have a successful track record of delivering schemes on time and budget.

Recent high profile schemes to enhance urban and park environment have included works to North Lewisham Links Route 1 in Deptford and Ladywell fields through HCA funds working with Design for London. The successful delivery of these schemes has allowed us to fully understand the logistics, processes and programme for delivery of complicated high street schemes and associated events. Our in house project managers have both the experience and expertise to successfully manage the process and ensure we deliver outstanding schemes.

Lewisham has robust programme and project management procedures which are well established within the organisation. The procedures and supporting documentation are based on MSP and Prince2 principles and documentation. Staff are fully trained in the Lewisham procedure and have also completed MSP and Prince2 training. Risks to project success are kept under regular review with senior oversight through internal reporting procedures.

The design principles for Deptford High Street which lies within a conservation area have already been agreed through extensive stakeholder consultation, therefore this scheme is ready to implement. A section of

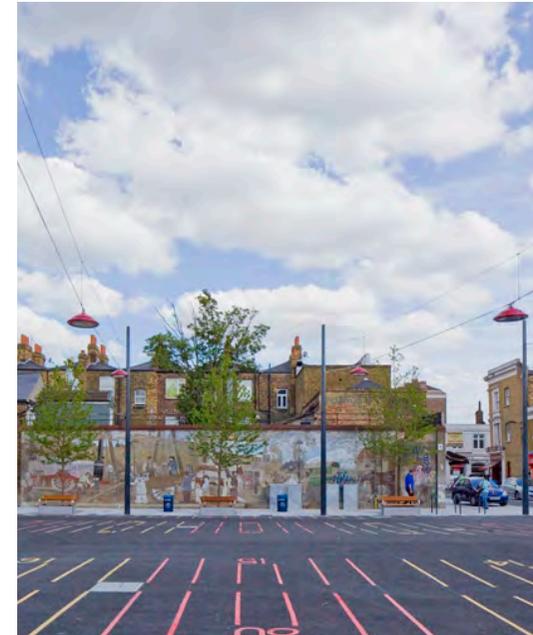
the high street at the junction of Douglas Way and Deptford High Street has already been completed as part of the Douglas Way public realm improvements in the summer of 2011. This has established that the agreed design for the High Street is implementable, successful and attractive.

Once funding is secured further detailed discussions and approaches to utility companies, TFL and licensing teams will take place. Given the funding timetable our scheme is ready to go and our project programme maps out all of our tasks from now to March 2014.

Our bid recognises that physical change alone will not completely revitalise the high street. We have included a proposal to introduce a renewal manager who will be tasked with enlivening the high street, attracting new traders, and new visitors through a range of exciting initiatives.



Delivered Project: Ladywell Fields



Delivered Project: Douglas Way Market Square



Delivered Project: Douglas Way/ Deptford High Street Junction

2.4 Vibrancy and Growth

The Council's vision for Deptford is of an attractive, safe and prosperous place to live and work, with a strong local identity and sense of its own history.

So far the regeneration program has provided improvements to a wide range of infrastructure that supports the needs of the local community as well as providing an incentive for more people from further afield to visit the area. Deptford has been developing as a thriving base for creative industries and has a well established and growing community arts programme delivered at the Laban Centre, Goldsmiths College and the Albany Theatre, all within easy reach of the high street. The proliferation of creative uses has led logically to the launch of the South London Art Map and a thriving monthly 'Last Fridays' event which sees local galleries and studios throw open their doors and welcome visitors in. The Council itself continues to support the growth of the sector, most recently completing the construction of new studio and gallery space on Resolution Way in Deptford.

While Deptford does have many strengths, there is real need for improvement to ensure the town centre can cater for future needs of its local community. Over the past 6 years Deptford High Street's steady decline has been apparent and the unloved nature of the streets presents a negative impression that does little to encourage new investment, new businesses and users.



Goldsmiths College, New Cross

Laban Dance Centre, Deptford



Although the profile of residents in Deptford is changing due to the nature of neighbouring new developments and accessibility to Canary Wharf and London Bridge, Deptford's population remains culturally and socially diverse.

Our proposals will create a vibrant town centre which supports local cultures, business and communities, most importantly they will help to sustain the high street at a time when rapid change might unwittingly compromise its future. Our initiatives will bring more people to Deptford, introduce a more varied offer on the market and allow new entrepreneurs to flourish. The proposals are all about setting the scene, providing a flexible canvas and kick starting activity. We see this as a way to ensure growth which will be carried forward through future stages of regeneration within the town centre and neighbouring area. Some of our initiatives include working with shop keepers and market traders to host events and provide an added interest within the street. These initiatives will realise real economic benefit, maximising use of the town centre and contributing significantly to the realisation of the town centre masterplan and Lewisham's regeneration strategy.





2.5 Place Making

We need to create a place which is attractive and supports local enterprises and communities.

Through the proposed series of initiatives we have tried to identify how to retain Deptford High Street's unique character – both through how it is used, events, culture, function and in particular to retain its welcoming nature. Our initial analysis and consultation has allowed us to understand what people think are good and bad about the street, this has enabled us to put forward ideas that will build upon its character and bring out the full potential of what is clearly the heart of Deptford. We know that not only is Deptford great place within the borough, visitors from much further afield visit the area to experience a slice of 'real London'. The Council is fully committed to returning this street and the surrounding area to its former glory.

The development and implementation of these initiatives will mean that Deptford High Street is well placed for the future both economically and physically to make the most of opportunities arising from adjacent regeneration developments taking place. These initiatives build upon Lewisham's recently adopted Core Strategy which is the Council's key LDF document and includes the spatial strategy which seeks to enhance the vitality and viability of the borough's town centres for the future.

2.6 Collaboration and Support

The Council are committed to ensuring the regeneration program for Deptford does not lose momentum and to ensure the long term sustainability of this vibrant and diverse town centre.

The success of our work to date in the area has relied upon forging strong links with the local community; residents, traders, commuters, cultural organisations, statutory authorities and a wide variety of interested parties. We will capitalise on the current momentum and the belief that positive change can happen to rebuild confidence in the area and restore a sense of pride. We know through consultation that our key stakeholders are keen for the Council to complete the renovation of the town centre and the much anticipated overhaul of the failing high street. Our proposals are backed by local people, businesses and politician's, who all realise that change is long overdue.

Our plans cannot succeed without the continued support of local people and businesses, the police and others and we will continue to work closely with them to strengthen the area. The opening of the Council's much anticipated new £20 million civic complex and community facility, the Deptford Lounge in January 2012 and new events space 'Giffin Square' presents an unrivalled opportunity for the Council to inform, to listen and to act to deliver community priorities. We will utilise this space fully to engage all our stakeholders.

The words of MP for Lewisham and Deptford Joan Ruddock:

"In 2005, the Yellow Pages business directory created a league table for high streets in London. Deptford high street came first, beating Kensington high street into second place as the most diverse and vibrant high street in London. It is full of colour, and noise and smells, and people who originated in every part of the globe."

'after years of battling we secured the funds... for a new station at Deptford and we expected new development to follow. However, who will want to live where they will look out on such a high street?... At No. 14 we have Better Betting, at Nos. 34 to 40 we have William Hill, at No. 44 we have The Money Shop, for payday loans, at Nos. 49 to 50 we have Ladbrokes, at No. 55 we have Paddy Power, at No. 60 we have Fish Brothers pawnbrokers, at No. 70 we have Coral and at No. 72 we have H&T pawnbrokers. The final straw is Betfred's application to take over the old Halifax building.'

"Deptford is the 87th highest in the indices of multiple deprivation. The two wards surrounding Deptford high street are among the top 10% for deprivation in the country, and those in work are earning below the London average."



3.3 What They Have Said

A summary of the main likes and dislikes about Deptford High Street from consultation events:

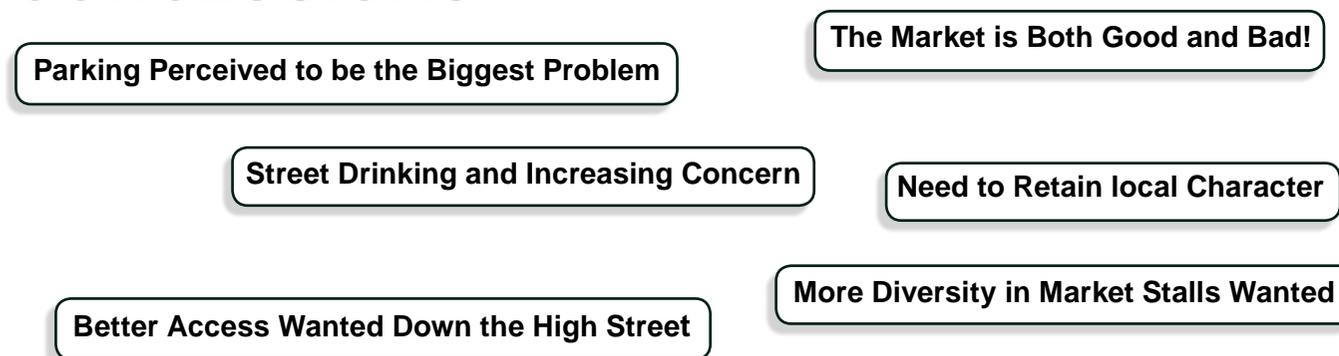
LIKES



DISLIKES



CONCLUSIONS



Deptford High Street Consultation Event

4.1 Surveys Undertaken

We have already got the ball rolling in terms of compiling baseline information to ensure the ability to deliver the projects with the following surveys already completed:

- Topographical survey**
- Market pitch survey**
- Trial pits/ CBR tests**
- Attitude survey**
- Footfall survey**

4.2 Attitude Survey

In November 2011 the Council tested current attitudes, to present an up to date baseline position of the public perception of Deptford High Street.

The results speak for themselves and indicate that there is significant room for improvement.

In particular the design of the street and accessibility received low scores, which suggests that an improved layout could potentially provide a good reason for more people to utilise the street.

It was particularly noteworthy that the market was deemed to be the best feature of the street and the footfall survey reinforces this, our initiatives aim above all to preserve and enhance this major asset.

On completion of the initiatives this survey will be repeated to measure the impact. We will specifically survey shoppers, market traders and shop owners to measure their satisfaction with the improved High Street.

85 people we asked “On a scale of 1 to 10 please consider the issues/questions below and rate the following aspects of Deptford High Street”. The average of those responses are shown adjacent.

- Street – including paving, lighting, street furniture. Does it encourage you to use the street and its facilities, is it attractive?
- Retail – range of shops, shop fronts. Do you like to shop here?
- Market – range of stalls, times and days. Is this a good market?
- Safety/crime – is the street safe?
- Design – including street design, shops, buildings and art. Is this high quality?
- Accessibility – including parking, disabled access, visibility from outside the street. Are you able to use the street how you want to?



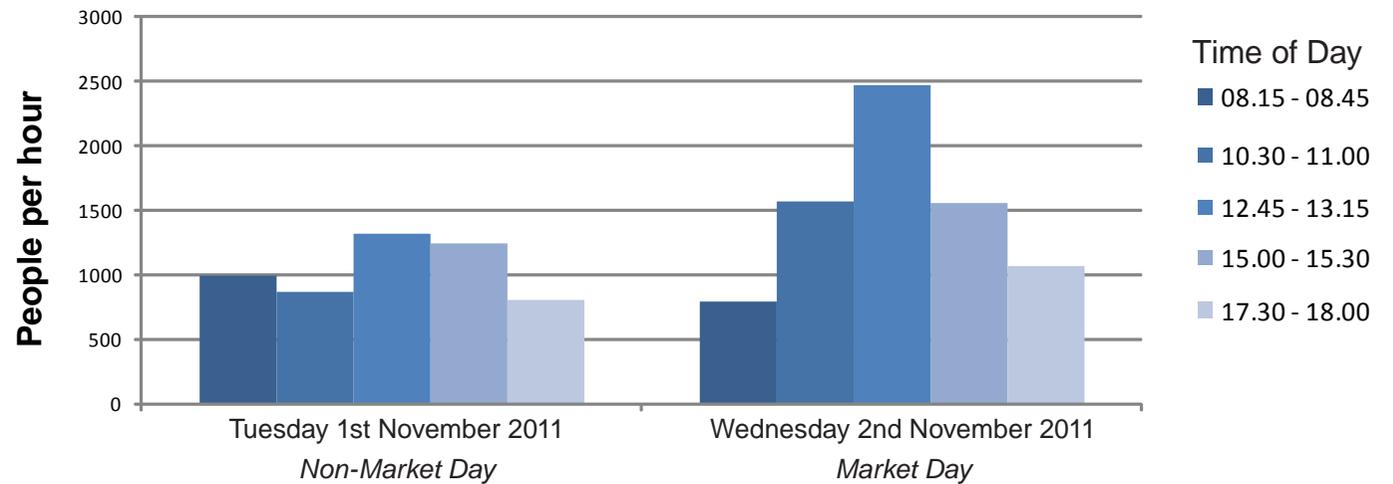
4.3 Existing Footfall

Lewisham have very little data on footfall in the area, however we have recently carried out new surveys to be an evidence base to monitor the effect of improvements. This process will be repeated following delivery to measure the effect they have had.

The survey provides evidence of a 42% increase in the use of the High Street on a market day over a non-market day with a peak flow during the lunchtime period. The market day survey was carried out on a Wednesday and it's envisaged that on a Saturday when the market is at it's largest and busiest, that the increase in footfall would be even greater.

The survey gives a clear indication of the benefit and vitality that the market brings to the town centre and the support it provides to other high street businesses. This emphasises the critical need to ensure that the market is not allowed to continue to slip into decline and that clear measures are needed to help sustain its survival and to reverse the decline.

Deptford High Street Footfall Survey



Existing photo of the High Street on a non-market day



Existing photo of the High Street on a market day



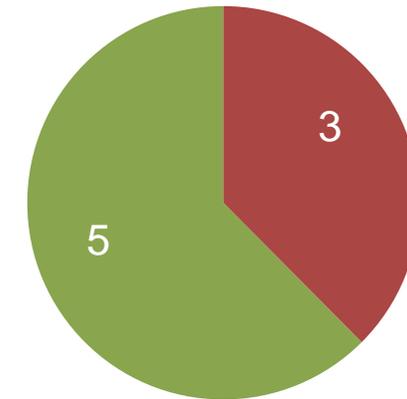
4.4 Safety and Impact of Crime

During the consultation process security was highlighted by traders and stakeholders as a problem. Our most recent attitude survey has again highlighted the perception that the area is unsafe. Interestingly incidents of reported crime remain low relative on the street so we asked the Metropolitan Police to comment, they said “As Deptford High Street has long been suffering problems of alcohol related anti social behaviour and crime, many residents and businesses have expressed that they simply don’t bother to report incidents to the Police any more as they ‘have been through it all before’ and ‘nothing gets done’. It has become almost commonplace for this antisocial behaviour to occur in the area.”

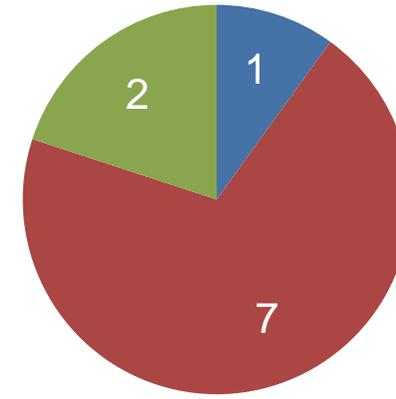
Key Findings:

- Generally security is perceived as a problem by retailers and market traders it affects the way they operate and the layout of stalls.
- Thefts are often not reported as there is a lack of confidence in the system.
- Street management is split across several LBL departments.
- Street drinking deters people from visiting the area.

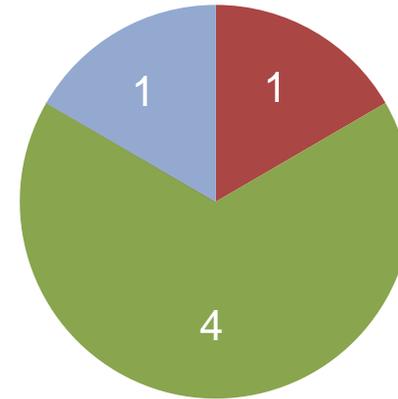
Whilst the Police and the Council continue to work in partnership to tackle the antisocial behaviour and criminality that currently blights the area the perception that the area is ‘unsafe’ limits the potential to attract new business, and stifles other who take the risk.



June 2011



July 2011



August 2011



September 2011

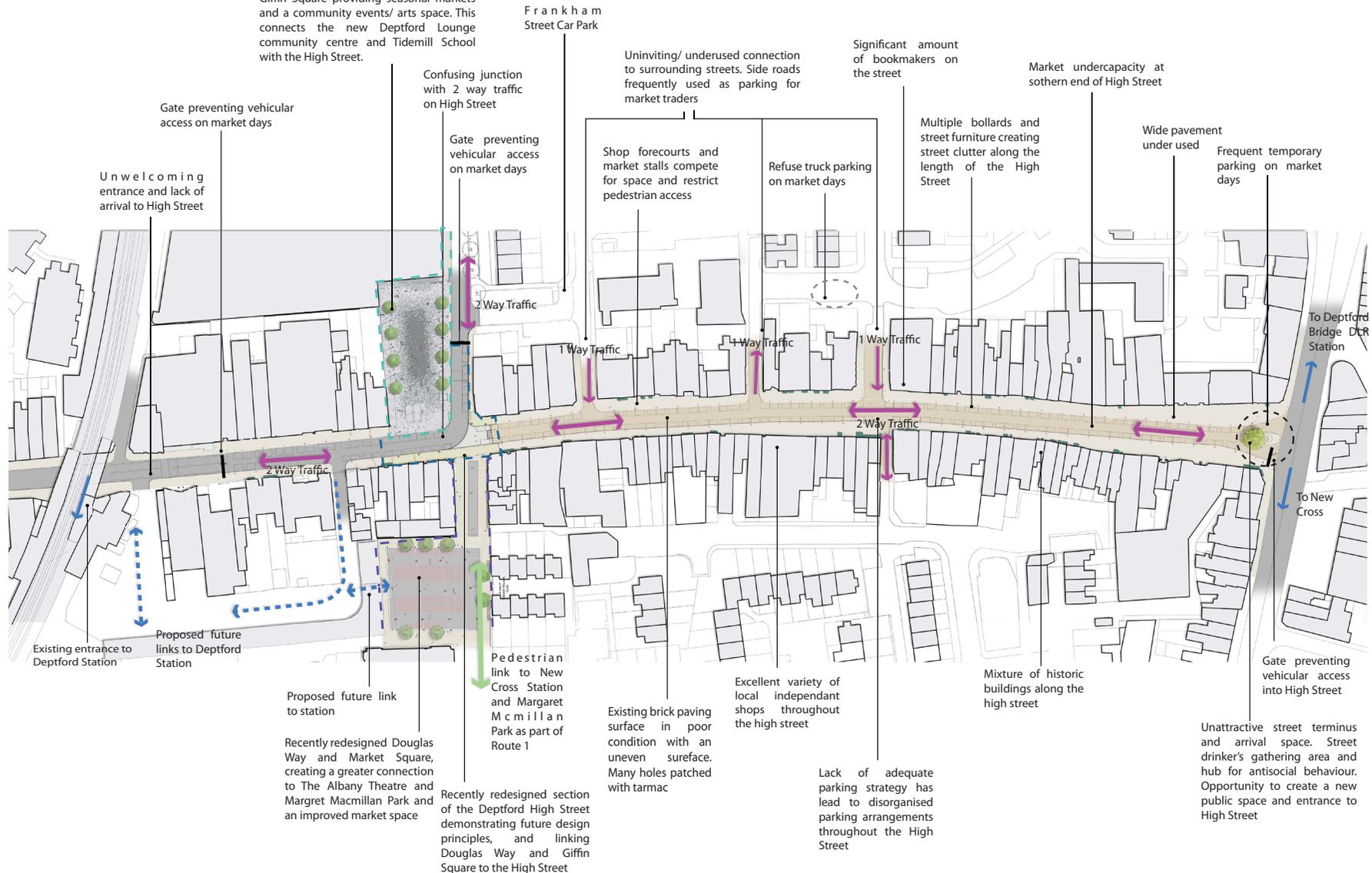
- Robbery
- Violent Crime
- Other crime
- Burglary
- Anti Social behaviour
- Criminal damage/ arson
- Vehicle Crime
- Public disorder & weapons
- Drugs
- Other theft

While the High Street on market days is a hub of activity the perception remains that in the evening the area is unsafe. Public realm enhancement of the High Street combined with the Council’s other infrastructure investments will improve lighting and facilities encouraging more varied night time activity.



4.4 Physical Analysis

Recently redesigned new public space at Giffin Square providing seasonal markets and a community events/ arts space. This connects the new Deptford Lounge community centre and Tidemill School with the High Street.



Physical Site analysis diagram indicating observations both physical and social, constraints and opportunities.

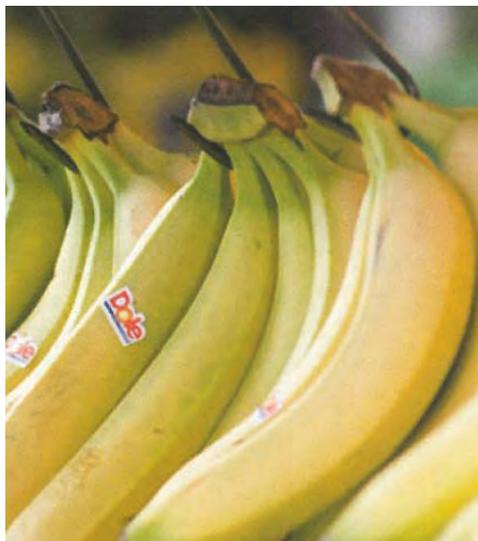
5.1 Current Economic State of the High Street

Deptford High Street remains the key local shopping street in Deptford Town Centre, its primary strengths are its diverse independent retail sector and on Wednesday, Friday and Saturday its busy street market. These key assets have been enhanced in recent years by the Council's significant investment in local infrastructure, but much remains to be done to ensure the High Street's continued vitality and to correct a perceptible deterioration in the fortunes of both market traders and high street retailers.

This funding opportunity allows us to review how the street operates and supports local businesses and market facilities it will allow us to resolve any issues that compromise the ability of the High Street to support business growth.

To provide an evidence base, further understand the town centre and establish the possible economic impact that could result from the proposed regeneration scheme, the project team have carried out background research and analysis.

It is proposed that, in order to assess the level of impact the project has achieved, surveys be repeated within 12 months of completion of the works on site and monitored during the organised events.



5.2 Health Check

The Council publishes its AMR in December each year and the reporting period covers the period April to March of the preceeding year

The Borough's district centres have many convenience shops catering for the diverse local multi-cultural community and their primary role and function is that of a local convenience supplier of goods and services. This is illustrated by the small number of comparison goods outlets and the high proportion of service uses located within Deptford, Downham, Forest Hill, Lee Green and Sydenham. The limited number of 'high street' names are located in low quality properties.



	Deptford
Centre Type	District
PTAL	3
Total Floorspace	28,242 sqm
Total Units	259
A1 Units Total	155 (60%)
A2 Units Total	18 (7%)
A3 Units Total	35 (14%)
Other Units Total	25 (10%)
Vacant Total	26 (10%)

** Statistics taken from Town Centre Health Checks 2004 as tabled in the Council's Development Policies and Site Allocations, Preferred Options Report LDF.*

The above shows that the town centre offers a diverse retail offer with an abundance of smaller units typical of a traditional high street, independent traders dominate the high street selling a wide range of goods catering to the diverse ethnic population of the area. The high street contains a limited number of high street multiples. Voids level on the high street remain low. The number of betting shops however has grown significantly which has a negative effect on the attraction and image of the High Street

5.3 Economic Uplift

Through an improved market layout, stall design and a better laid out quality public realm we can start to improve the image of Deptford and generate growth in the local economy. The market represents an immediate opportunity to increase trade as pitch occupancy has fallen to 73%. The Council will do this by exploring the potential for added variety and specialist market days which would be both a local and London wide draw.

Improved accessibility and linkages between New Cross, Deptford High Street and the new Deptford Station will only improve footfall within the town centre not only by locals but visitors to the area. Current statistics in the 2009 London town centre health check indicate nearly half of journeys are made by car to the town centre and it would be hoped that more pedestrians, cyclists and travel by local transport will be encouraged.

Lewisham's objective between 2009/2010 and 2025/2026 for the provision of 10,625 new dwellings from all sources will be distributed within Deptford and New Cross primarily through mixed use schemes. With a substantial increase in the local population and pressure on existing services and infrastructure it is vital that investment in the physical environment is made

5.4 Market Capacity and Need review

Data from LBL's street trading team suggests that Deptford's market currently operates at around 73% of its possible capacity using only 419 of a total of 569 pitch days available per week. If the decline in fortune of the market could be reversed there is the potential to generate a further £3,000 per week or £156,000 in market revenue per annum if the market were running at maximum capacity.

The diverse, quirky market and independent shops spill out onto the street selling produce from around the globe, yet the steady decline in traders since 2007 (see statistics below) shows that the street itself desperately

requires investment to ensure that the market and local businesses have conditions in which they can thrive.

Market Occupation

April 2007–March 2008	79.77 %
April 2008–March 2009	78.97%
April 2009–March 2010	74.80%
April 2010–March 2011	73.68%

Adjacent is a SWOT analysis of the current Deptford market and some key characteristics of street markets generally in the UK. This information shows that there are a significant number of opportunities for Deptford Market,

as well as a number of weaknesses and threats that need to be considered. However, there is a basis on which to improve, perhaps most importantly by engaging with the current traders. Street markets are a large scale employer across the country and within Deptford it provides important local employment for this deprived area.





S T R E N G T H S
Strengths

- Established market with regular customers
- Competitively priced goods
- A mix of new goods and lively flea market attracting different kinds of shoppers
- Open three days per week
- Generates greatly increased high street footfall
- Plays key social and cultural role in community
- Established well-known traders
- High level of community support
- Sited in a thriving independent retail street

W E A K N E S S E S
Weaknesses

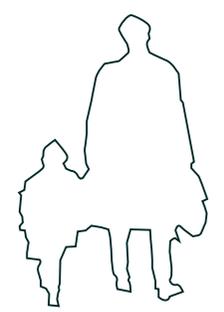
- Layout of market inhibits pedestrian movement
- Cluttered streetscape minimises flexibility
- Street surface and electrical infrastructure in need of renewal
- Labour intensive waste and cleansing operations
- Large storage needs
- Anti-social behaviour - street drinking and aggressive begging
- Lack of cheap/free parking for shoppers
- Problems around parking for traders

O P P O R T U N I T I E S
Opportunities

- Benefits from the town centre regeneration programme, in particular:
- New public spaces with potential for additional specialist market offer
- New access point in Deptford Lounge to access trading permits
- Repositioning of the Tidemill School at heart of the town centre
- Changing demographics
- New public transport infrastructure and walking and cycling routes.

T H R E A T S
Threats

- Lack of innovation
- Aging traders and aging customers
- Declining culinary skills
- National decline in number of new stallholders
- National decline in the viability of general markets in the face of supermarket competition
- Increasing antisocial behaviour and fear of crime deters customers.



5.4 Current Market Failure

If there is no intervention in Deptford market it seems likely that the fortunes of the general market will continue to deteriorate, the unloved appearance of public realm combined with a proliferation of betting shops and increased antisocial behaviour puts off potential customers and deters new traders. More worrying still is the need to find replacement storage, waste and parking facilities as current space occupied by these uses is redeveloped and will compromise the market infrastructure.

A key question when proposing an intervention is 'what will happen if we do nothing'? In the case of Deptford Market the answer seems to be that the gradual decline experienced in recent years will quicken pace as the existing market infrastructure is lost. The knock on effect on the historic high street of a further decline in the market is likely to be significant. Footfall surveys carried out in November 2011 indicate that the Wednesday market (the second busiest market day) generates an increase in footfall over the course of the day of some 42% compared to non market days.

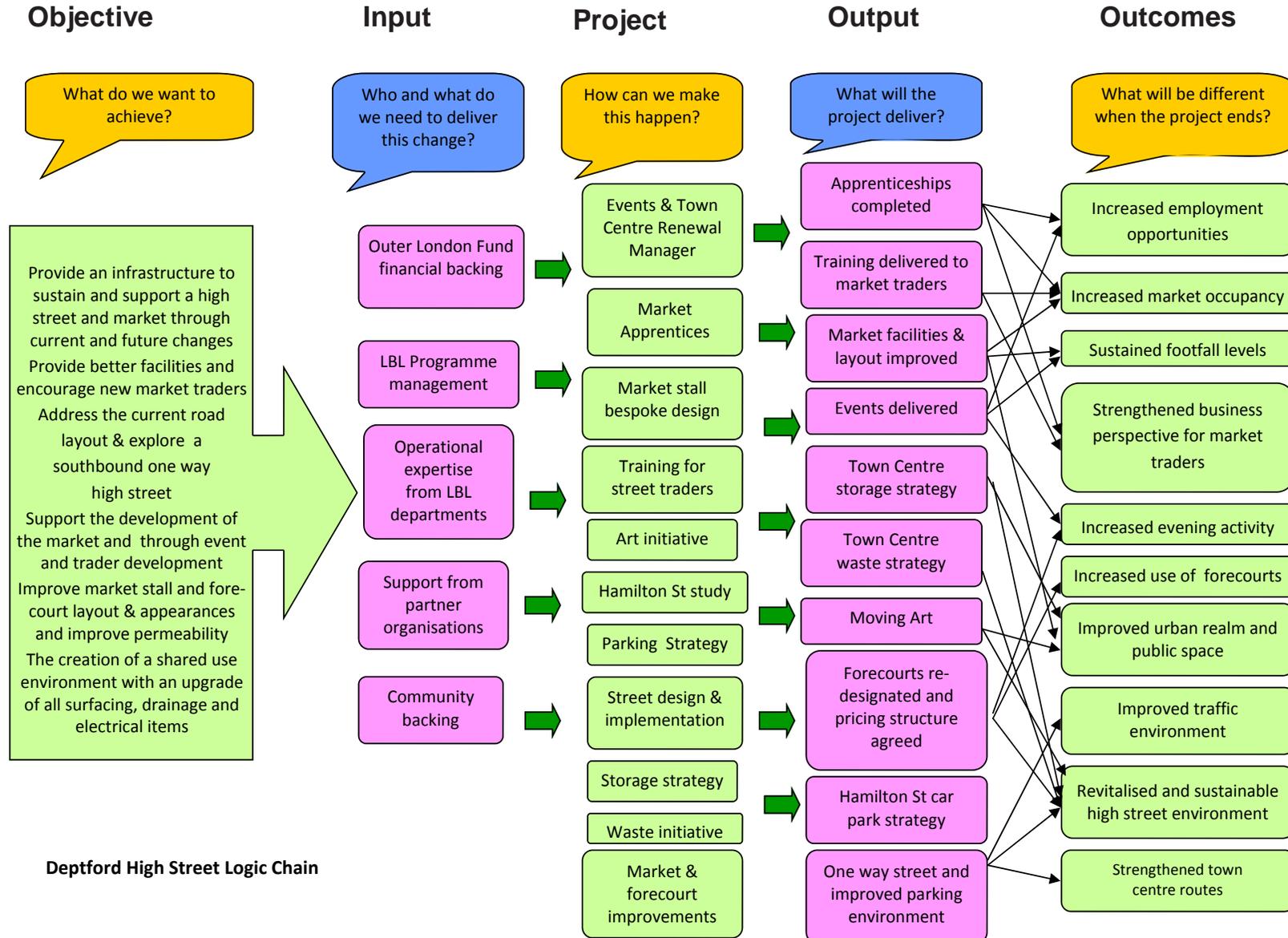
General markets across the UK, the core of most market operators business, are in decline. Declining numbers of shoppers and decreasing stall occupancy rates are commonplace and indicators that action needs to be taken to revitalise these important assets before the decline becomes irreversible. Whilst many existing traders are prepared to stick with the trade, younger generations are now reluctant to carry on the tradition.

Although research shows that there is a decline in the fortune of general markets overall the popularity of markets has not diminished. Specialist markets continue to develop and thrive and the key to success appears to be understanding what local community needs and tastes are. Deptford's second hand market sited on Douglas Way continues to attract large numbers of traders and shoppers. The recent redesign and development of Douglas Way to improve market functions and pedestrian routes completed in March 2011 and has already had a marked effect, with footfall increasing and pitch occupancy up 11% in the first quarter following completion.





The Outer London Fund will complement other activities within the town centre and help transform our town centres in the way key locations operate and are perceived. This is summarised in the below Logic chain.



Deptford High Street Logic Chain



Context

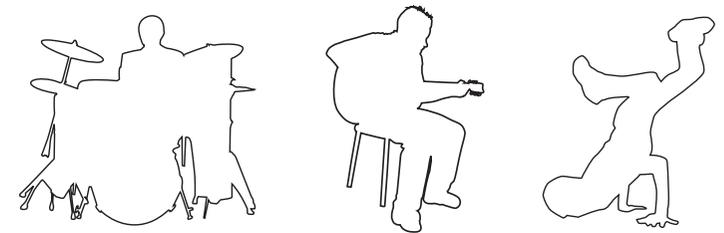
To enable our initiatives to happen and work closely with local businesses we will have a dedicated resource. As part of our proposals we are proposing to use some of the grant to employ a Renewal Manager, the post will report directly to the Lewisham Outer London Fund Programme Manager and will be appointed for the duration of the grant period. This person will be responsible for engaging with the local community to develop a set of events to showcase the potential of the market and high street in Deptford.

The renewal manager will have three clear tasks, to set up and run a number of events around our focused town centre areas, to co-ordinate our initiative programme. The day to day project management role will allow this individual to work directly with the local traders and community and to build a strong working relationship between the council and the local community. The Council's existing resources to deliver this hands on service has been significantly curtailed following cutbacks and the absence has been noted amongst the business community.

Two key events proposed include:

To showcase and promote the Mayor's investment we propose to host a launch event for the Outer London Fund. Giffin Square and Douglas Way square have recently been enhanced to create flexible event spaces and working with The Albany theatre we propose to utilise them to host an event in July 2012 to tie in with the Olympics torch relay that will pass through the area. This will promote the changing face of the town centre highlighting forthcoming initiatives and the new ability of the town to host public events.

The second key event to be held in September 2012 will be to showcase the new art hoardings commissioned to provide a portable medium for exhibits in key public spaces around the town centre. Working together with Deptford X and other arts organisations such as the Laban, the Albany and Goldsmiths we will celebrate the potential that the revamped town centre has to promote the thriving local arts scene.



Project Approach

The Council will recruit a suitably qualified individual to fulfil the role, a proven event manager with extensive experience of work with the private sector, and in particular small businesses and diverse communities.

Project Deliverables

- OLF launch and Olympic celebration event
- Enhanced Deptford X festival
- Consultation with locals about market offer and the piloting of new market retail
- A series of other public events linked to promoting the unique characteristic of Deptford High Street

A minimum of six public events over the two year period starting with our OLF launch event in July 2012 to tie in with Olympics. As part of the event it is hoped that a number of key buildings and streets will be dressed to celebrate this, part of the events budget could be used to support and complement this event.

Programme

On award of funding this post will be occupied for the two year funding period. Towards the end of the funding period the council will investigate ways of continuing the role. The significant level of development potential in the area should afford opportunities to secure funding to continue a programme of support to town centre businesses.

- Full brief for post holder drawn up: Jan-Feb 2012
- Appointment: Mar-Apr 2012
- Event Programme organisation – April - June 2012
- Launch Event Marketing and publicity – June 2012
- Events – July 2012 - March 2014

Costs and Next Stages

The budget proposal includes funding for the post holder's salary on the basis of 2.5 days per week for the life of the project. The full brief for this post will be developed in conjunction with the Street Trading and Economic Development teams at Lewisham Council.



Context

Lewisham is a diverse borough that is home to 266,000 residents, it's rated as one of the most deprived local authority areas in England and placed in the worse 20%. With a population expected to grow in number to 284,000 by 2017. With the highest levels of youth unemployment in the country the borough is keen to use the Outer London Fund as an opportunity to test new grounds for getting young people into work and not only that, getting young people into 'working for themselves'. Let's find ways of helping young people to set up their own businesses with little overheads and here's how:

Street markets are changing and there is a realisation that the offer must adapt to the changing population and generations. This combined with the complex procedures of setting up a market stall within an established street market often appear unattractive to young people.

Whilst many existing traders are prepared to stick with the trade, younger generations are now reluctant to carry on the tradition. All these issues have inevitably affected the viability of the independent market retailer. Although research shows that there has been a decline in the fortune of general markets the popularity of markets as a whole remains undiminished. Markets should therefore be developed to support and reflect the local community needs and tastes.

This initiative is looking to how we encourage new market traders, provide employment and training in an ever changing street environment.

Project Brief

This initiative has both short term and long term benefits for employment and the future of the market.

Initially LBL will work with Lewisham College and others partners to host an ideas competition for a market stall. The winning 5 people will then be given a grant of up to £2000 to acquire / fabricate their merchandise for sale on a market stall during the summer period (July and August 2012) and training to the value of £1000. Training can be provided through existing enterprise initiatives with additional opportunities to gain training through mentoring from established market traders, the markets team, business advisory service, Trading Standards and other workshops. The Apprentices will have the added benefit of the offer to trade on Saturday's in different Lewisham markets and to be invited to attend and trade at special market events.

LBL's other initiative to design and produce a bespoke stall unit will have been achieved by July 2012 and 5 pilot stall units will be available for use by the successful apprentices. The Council aim to use the stalls on an ongoing basis to encourage new traders and will be piloting a collective start-up unit using the bespoke stalls, so that new traders can work together to develop their business.



Project Approach

- initial collaboration with Lewisham College and other partners
- selection of 5 apprentices
- allocation of grant funding
- training and management
- summer trading event
- installation of starter units in market
- encourage new traders

Project Deliverables

- A new diverse offer
- Employment and training for young people
- An invigorated high street atmosphere
- An opportunity to support the next generation of market traders and Deptford Market

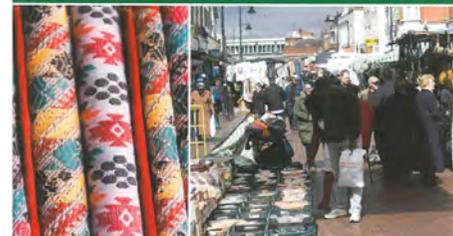
Programme

- Selection of apprentices: March – May 2012
- Bespoke stall design and manufacture: March – June 2012
- Training and management: June 2012
- Summer trading event : July – August 2012
- Installation of start-up units: Jan – June 2013
- Promotion and first start-up units: July 2014

Costs and Next Steps

The High Street Launch event proposed for Summer 2012 can be used to promote the initiative. Within the OLF stage 2 bid the stall designs will be included as a separate initiative and an allocation of up to £2000 per apprentice (up to £10k) will be included in the project budget.

Additional resources are identified in the budget to provide the necessary management for the process and to engage with from the street trading, trading standards, environmental health and Apprenticeships teams already operating in the council.

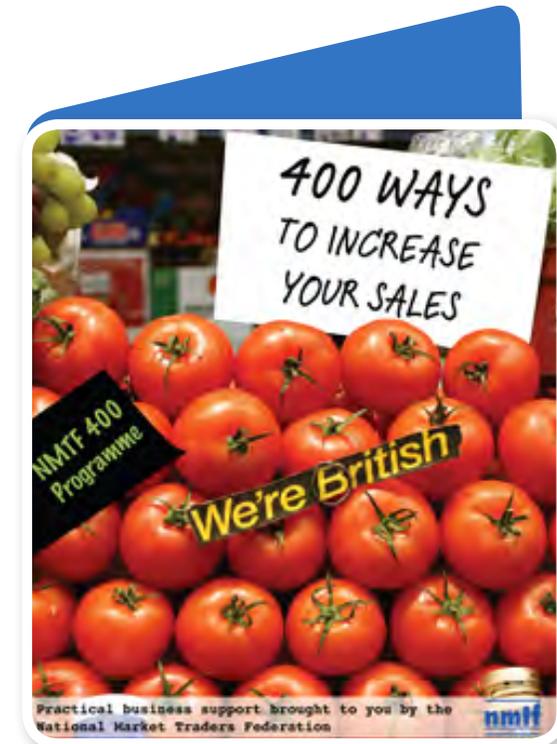


Context

Deptford market offers an eclectic mix of goods and merchandise which appeals to a diverse population. The second hand section is relatively successful however the new goods section has been in steady decline for a number of years. Through a number of market studies it has been identified that the existing offer and appearance of many of the stalls and forecourts is underwhelming. This initiative seeks to raise turnover in the High Street through raining & mentoring, helping to create additional sales and an enhanced market offer.

Project Approach

- Training of market managers as mentors to stall holders
- Supply of NABMA guide book "400 ways to increase your sales" to existing and new market traders
- Continued monitoring and trader support



Market advice booklet published by the National Market Traders Federation

In response to the emerging issues in the town centre, over the last 18 months the council have carried out a number of background studies linked to this initiative and the future of the town centre. This background information can be made available on request.



Project Deliverables

- Training
- Mentoring
- Monitoring

Programme

- Purchase of 100 copies of market sales guide – April 2012
- Training of market managers – May 2012
- Mentoring and monitoring – June – August 2012

Costs and Next Steps

Project management through appointed town centre manager and existing market management team

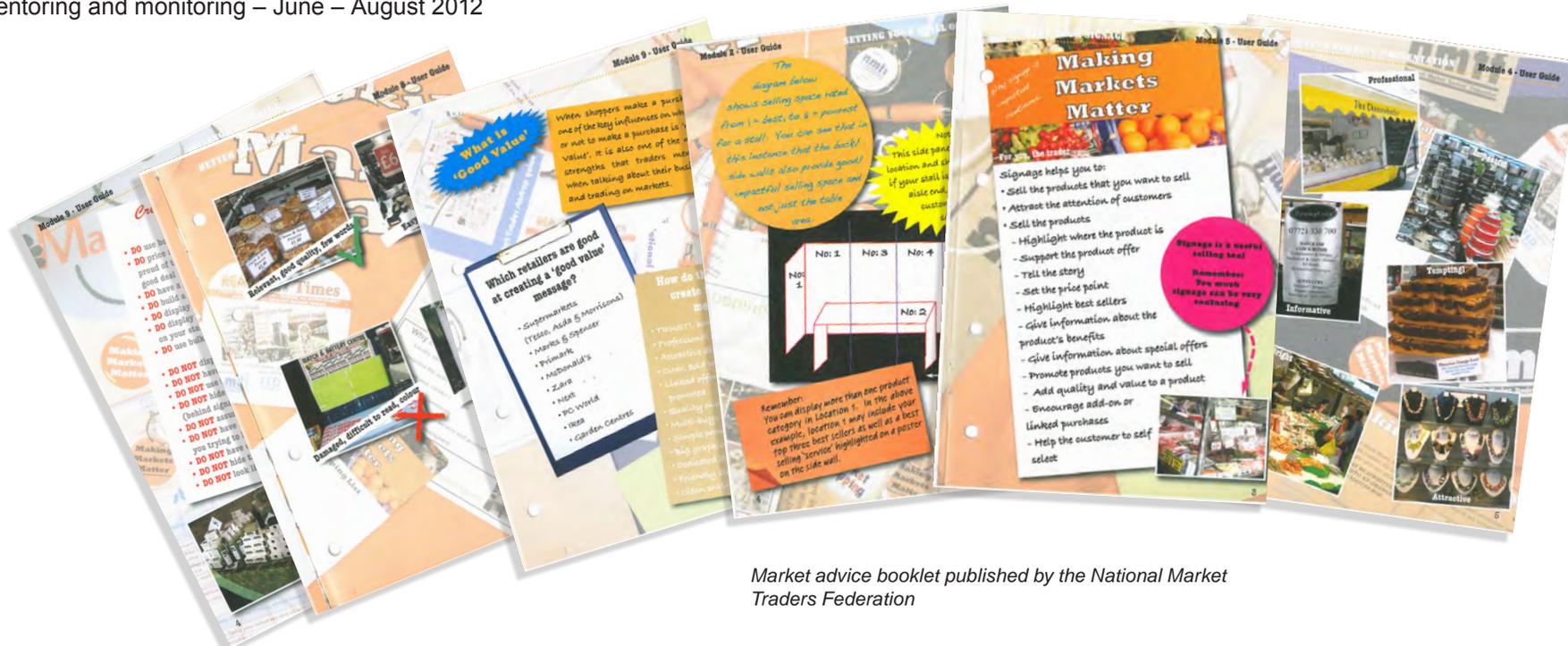
Purchase of 100 copies of guide - £3000

Training of market managers - £2000

Mentoring - £2500

Economic impact assessment of initiative: £1500

Total £9000



Market advice booklet published by the National Market Traders Federation

Context

Lewisham has a number of street markets each with their own specific requirements for stalls structures. In Deptford the market stall pitches are 10ft x 8ft which fits the available space within the street. Improved designs for the high street have been developed adopting a more flexible layout of stalls that facilitates better pedestrian movement and access. The market has been in steady decline and it has been determined that there is a need to encourage a new generation of traders and ensure that they have the means to easily get established and create a successful business. Providing stalls which are appropriate to the trading environment, hireable at reasonable cost would be a great incentive to new traders allowing them to trade professionally with minimal capital outlay. New traders will improve the market offer, increase footfall and reinvigorate the market.

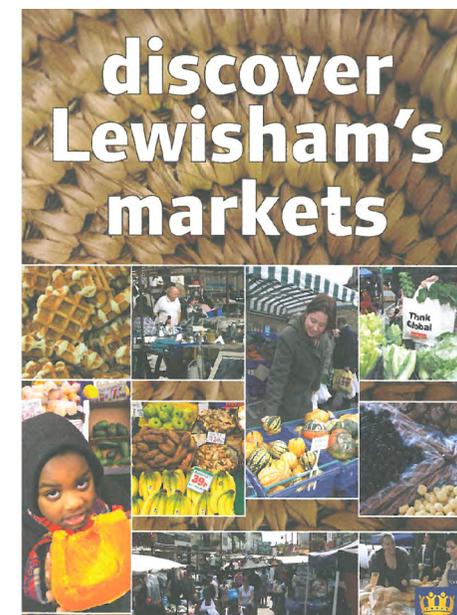
Project Brief

Design a stall which is appropriate to Deptford addressing the needs and operating logistics of the street. The stall will need to be easily erected and folded for storage purposes and have the capability to have closed and open sides depending on the trading location within the High Street. The stalls present an opportunity to development of a brand for the market which could be replicated in other promotional materials such as banners and advertising.

Project Approach

In collaboration with a stall manufacturer assess the needs of Deptford market through discussions with existing traders and the markets team. A prototype would be designed and trialed within the market by an existing trader prior to placing an order for 5 units. These units would be considered a pilot scheme and initially used to host the market apprentice starter initiative, on completion of the enhancements to the High Street the stalls would be used to host the collective start up unit and managed by the markets team.

Arrangements for storage of these stalls in the short term will be the responsibility of the Council's market management team. In the longer term, consideration of permanent storage facilities will be considered as part of the masterplanning process.



Market initiatives



Existing market stalls in need of enhancement



Project Deliverables

- A prototype stall for Deptford's market
- 5 news stalls owned by the council for use at events and for apprentice / collective stall holders
- An opportunity to improve the character of the market that will have a greater impact in conjunction with the stall and forecourts display improvements
- Provide a focus for local traders to test their offer to the local community with minimal capital outlay.

Programme

- Understanding Deptford's requirements – April 2012
- Prototype design and trial – May 2012
- Manufacture of 5 stalls – June 2012
- Summer apprenticeship trading event – July / August 2012

Costs and Next Steps

- Design development of stall: £7500
- Cost of prototype: £2500
- Purchase of 5 stalls - £10000



For great ideas this Christmas
visit your local market...

Pottery Gift and Home Fair,
Lewisham High Street
Monday 30 November to
Saturday 5 December

Lithuanian Christmas Fair,
Lewisham High Street
10, 11 and 12 December

and find that
perfect gift

All markets have easy access to
public transport and car parks.
See www.tfl.gov.uk (Journey
planner for your best route).

For more information or to become a stall holder
contact 020 8314 2050



Context

The Council carried out a series of studies within Deptford Town Centre which included consultation with stakeholders and council officers. It was discovered that the current waste strategy linked with the market and shops is labour intensive, complicated and challenging to manage and control with no recycling whatsoever. Furthermore, there are a number of flats above shops that deposit their refuse, and in some instances recycling, on the streets for collection. Fly tipping of waste is also an issue which detracts from the street scene. Critically, the storage space that supports the market's current waste operation is likely to be lost when the semi derelict site it occupies is redeveloped and an alternative arrangement needs to be found.

Project Brief

As part of the OLF objectives to revive and invigorate high streets designs are emerging for Deptford High Street. In order to fully resolve the function of this market street it has been considered necessary to review the current waste strategy and determine a more effective process for waste collection and disposal which includes recycling. LBL have successfully introduced recycling at a number of other town centres however given the physical layout of Deptford and constraints no local proposals have been generated. The current operation involves the use of 30 eurobins which are wheeled through the market streets by LBL operatives when full to be emptied at a static refuse vehicle parked in a side street. These bins are stored near to the market in a compound which is soon to be developed. At the end of the market day a full scale

cleansing operation takes place however it is evident that a significant quantity of the waste lifted comes from adjoining businesses and is not generated by the market itself.

Project Approach

It is intended to commission a specialist waste consultant to carry out a comprehensive study to determine new working methods for waste in Deptford.

- Analysis of the existing operation – both daily operatives, end of day cleanups, market, business, fly tipped and household waste
- Review LBL corporate strategy for waste and understand how this effects Deptford
- Determine the nature of all waste generated (waste compositional analysis) and potential percentage recyclable
- Identify waste growth projections for waste in Deptford
- Look at alternative sites within Deptford for waste storage / compaction and advise on feasibility
- Propose options for waste collection during the working market day



Programme

- Propose options for collective / segregated waste between shops, households, businesses and the market, including traffic / transport implications
- Propose options for reduced storage/container requirements
- Propose options for recycling and waste reduction initiatives
- Look at the feasibility of food waste collections for businesses
- If waste collections recommendations are combined between household and business / market waste then solutions should be outlined as to how effective data reporting will be undertaken
- Facilitate workshops with LBL to determine preferred solution
- Produce strategy for implementation of new processes

Project Deliverables

The conclusion of the study will be a preferred solution for waste collection within Deptford with a strategy for implementation which will be put forward to LBL for adoption. A primary aim will be to reduce the need for town centre storage space enabling a replacement waste storage site to be identified to support the market.

On award of funding this study is to take place between April 2012 and July 2012

Costs and Next Steps

Waste Study £35,000

In response to the emerging issues in the town centre, over the last 18 months the council have carried out a number of background studies linked to this initiative and the future of the town centre. This background information can be made available on request.



Context

Throughout consultation events the primary concern continually raised is parking and the perception that the lack of parking is a major issue negatively impacting on traders and local businesses. As a result a parking review was commissioned by LBL to gain a better understanding of the perceived problems and the effect of future development on existing car parks in the town centre. The parking study carried out in 2010 highlighted the need for a parking strategy for Deptford Town Centre to be developed to ensure future provisions, appropriate regulation, and that user needs are properly taken into account. This background study is available on request.

Project Approach

It is intended to commission a specialist transport consultant to carry out a comprehensive study and associated consultation to determine and develop improved parking provision for Deptford to assist local business and make the town centre more attractive to customers. This will be an enabling study to allow the council to take forward recommendations for implementation.

Project Deliverables

The conclusion of the study will be a strategy for implementing a regulated parking environment to deliver successful management of town centre parking

- Additional parking usage surveys
- Street furniture audit survey
- Initial fact finding consultation
- Production of strategy and plans
- Consultation on proposals
- Preparation of detailed TRO plans
- Legal documentation
- Advertising of orders
- Responding to queries etc
- Completion/ Snagging

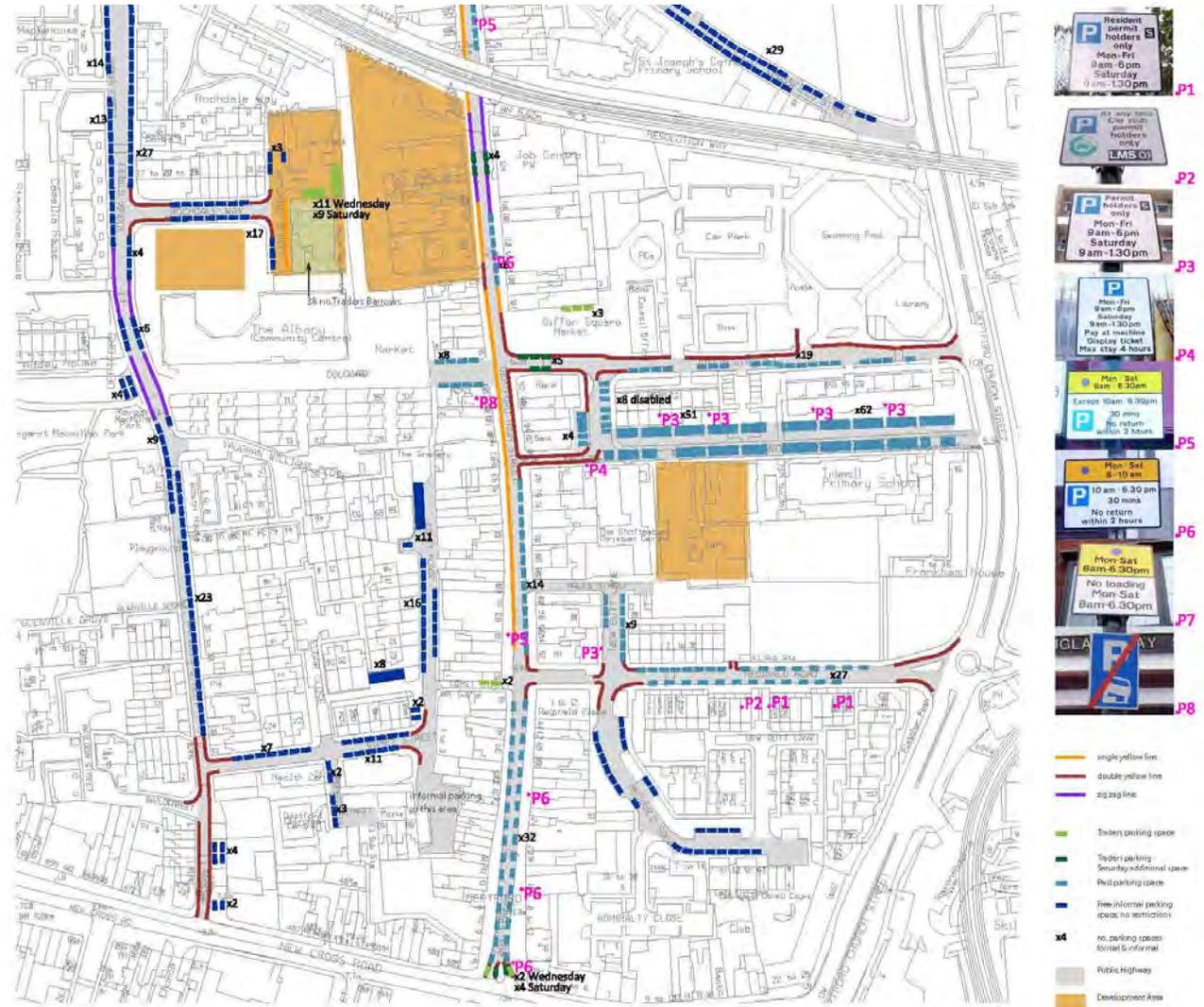


Programme

This study is to take place between April 2012 and September 2012 and presented for adoption by the end of the year. The implementation will be ongoing and funding secured through section 106 agreements.

Costs and Next Steps

- Surveys and street audit: £25k
- Consultation: £20k
- Production of strategy and plans: £15k
- Preparation of detailed TRO plans: £15k
- Legal documentation and advertising process: £20k



Deptford Town Centre Parking Diagram

Context

Deptford market currently has a number of storage areas including the Roseapple Storage site which will soon be lost to a new residential development. The current market operation requires considerable storage which needs to be reviewed and ultimately reduced. Even with new stall types and facilities the market will require a minimum storage area. Many traders have said that they may choose to stop trading in Deptford if no new storage is secured as part of the forthcoming developments

Project Brief

Undertake a feasibility study on suggested locations for future market storage, a critical factor in securing the market's long term viability. Previous studies have identified a number of potential locations including the space under the carriage ramp, between the ramp and the Albany theatre, adjacent to Giffin Square or within the Tidemill development. This study should be considered in conjunction with the initiative for waste, parking and the redevelopment of Hamilton Street carpark.

Project Approach

It is intended to commission a feasibility study to identify a suitable location through physical analysis and discussions with developers and council officers.



Project Deliverables

The conclusion of the study will be the development of a viable solution for storage that could sustain market operations in the long term.

- Physical analysis
- Discussions with developers and officers
- Options for consideration with costs

Programme

On award of funding this study is to take place between April 2012 and July 2012

Costs and Next Steps

Feasibility study: £15k



Examples of well designed storage facilities

Context

The design principles for the high street design have already been agreed through extensive stakeholder consultation, therefore this scheme is ready to implement. A section of the high street at the junction of Douglas Way and Deptford High Street has already been completed as part of the Douglas Way public realm improvements in the summer of 2011. This has established that the agreed design for the High Street is implementable, successful and attractive.

Project Brief

Design a street that accommodates effective traffic movement 4 days a week and a large street market 3 days a week. The design must address issues to do with the lack of space for market activity, the pedestrian conflict created by the existing market stall layout and street clutter, and the lack of a significant terminus/ entrance space for the main high street. Further issues addressed in the design are the inadequate and unwelcoming links to the surrounding streets and inadequate lighting. The new streetscape for Deptford High Street must compliment the recent redesign of the adjacent Douglas Way and Giffin Square to create a cohesive town centre.

Project Approach

A final round of consultation will take place, particularly targeting market stall holders and local residents and businesses to help shape the final street and stall layout. Design of the public realm to Stage E (construction documentation) will be carried out and the project quickly delivered and constructed.

Programme

- On award of funding
- Consultation
- Detailed design package
- Construction

Project Deliverables

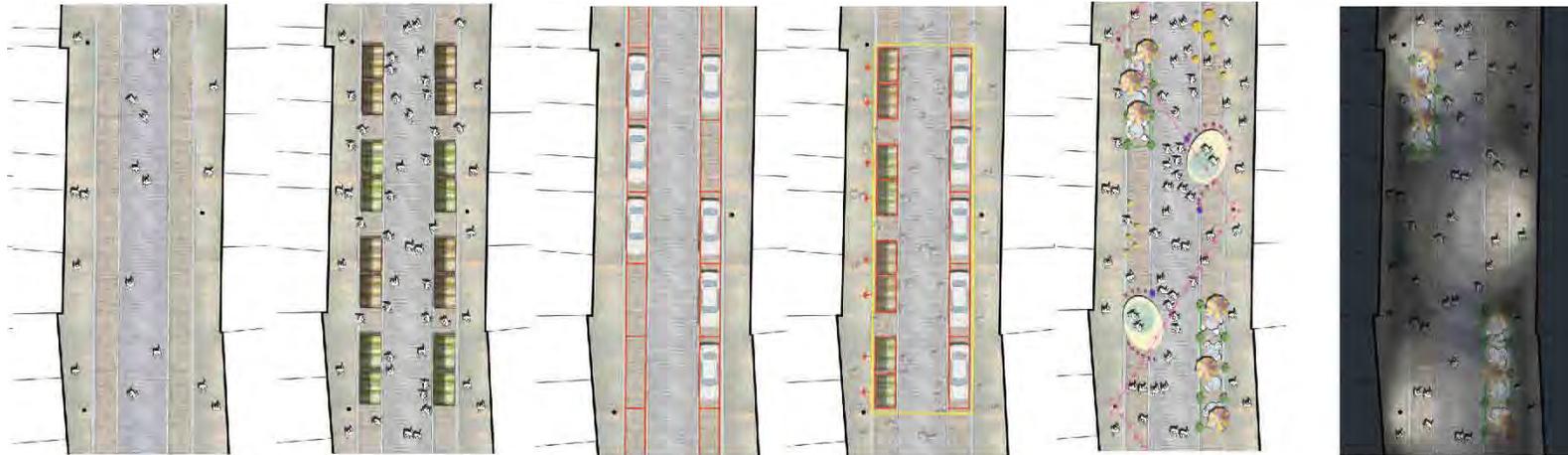
- Infrastructure to support businesses and activities
- New granite paving surface and layout.
- Improved market stall layout and market and forecourt demarcation.
- New lighting with the opportunity for banners or seasonal additions
- Improved in-ground electrical connections for market traders

Costs and Next Steps

Refer to detailed cost schedule.



Existing Photos of Deptford High Street



New mixed coloured granite parking / market bay and central carriageway to form shared surface.

Layout to accommodate double stall arrangement with in ground power supplies with stalls facing the footpath.

The same layout accomodates parking in groups utilising the same demarcations.

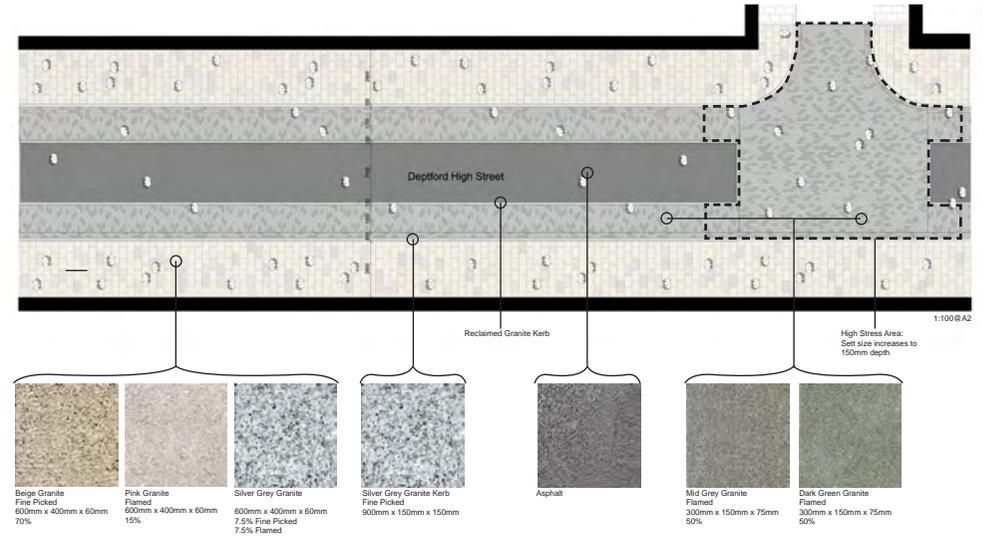
This modular arrangement can therefore accomodate market and parking usage on demand.

This flexible, clear shared space is adaptable for festivals and other activities.

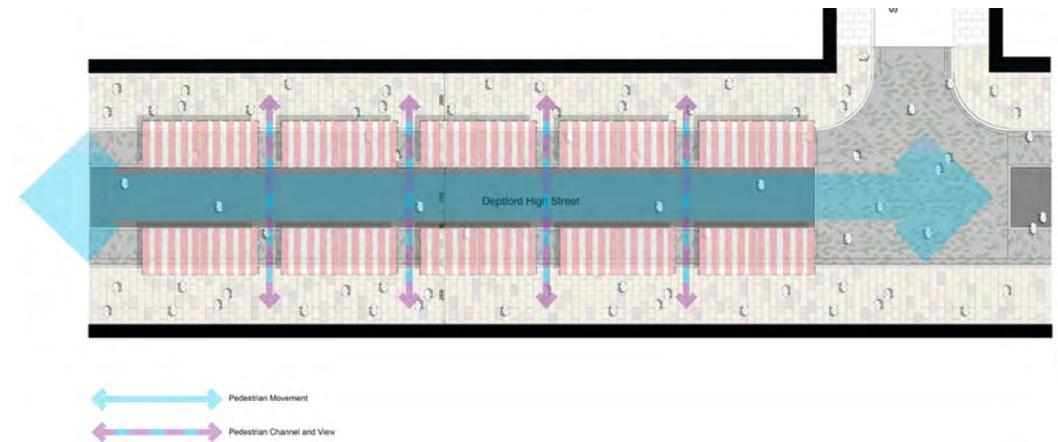
New lighting will boast the evening economy and ensure the street feels safe and secure 24 hours







Proposed Materials for Deptford High Street



Proposed market stall layout diagram



The existing high street



Visualisation of Deptford High Street on a non market day



The existing high street



Visualisation of Deptford High Street on a market day

Context

Deptford High Street runs on a North-South axis, its southern terminus is a junction with New Cross Road. The road forks and a raised island contains a tree and a sculptural anchor, which is well known locally. The building line splays and creates a wide area. There is however no public usable space as a great deal of the area is taken up with the road, part of which is no longer used, a traffic island that is often the gathering space for street drinkers and a significant amount of general street clutter. The area is often used as informal parking for larger vehicles on market days blocking what should be an inviting view of the street market.

Project Approach

To design a new public space that adequately terminates the street and forms a distinctive attraction, in order to invigorate the southern end of the High Street. The square will complement the new public spaces at Douglas Way and Giffin Square. The design must allow the space to be flexible and contain numerous uses, such as public events, seasonal or occasional markets and temporary or permanent public art. Vehicular access must be maintained through the square.



View of existing space at southern end of the high street



View of existing space at southern end of the high street with street clutter highlighted in red

Project Deliverables

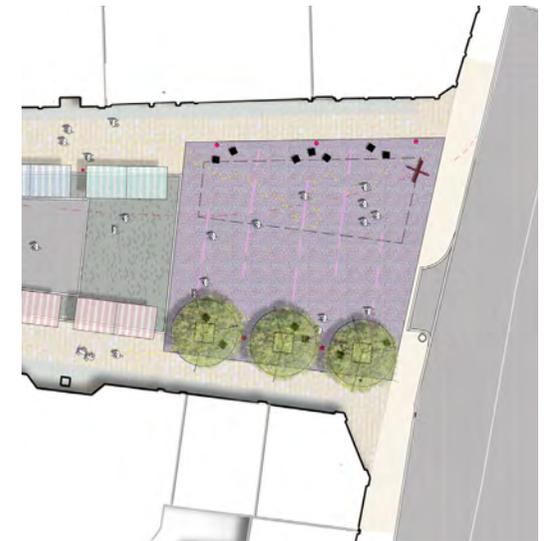
- A new complimentary public space for Deptford
- New paving surface and layout.
- New feature Lighting
- Improved in-ground electrical connections for market traders and events
- Permanent or temporary art feature.

Programme

- On award of funding
- Consultation
 - Detailed design package
 - Construction

Costs and Next Steps

Refer to detailed cost schedule.



indicative plan of the southern space



Visualisation of the southern space

Context

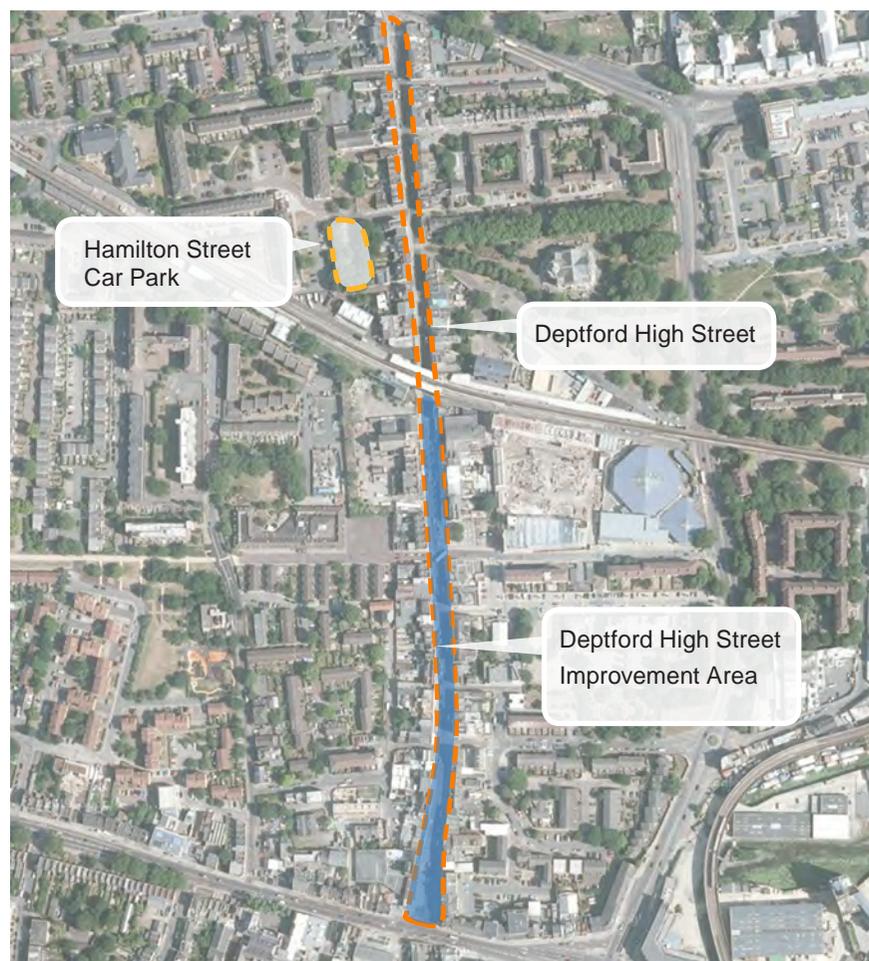
Hamilton Street carpark is allocated for market trader vehicles however it is underused and not fulfilling its potential given its site and proximity to the High Street. In the past LBL planners have refused permission to store the market barrows at this site as it is adjacent residential properties and the noise of the barrows during the early hours has been deemed inappropriate. With the eventual change of market operations and the phasing out of barrows this site offers a new redevelopment opportunity. This may include both storage facilities and new mixed use / residential development.

Project Brief

Undertake a feasibility study for this site to ascertain its potential for redevelopment including ground floor storage and parking and upper level accommodation. This study should be considered in conjunction with the initiative for waste, market storage and parking.

Project Approach

It is intended to commission a feasibility study for this site



Project Deliverables

The conclusion of the study will be a preferred solution for the site

- analysis
- discussions with officers including planners
- options for consideration
- massing and density
- preferred solution

Programme

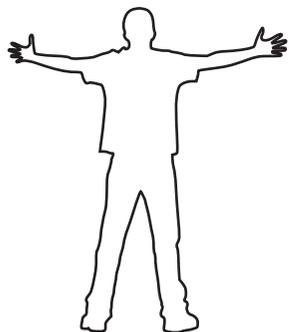
On award of funding this study is to take place between April 2012 and July 2012

Costs and Next Steps

Feasibility study: £15k



The existing under used site



Context

Lewisham, and in particular, Deptford and New Cross, is well known for the vitality of its creative community. The area is home to Goldsmiths College whose alumni include Antony Gormley, Bridget Riley and Damien Hirst. A vibrant arts cluster has developed around Deptford and New Cross including artists studios, arts organisations and festivals. There has been an explosion of new gallery spaces in recent years, due in part to more effective promotion to cultural tourists. Surprisingly though, the average resident of the borough might be quite oblivious to this fact, particularly if they live in the south of the borough, as the creative industries sector is largely hidden from view.

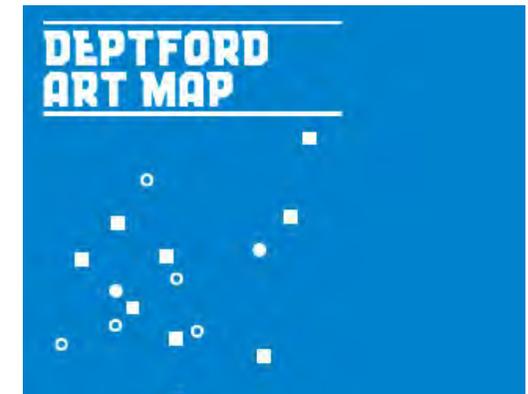
Project Brief

The Council was recently approached by Deptford X, one of the foremost contemporary arts festivals in the UK, to develop its work in the public realm. Deptford X exists to promote high quality contemporary art (this year's lead artists were Hew Locke and Indra Khanna) and to celebrate that art with the widest audience through an innovative programme of temporary public art. Deptford X approached us in response to a range of new public spaces under construction in the heart of Deptford, which have the potential to host outdoor exhibitions. These include the square in front of the new Deptford Lounge building, the redeveloped area facing the Albany arts centre and the space at the new Deptford train station. Their proposal was to install a series of portable hoardings to exhibit a

curated programme of contemporary art. Deptford X has a strong education initiative and there is scope to utilise the hoardings to showcase work by young people and emerging local artists.

The portability of the hoardings would ensure that the space was not compromised year round and could instead play host to a varied programme of events whilst exhibitions toured the borough, spreading the word, creating excitement, inspiring people.

We think the project presents an exciting opportunity to enliven our town centres and green spaces and propose to identify other locations within the borough where the hoardings will be mounted as part of a year round programme of exhibitions. Existing public spaces could be adapted to host exhibitions and those yet to undergo construction could be designed to accommodate them. We believe the project will generate interest in contemporary art, raise the profile of arts locally and enhance the perception of Lewisham as a creative borough.



Project Deliverables

- Collaboration with Deptford X
- Design and manufacture of bespoke hoardings.
- Curating of four month long exhibitions per year.

Programme

On award of funding this project is to take place between April 2012 and August 2012

Costs and Next Steps

Design solutions £7500

Production of stands and facilitation of events
£37,500



7.0 What We Expect To Achieve

The proposed project for Deptford High Street is a comprehensive, multi-layer intervention designed to renovate the physical, commercial and social aspects of the street. The initiatives suggested as part of this project will encourage current and potential street users, businesses and investors to view Deptford High Street from a fresh perspective and will build on the need for growth and change to sustain the high street environment.

7.1 Rational For Investment

Market failure is the economic theory given to explain situations where the allocation of goods and services by a free market is not efficient, this can help us identify where the public sector can intervene to make improvements where the market will not.

The LDA acknowledges that hard data on the economic development impact of public realm is partial but generally supports the theory that public realm investment can yield significant economic benefits.

The rationale for our proposals is that they will result in sustained improvements in town centre footfall as a result of the improved environment and improved image and perception of the local area. This in turn will lead to improved town centre economic performance. This will relate to both existing businesses and the attraction to new businesses within the area bringing investment



to our town centre. Other impacts likely to occur are an uplift in commercial and residential values along with health, community and social benefits.

The funding sought is to enable a number of events and initiatives which will act as a platform for growth within the town centre. The town centre will continue to enjoy increased levels of footfall with benefits for local traders, businesses and the community.

The projects and initiatives within our bid have a strong market failure rationale for intervention, the reasons for these are outlined within this report and can be summarised as follows:

a) Public realm enhancement and improvements: High streets and public realm improvements are both within the public domain. Given the nature



of the businesses within our town centre there are no opportunities for the private sector to fund these types of improvements

b) Events within the town centre

Events are considered as part of a broader approach to branding, marketing and involvement. Events will play an important role in encouraging more people into the town centre, changing perceptions and making the town centre more competitive. There is no incentive for the private sector delivering this.

c) Visual improvements to forecourts and market stalls

There is a need for the public sector to assist local businesses and market traders in improving their appearance for the greater good of the town centre. The town centre has many small independent traders and in the current economic climate these package of support offered could make a significant difference to business prospects at minimal cost.

d) Infrastructure and facilities

It is deemed important to help activities, events and markets to use the street by providing the appropriate facilities. Improved infrastructure in the town centre will enable a variety of new and existing activities to take place in the town centre that would not be possible without public sector funding.



7.2 Doing nothing

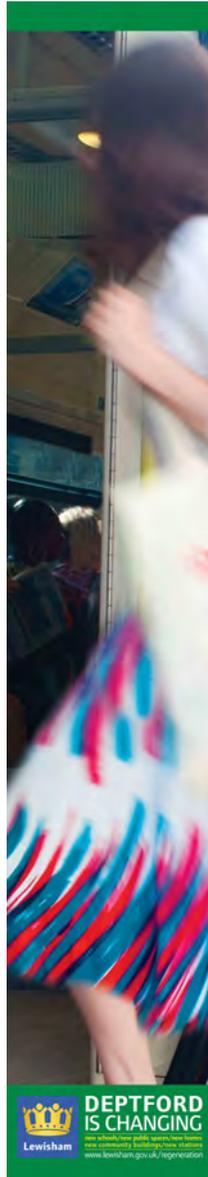
The town centres performance in GLAs Town Centre Health Check, alongside a decline in both street trading and the closure of key businesses and results from the attitude surveys has shown a low level of confidence amongst local businesses, which is a concern to the council. This combined with the emergence of competition from new shopping centres and internet trends means that doing nothing is not an option for town centre.

If this bid is not successful, the council will need to explore other options for improving the town centre and inspiring the community and businesses. In the current economic climate this will be difficult to achieve in the same concerted way that OLF investment would allow.

Lewisham is striving to create and develop a place where people want to 'Live, Work and Learn'. Through the regeneration of our 'Town Centres' we are strengthening the conditions for existing and new businesses to flourish underpinned by good retail spaces that will serve our residents. By creating easily accessible and pleasant places to shop we aspire not only to serve our own residents but to increase visitors from other parts of London.

The physical design changes planned for the High Street and the opportunity the OLF round 2 fund presents could provide the catalyst for reinvigorating the town centre and instigating change quickly and effectively that is desperately needed.





7.3 Monitoring and Quantifying the Benefits

A range of surveys and statistics form our baseline data and are being compiled prior to commencement of these initiatives. These will all be repeated at the close of the project to assess the changes that have occurred. The table below shows the baseline data components and the changes we expect to see when the same data is collected following the project.

Attitude Surveys	Higher average scores across all categories. Specific improvements to scores on safety and street design.
Footfall surveys	Increased number of street users, particularly at peak periods including lunchtime.
Crime statistics	Fear of crime levels down. SNT reports fewer anti social behaviour issues in the street. Possible reduction in baseline crime figures, relative to revised street usage/footfall.
Forecourts	New space created and increase in businesses using the space Increased income to LBL licensing team

8.1 A Commitment from the London Borough of Lewisham

The bids to the Outer London Fund received approval from Lewisham's Mayor & Cabinet in July 2011. A letter from Barry Quirk, Chief Executive of Lewisham Council, is attached to the bid document.

8.2 Costs

These provided costs are a summary of a detailed spreadsheet which identifies all unit costs, this can be made available on request



Monthly Expenditure

	2012												2013			
	Jan	Feb	March	April	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	March	April
Revenue	£0	£0	£0	£49,000	£36,900	£39,000	£25,000	£18,900	£12,400	£7,400	£12,500	£12,500	£7,400	£7,400	£7,400	£2,400
Capital	£0	£0	£0	£71,000	£55,000	£65,000	£60,000	£15,000	£12,500	£12,500	£12,000	£7,500	£130,000	£130,000	£130,000	£120,000
																£936,300

	2013								2014			TOTAL
	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Revenue	£2,400	£5,300	£5,300	£2,400	£2,400	£2,400	£2,400	£2,400	£2,400	£2,400	£10,000	£278,000
Capital	£120,000	£120,000	£120,000	£120,000	£120,000	£120,000	£120,000	£144,000	£168,000	£0	£0	£1,972,500
											£1,314,200	£2,250,500

Detailed Costs

	Revenue	Capital	Total		Revenue	Capital	Total
1 Events and town centre renewal manager				8 Street layout design and implementation			
marketing and publicity	£5,000			site preparation		£122,000	
consultation and monitoring	£10,000			Paving		£460,000	
artists and setup	£29,000			drainage		£94,000	
renewal manager	£50,000			street furniture		£17,500	
	<u>£94,000</u>	<u>£0</u>	<u>£94,000</u>	electrical		£290,000	
2 Market apprentice starter initiative				prelims and overheads		£150,000	
project setup and management	£1,500			site works contingency		£100,000	
training for apprentices	£5,000			drainage, electrical and cellar surveys		£30,000	
grant for merchandise		£10,000		Traffic order process and costs		£10,000	
monitoring and reporting	£1,500			utility company fees		£8,000	
setup and storage of stalls		£2,500		other third party fees for approvals		£4,000	
	<u>£8,000</u>	<u>£12,500</u>	<u>£20,500</u>	forecourt and market licensing		£5,000	
3 Market Stall and forecourt appearance improvements				design fees D-L		£140,000	
purchase of 100 copies of stall guide		£3,000		clerk of works		£45,000	
training of market managers	£2,000			LBL project management fees		£40,000	
ongoing mentoring	£2,500			LBL highways		£55,500	
economic impact assessment of initiative	£1,500				<u>£0</u>	<u>£1,571,000</u>	<u>£1,571,000</u>
	<u>£6,000</u>	<u>£3,000</u>	<u>£9,000</u>	9 New public space – South end of High Street			
4 Market stall bespoke design				site preparation		£16,500	
consultation and selection of manufacturer	£2,500			Paving		£92,000	
design development		£5,000		drainage		£10,000	
production of prototype		£2,500		trees		£7,500	
purchase of 5 stalls		£10,000		street furniture		£29,500	
	<u>£2,500</u>	<u>£17,500</u>	<u>£20,000</u>	electrical		£55,500	
5 Waste Initiative				prelims and overheads		£32,000	
waste consultant costs	£30,000			site works contingency		£21,000	
waste collection survey	£5,000			drainage, electrical and cellar surveys		£5,000	
	<u>£35,000</u>	<u>£0</u>	<u>£35,000</u>	utility company fees		£2,000	
6 Improving parking provision				other third party fees for approvals		£1,000	
surveys and street audit	£25,000			forecourt and market licensing		£5,000	
consultation	£20,000			design fees D-L		£30,000	
production of strategy and plans	£15,000			clerk of works		£5,000	
detailed Tro drawings	£15,000			LBL project management fees		£10,000	
legal documentation and advertising process	£20,000			LBL highways		£9,000	
	<u>£95,000</u>	<u>£0</u>	<u>£95,000</u>		<u>£0</u>	<u>£331,000</u>	<u>£331,000</u>
7 Market Facilities Storage				10 Hamilton Street Carpark Feasibility study			
feasibility study	£15,000			feasibility study	£15,000		
	<u>£15,000</u>	<u>£0</u>	<u>£15,000</u>		<u>£15,000</u>	<u>£0</u>	<u>£15,000</u>
11 Moving Art scheme				11 Moving Art scheme			
design solution	£7,500			design solution	£7,500		
production of stands		£37,500				£37,500	
	<u>£7,500</u>	<u>£37,500</u>	<u>£45,000</u>		<u>£7,500</u>	<u>£37,500</u>	<u>£45,000</u>
Totals	£278,000	£1,972,500	£2,250,500				



8.4 Risk Register

Due to the extensive background work already carried out, the Council has a good understanding of the issues that need to be resolved to finalise design works.

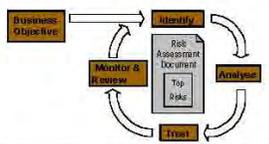
As part of our project management procedure a full risk assessment will be carried out for each individual project, this will be monitored and updated on a monthly basis as part of project management monitoring procedures. Below are listed some key risks that have already been identified:-

- Architects may under/over-estimate project costs through feasibilities
- Health & Safety - Potential dangers, hazards created during improvements
- Changes or absence of key personnel
- Consultation, risks that members of the public or groups may object to proposals and or cause obstruction.
- Restrictions caused by funding timescales, project delivery within time restraints.

Lewisham PROJECT RISK REGISTER TEMPLATE & GUIDANCE

v.6 19 April 2010

Risk Management is an integral & essential part of project management. It involves developing an understanding of **uncertainties** that could cause problems for the project and planning a response to mitigate the risks should they occur. **4 elements of Risk Management:**

Risk Identification	Assessment of Risks	Action on Risk	Monitor & Review																																
<p>Definition of Risk: <i>'An uncertain event or set of circumstances that, should it (they) occur, would have an impact on one or more of the project objectives'</i></p> <p>Identify all key project risks, before placing them in the Risk Register under 'risk identification'.</p> <p>Best done in a group – by those responsible for delivering the objectives</p> <p>Include in the description the underlying cause, e.g. 'Inclement weather during the winter delivery period may disrupt on-site work'</p> <p>Cause ⇒ Risk (uncertainty) ⇒ Impact</p> <p>Consider Threats (& Opportunities) When: Setting strategic aims Setting business objectives Early stages of project planning & at key stages Options appraisals <i>i.e. start very early</i> Categories can help: e.g. Strategic/Operational Internal/External P.E.S.T.L.E. (see right) (or refer to LBL 'Risk Identification Questionnaire' – available from the PM templates site)</p>	<p>Combination of the probability of an event and its consequences gives a risk 'score'</p> <p>i.e. Likelihood x Impact Score both on scale of 1-5. L x I = Risk score</p> <table border="1"> <tr> <td></td> <td colspan="5">IMPACT</td> </tr> <tr> <td rowspan="5">LIKELIHOOD</td> <td>High</td> <td>High</td> <td>High</td> <td>High</td> <td>High</td> </tr> <tr> <td>High</td> <td>High</td> <td>High</td> <td>High</td> <td>High</td> </tr> </table> <ul style="list-style-type: none"> • HIGH (RED) – Plan Immediate action • MEDIUM (AMBER) – Review closely • LOW (GREEN) – Limited action - long term plans <p>See Appendices for Risk evaluation and scoring system guidance If you wish to show how risks are 'clustering' e.g. by type, you can plot each risk onto the risk matrix.</p>		IMPACT					LIKELIHOOD	High	<p>Concentrate on Top Risks:</p> <ul style="list-style-type: none"> • Can we reduce the likelihood? • Can we reduce the impact? <p>Actions on risk fall broadly under four strategies: Avoid (Terminate) Reduce (Treat) Transfer (Transfer) Accept (Tolerate)</p> <p>Devise appropriate Mitigating Actions (i.e. control measures) & document which strategy employed</p> <p>Where appropriate you can set Risk Tolerances (deviation from a plan which must be reported to the SRO / Project Board) i.e. - for cost, say, +5% to -10%, - for time, over +1 day delay to -5 days</p> <p>Identify who is managing the risk as the 'Owner'</p> <p>Proximity: Consider when the identified risk likely to start, should it occur</p>	<p>Risk Registers: Review Top Risks regularly as agenda item at relevant meetings.</p> <p>Risk Registers can become irrelevant if not updated regularly.</p> <p>Immediately report risks that are now expected to kick-in / exceed tolerance levels to next level of authority.</p> <p>Report status / progress on risks to SRO / Project Board via agreed communication channels, always including this information in Highlight Reports.</p>  <p>Political / reputation Economic / financial Social / community / citizen Technical (incl design, construction) Legal Environmental & Management (e.g. resources, governance)</p>																								
	IMPACT																																		
LIKELIHOOD	High	High	High	High	High																														
	High	High	High	High	High																														
	High	High	High	High	High																														
	High	High	High	High	High																														
	High	High	High	High	High																														

For additional guidance with identification of risk and support in using this template please contact the Performance & Programme Management Team



Table 3: Risk Matrix
shown below to determine the level of risk.

RISK REGISTER										
Project Reference:		Project:			Register Version No.:		Date:			
Project Manager (author):				Ext:		Mobile:				
Risk No.	RISK IDENTIFICATION (Description of risk & underlying cause)	IMPACT (Description)	LIKELIHOOD 1-5	IMPACT 1-5	RISK SCORE (L * I) & RATING (Low, Med, High)	MITIGATING ACTION (strategy & counter-measures)	RISK OWNER	DATE IDENTIFIED	PROXIMITY (Likely start date)	CURRE STATU (open / closed)
1										
2										
3										
4										
5										
6										
7										
8										
9										
10										
11										

PROBABILITY (Likelihood of occurrence)		IMPACT (Most Likely Impact [if in doubt grade up not down])				
		Insignificant	Minor	Moderate	Major	Catastrophic
		1	2	3	4	5
Almost Certain	5					
Probable (highly likely)	4					
Likely	3					
Possible	2					
Rare	1					

- **HIGH (RED) Risk score 15-25**
- Plan immediate action
- **MEDIUM (AMBER) Risk score 8-12**
- Review closely
- **LOW (GREEN) Risk Score 1-6**
- Limited action - long term plans

Appendices

USING THE RISK EVALUATION AND SCORING SYSTEM

Table 1 – Likelihood (Probability Score)

Use Table 2 (see over) to determine the Likelihood score(s) L for the event.

Likelihood Score	1	2	3	4	5
Descriptor	Rare	Possible	Likely	Probable (Highly Likely)	Almost Certain
Probability	< 1%	1 – 5%	6 – 20%	21 – 50%	> 50%
Description	Will only occur in exceptional circumstances	Unlikely to occur	Reasonable chance of occurring	Likely to occur	More likely to occur than not

Table 2 – Impact (Assessment of Risk Score)

Impact Score	1	2	3	4	5
Descriptor	Insignificant	Minor	Moderate	Major	Catastrophic
Objectives	Barely noticeable reduction in scope or quality	Minor reduction in quality / scope	Moderate reduction in scope or quality	Doesn't meet secondary objectives	Doesn't meet primary objectives
Project (on-time performance)	No effect / insignificant cost increase / schedule slippage	Low cost increase / schedule slippage	Significant cost increase / schedule slippage	Large delay	Major % over budget / schedule slippage
Service / Business Interruption	Insignificant loss / interruption	Minor loss / interruption	Moderate loss / interruption	Major loss / interruption	Permanent loss / interruption
Staffing	Short term low level temporarily reduces service quality (<1 day)	On-going low staffing level reduces service quality	Late delivery of key objective / service due to lack of staff (ongoing staffing issues)	Uncertain delivery of key objectives / service due to lack of staff	Non-delivery of key objective / service due to lack of staff (loss of key staff)
Competence	Insignificant error	Minor error due to poor training	Moderate error due to poor training	Major / serious error due to poor training	Catastrophic / critical error due to insufficient training
Project Funding	No reduction in scope of project	Minor changes to scope of quality of project	Moderate changes to scope or quality of project	Some secondary objectives cannot be met	Project cannot be delivered to budget



Lewisham Council is pursuing a significant programme of change in Deptford town centre and there are several major components still to be delivered to help realise the vision and complement the projects proposed in this bid document. These include;

- Continue the public realm improvements from Giffin Square to the Station. £500k
- Role out a programme of market stall replacements. £150k
- Deliver Market Stall Storage strategy £300k
- Deliver Waste Management strategy £300k
- Deliver Parking strategy £200k
- Deliver Hamilton Street car park strategy £200
- Role out further improvements/projects as part of the North Lewisham Links Strategy £1-£2m (depending on the number and type of projects)

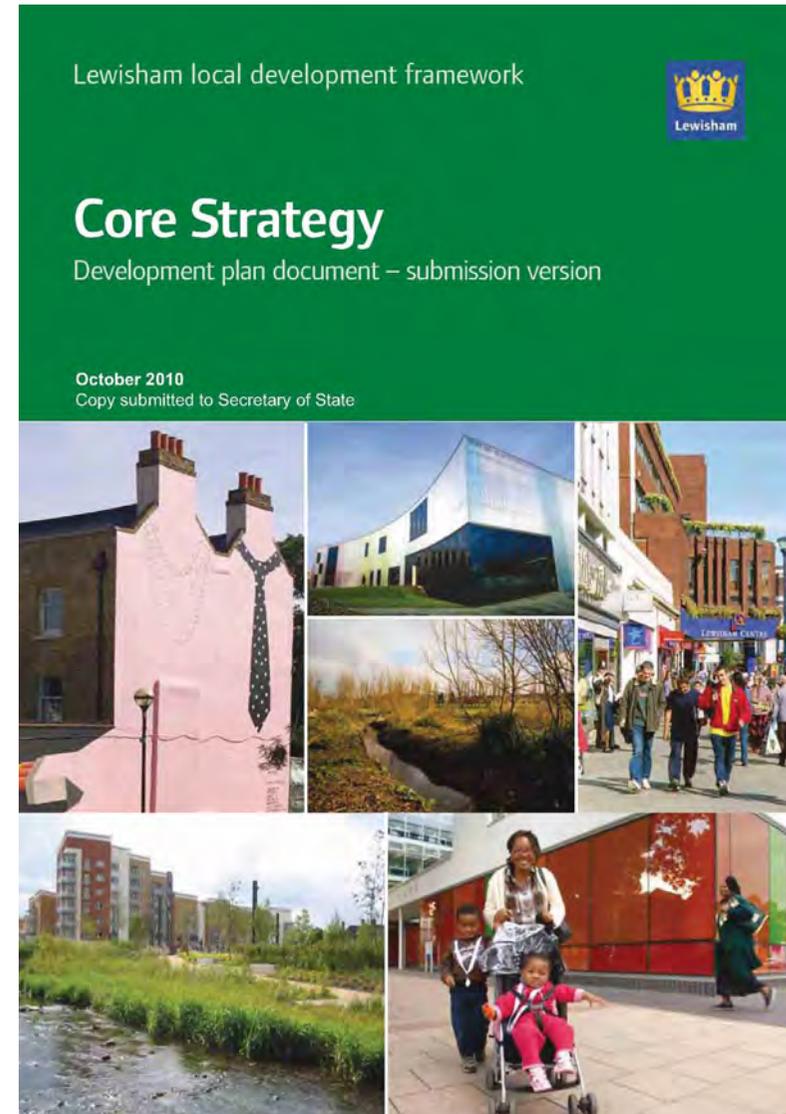
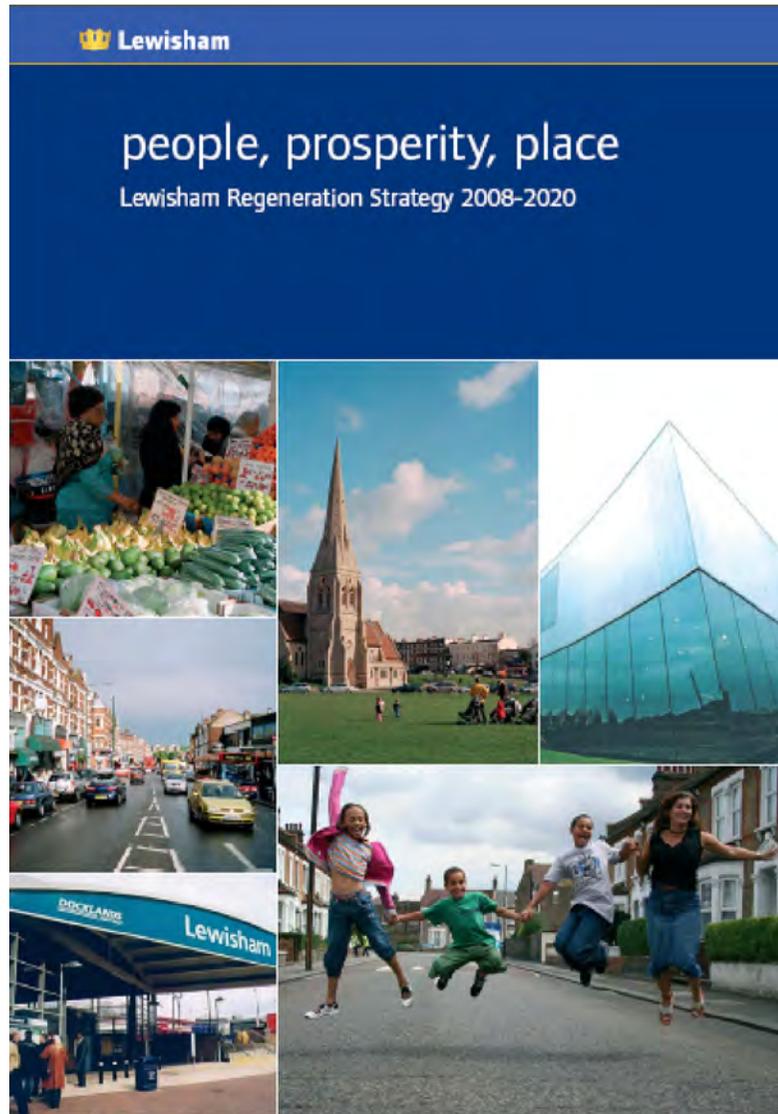
The costs associated with each project are based on an estimation, final cost will be established following further feasibility studies and the delivery of each strategy as part of the main grant.

We are continuing our discussion with the GLA about potential support for these projects through the London Regeneration Fund.





policy reference documents

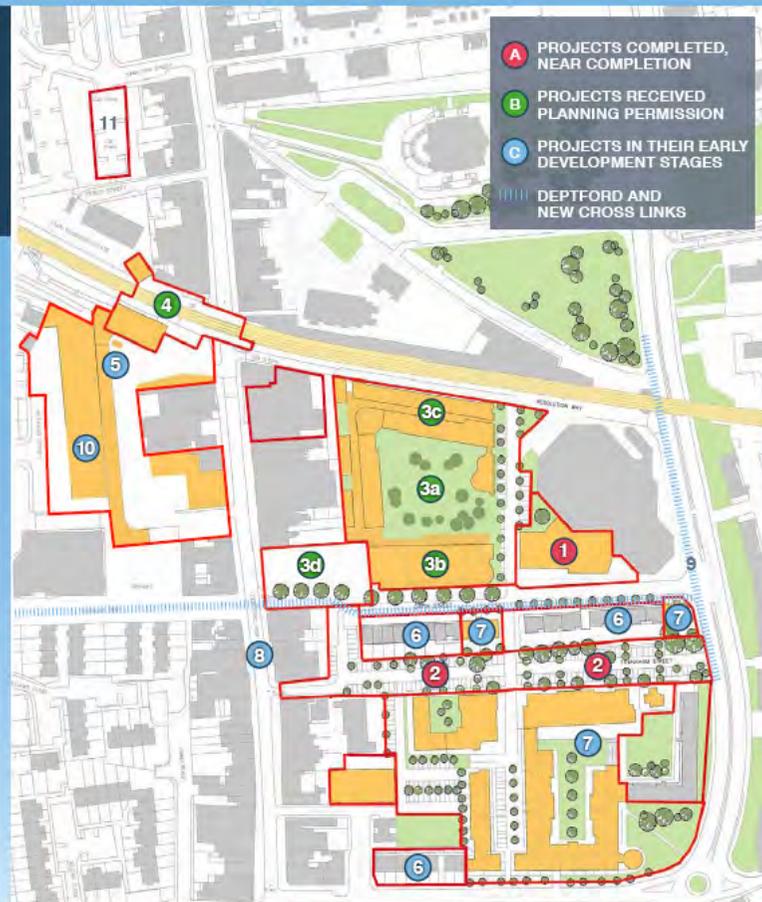


Masterplan proposals February 2010



What are the changes proposed for Deptford?

- 1 Wavelengths Leisure Centre
New pool added to complex, dry fitness suite to follow once Library Service has relocated
- 2 Frankham Street Parking Boulevard
High quality street providing parking for the area
- 3a Tidemill School
New primary school located in the heart of Deptford
- 3b Deptford Lounge
New public library community facilities and cafe
- 3c Resolution Studios
New studios and key worker homes
- 3d Giffin Square
Re-landscaped square with seating and a performance space
- 4 Deptford Railway Station
New station entrances for Deptford
- 5 Railway Carriage Ramp
To be sensitively restored. Arches to be renovated for small businesses. New public square connecting Deptford High St to the station
- 6 Improving and maintaining existing homes
- 7 Frankham Street South Housing
Current Tidemill School site to be developed into housing
- 8 Deptford High Street
- 9 Deptford and New Cross Links
Improved pedestrian and cycle routes across Deptford
- 10 Rose Apple Yard
Temporary site for market traders stalls (replacing storage at Minzel works)
- 11 Hamilton Street Car Park
Dedicated parking for market Traders only



A PROJECTS COMPLETED, NEAR COMPLETION

B PROJECTS RECEIVED PLANNING PERMISSION

C PROJECTS IN THEIR EARLY DEVELOPMENT STAGES

DEPTFORD AND NEW CROSS LINKS



Contact Information

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