



Lewisham

**CATFORD
IS CHANGING**

new homes/new public spaces
new shopping/new businesses
www.lewisham.gov.uk/regeneration

CATFORD BROADWAY

Outer London Fund Submission - Round 2



Lewisham

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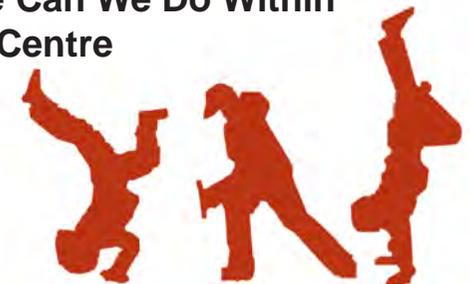
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1.1 Setting the scene

Catford is a secondary town centre in the south of the borough. It has a district shopping centre that is enclosed by the two shopping streets, Catford Broadway and Rushey Green. Above the shopping centre is Millford Towers, a 276 unit social housing estate. Catford is 7 miles from central London and is served by 2 overground railway stations.

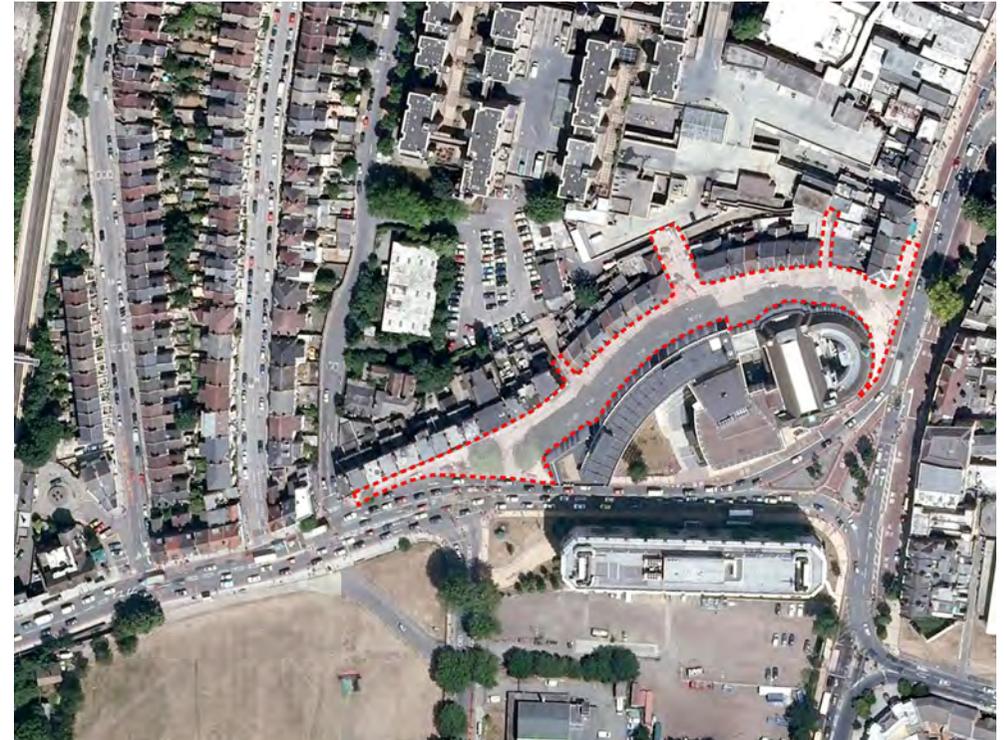
Catford is the civic heart of the London Borough of Lewisham. The council's main offices and public service hub are located in the town centre. Many residents come to Catford to use council services or engage with the council, in addition to some 2000 council staff working in the town centre. Currently the town centre does not have an exciting or engaging retail and leisure offer to ensure that visitors and employees are encouraged to stay in the area and support the local economy.

“the first piece of the jigsaw; an under performing market and town centre street likely to be in demand during the redevelopment of Catford town Centre”

In the Catford Town Centre Area Action Plan, the Council sets out its vision for Catford as ‘a lively, attractive town centre focussed around a high quality network of public spaces. It will have a well-designed shopping centre and leisure uses, provide homes for a large, diverse residential community and will be the home of Council services for the borough’.



Catford location within the Greater London



Aerial view of Catford

In February 2010, Lewisham Council purchased the Catford Centre, which represented a significant reduction in the fragmentation of land ownership in Catford, removing a key historical barrier to the regeneration of the town centre. This has enabled the council to pursue and develop a significant programme of change for Catford and use the unique position of a local authority to bring public and private sector partners together.



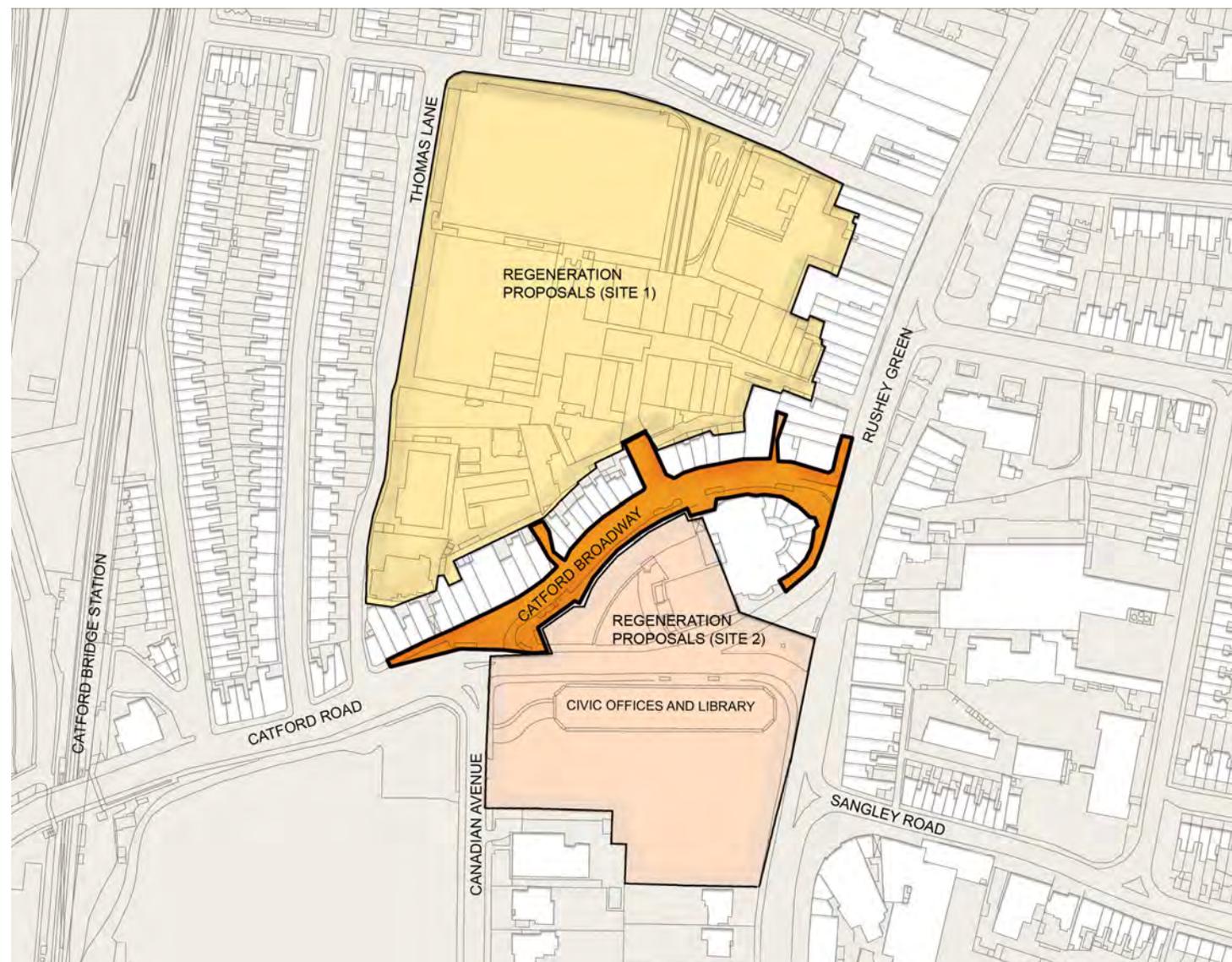


1.2 Fitting into the Masterplan

Feasibility work carried out to date has suggested that development opportunity sites 1 and 2 (Catford shopping centre and the civic quarter) in the Catford Area Action Plan are a viable regeneration scheme, and could potentially include delivery of:

- the demolition of Milford Towers;
- up to 1000 new homes;
- a new Tesco anchor store;
- the redevelopment of the rest of the shopping centre;
- new community facilities and a public services hub;
- consolidation of public sector functions into a new office building;
- demolition of the Town Hall and Laurence House;
- a redesign of the road network, which could include the rerouting of the South Circular to the south of Laurence House, allowing for better access to the shopping centre and a more joined up town centre.;
- new pedestrianised areas and open spaces.

The council are in negotiations with Tesco and their leaseholder regarding possible redevelopment scenarios and the programme is developing proposals for gaining vacant possession of the site. The masterplanning process for the town centre will commence alongside a detailed planning exercise for the initial phases of development in the coming months.



Regeneration proposals in relation to Catford Broadway

This process will involve consultation with local residents, businesses and communities.

Regeneration on the scale proposed for Catford will take a number of years. Critical tasks such as gaining vacant possession both of the housing estate and the commercial units in the shopping centre are likely to take 3 years, with masterplanning activity being carried out concurrently. This will be followed by a demolition and construction period.

Considerable momentum has been building around the regeneration proposals since the council's purchase of the Catford Centre including developer interest, progress with TfL on a highways solution and formal support from the council regarding funding.

As a result there is a significant opportunity to progress projects that complement the main development, can be delivered in shorter timescales, add to the viability of the town centre and give the community and those involved in the programme a sense that Catford is changing.

1.3 What we want to do and why

We want to improve Catford Broadway as a first step towards the regeneration of the town centre and create a vibrant high street location ahead of future redevelopment schemes of surrounding areas. We want to help the businesses, create jobs and address the negative perceptions of the street.

The redevelopment of the town centre is likely to include the closure of the shopping centre for a period of 18-24 months, which will increase the importance of Catford Broadway and Rushey Green as the key trading streets in the town centre.

The renewal of Catford Broadway ahead of the main shopping centre will help to enable Catford to remain a viable town centre throughout the development period, it will also help to ensure that the local economy develops on equal terms and that Catford Broadway is strengthened as an integral part of the retail offer in Catford.

Catford Broadway also currently houses the local council run market, which is likely to face increased demand for stalls during the redevelopment period, as there are also a number of stalls operating within the shopping centre, which will be displaced. It is therefore essential to ensure that Catford

Broadway is able to accommodate these additional traders.

Moreover it needs to be a suitable environment for those traders and the businesses operating there. Ensuring that the town centre has a viable market is one of the key Area Action Plan aspirations for Catford Town Centre and accommodating this on Catford Broadway guarantees that it can be developed alongside and integrated with the new shopping centre. The Catford programme team are already working with colleagues in street trading and highways internally, as well as with colleagues at TfL to ensure that these objectives can be met.



Market stalls within the shopping centre



Market stalls in the Broadway



The curved alignment of Catford Broadway has been a feature of Catford Town Centre for many years and was left in situ when the town centre was last redeveloped in the late 1960s.

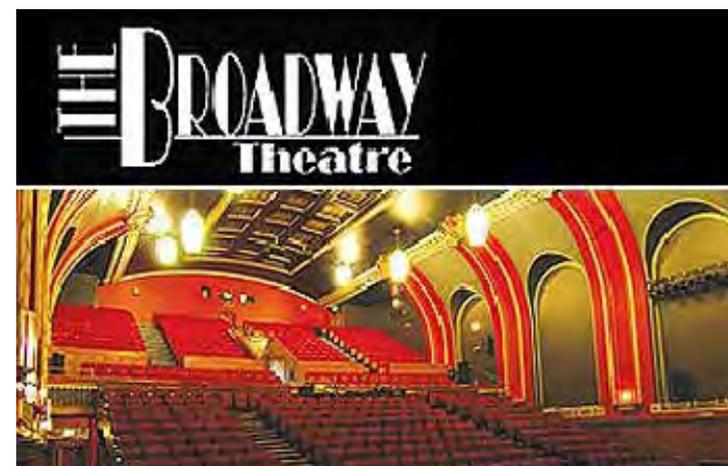
Its inter-war buildings are a key feature of the town centre and complement the listed Broadway Theatre on the opposite side of the street.

It is a key route into the town centre from Catford and Catford Bridge stations, which lay a few minutes walk to the west of site.

A key aim of the masterplanning exercise will be to ensure that the redeveloped town centre draws people into Catford and redesigning Catford Broadway is a key step towards that aim.



The feature curved alignment of Catford Broadway



The Broadway Theatre is a Grade 2 Listed Building



1.4 Building on Round 1

We were successful in obtaining funds through the round 1 OLF which has enabled us to commence feasibility studies and devote time to further understanding the street, the people who live, work and shop in the area and the potential. It has also given us a sound basis for this submission to the round 2 bid allowing us to have certainty for delivering the scheme.

The round 1 funding has enabled us to produce a feasibility study, engage with the local people and businesses, review current licensing operations and procure a number of surveys.

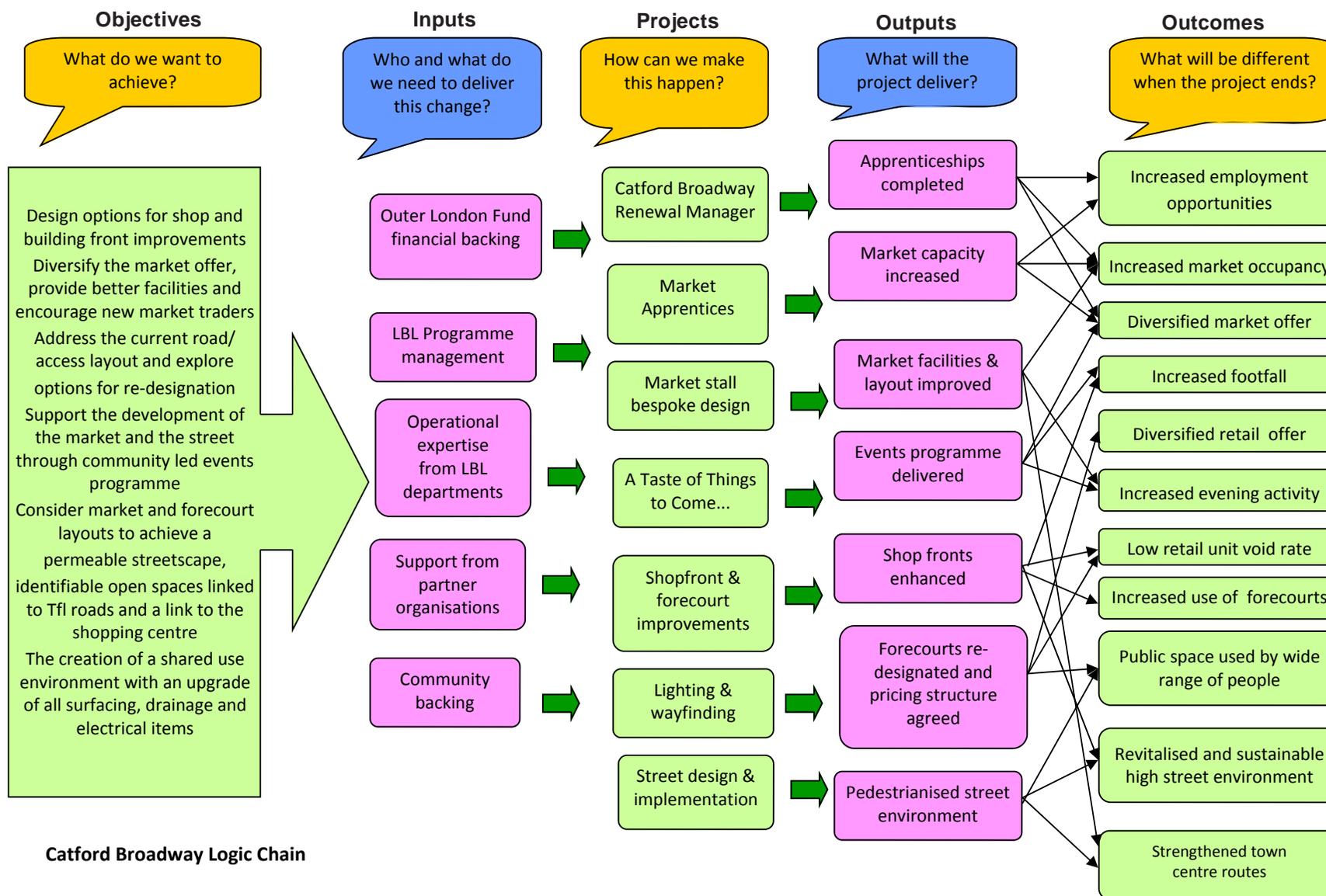
Our work enabled us to arrive at the following objectives for a holistic regeneration of the degraded high street environment as follow:

- Design options for shop and building front improvements
- Diversify the market offer, provide better facilities and encourage new market traders
- Address the current road/ access layout and explore options for re-designation
- Support the development of the market and the street through community led events programme
- Consider market and forecourt layouts to achieve a permeable streetscape, identifiable open spaces linked to TfL roads and a link to the shopping centre
- The creation of a shared use environment with an upgrade of all surfacing, drainage and electrical items





The Outer London Fund project will contribute to achieving the council and community's wider regeneration aims for Catford Town Centre through a number of key steps, outlined in the logic chain below:



Catford Broadway Logic Chain

2

MEETING THE CRITERIA

2.1 Geographical suitability

The London Borough of Lewisham and Catford specifically have not benefitted directly from major improvements such as Crossrail or the legacy emerging from the 2012 Games.

While there has been transport investment in the borough, such as the East London Line, which 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.

This gives Catford Broadway a good basis on which to build and what is required now is the investment to make Catford a destination that people locally and in other parts of London feel is worth using the transport links to visit.

Catford's location has a lot of positive features;

- 7 miles from central London
- 2.5 miles south of Greenwich
- Strategic location at the junction of the South Circular and Bromley Road, 10 miles from M2
- 2 train stations, 10 mins to London Bridge
- 14 bus routes
- Lewisham's civic centre

2.2 Deliverability

LBL have a successful track record of delivering schemes on budget and within given programme.

Recent high profile schemes to enhance urban and park environment have included works to route 1 in Deptford and Ladywell Fields through HCA funds working with Design for London.

The round 1 funds have allowed us to fully understand the logistics, processes and programme for delivery of this scheme and the associated events.

Our in house project managers have both the experience and expertise to successfully manage the process and ensure we deliver an award winning scheme.

We have in place a concept design for the Broadway which meets our aspirations.

Detailed discussions have commenced with businesses and shops along with approaches to utility companies, TFL and licensing teams.

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.

This project provides an opportunity to fund additional staffing resource to ensure that the proposed interventions can be managed and embedded into the business and trading culture in Catford.

Whilst this work can be supported through advice from the council's Economic Development team and the Business Advisory Service, it is vital that a dedicated and experienced person works with the local businesses, traders, shoppers and community to deliver this change.



Lewisham Borough

'LBL have a successful track record of delivering schemes on budget and within given programme'



Ladywell Fields is located just a few miles from Catford Broadway





2.3 Vibrancy and growth

Catford has a young and diverse resident population. The 2001 Census showed that Rushey Green and Catford South have a non-White British population of 44.6% and 35.9% respectively. The population of Rushey Green is projected to grow by approximately 1,000 persons between 2010 and 2015, with the largest increase in people aged 0-14. This allows us to imagine a vibrant town centre which supports local cultures, business and communities.

'Our initiatives are going to bring more people to Catford, 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 create the foundations for growth, which will be carried forward through future stages of regeneration within the town centre.

Some of our initiatives include working with shop keepers and market traders to host events and provide an added interest within the street. The economic benefit will be realised through the potential usage of the street following the enhancement work and linking to the longer term masterplan, which may still be a considerable time away.

Therefore investment is needed in the short term to improve the businesses, add variety and make more people want to spend time in Catford.

The recent riots that took place in August 2011 raised questions about how we engage people in their communities and provide a sense of ownership and involvement.

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 incidents that occurred.

Lewisham Council views the Outer London Fund and the Mayor's Regeneration Fund as opportunities 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 Catford start this process.

Catford is classed as a district centre and over the past 25 years its steady decline has been apparent. The unloved feeling of the streets and spaces has been influential to the visual perception of the town centre for potential new commercial tenants, as well as shoppers and users.

Through improved shop fronts and a better laid out quality public space we can start to

improve the image of Catford and the local economy.

In evidence to the Communities and Local Government Select Committee enquiry on markets, one town centre manager stated that markets "create a social hub. Whilst not all retailers benefit (because of the customer base they attract), most of them do claim that street market day is their busiest trading day of the week after Saturday."

This clearly supports the aims of our project, which seeks to utilise a revitalised market environment as a key driver for wider economic growth.

'We are keen to find ways of helping young people to set up their own businesses with little overheads and our initiatives for Catford start this process'



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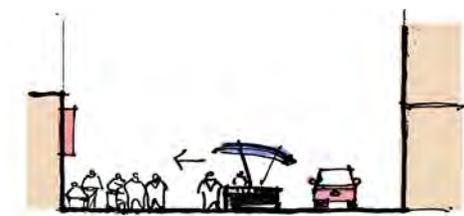
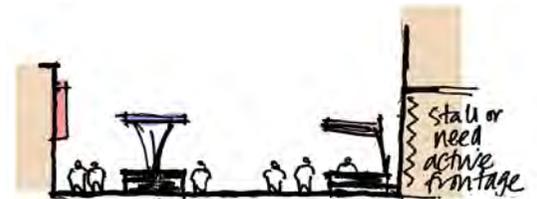
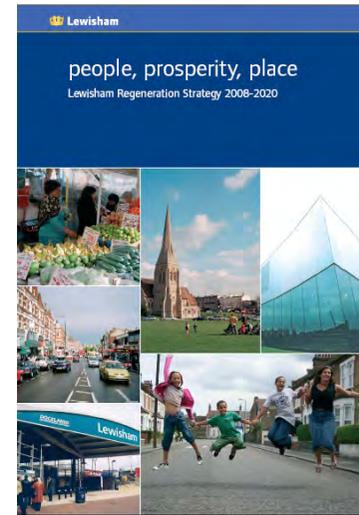
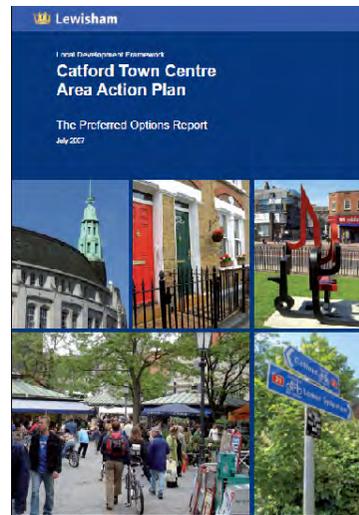
2.4 Place shaping

The Catford Area Action Plan has developed a set of high level urban design principles that work to the town centre should refer to for guidance. It suggest that Catford Broadway should be a key town centre route as part of improving pedestrian connections from the station through to Rushey Green. It also suggests that the street should become a focal point for the market, house small shops and support a developing evening economy.

The Council's Regeneration Strategy highlights the need to consider 'People, Prosperity and Place' in all place-shaping interventions and discusses the importance of addressing all of these elements in order to create successful and sustainable places.

This project will look to maintain and renew some of the key assets in Catford Broadway, both through a programme of shopfront improvements and by working with the Broadway Theatre to meet their requirements. The public realm improvements will also look to address the traffic dominated nature of the street.

Our proposed programme of events will enable the street to develop its own market culture and will build on the success of various farmers' markets across the borough and events such as the Lewisham County Fayre, held in the award winning Cornmill Gardens in Lewisham Town Centre.



Few options to reorganizing the layout of the street



2.5 Collaboration and support

The council is committed to improving Catford Town Centre.

As with many regeneration schemes the first set of initiatives are those which set a precedent, therefore we will ensure that we gain momentum and local support throughout the funding period through a series of events and celebrations of a dramatically enhanced town centre environment.

From our initial discussions and consultation on the street we have strong support for the scheme from local people and businesses, street traders, Catford stakeholders and local elected members, who are all welcoming change that they consider is long overdue.

A number of partners have been identified to help this process including TfL Lewisham's Local Strategic Partnership, the Broadway Theatre and key council departments such as Highways and Street Trading and through an experienced management, events and design team the initiatives can be delivered.

The council believes in a collaborative approach to place making.



Colombia Rd Flower Market



Borough Market



3

CONSULTING AND ENGAGING

3.1 Our approach

Over the past 3 months Lewisham has carried out a number of consultation events directly associated with implementing improvements to the Catford Broadway and as part of the round 1 bid. This has been invaluable in gaining a better understanding of the relevant issues that are fundamental to ensuring the success of any of the initiatives that are to be undertaken.

Fact finding consultation events kicked off in September where a market stall was occupied over Friday and Saturday to gather as many people's view, opinions and comments about the Broadway as it is and its future.

In addition meetings with key stakeholders, councillors and officers were undertaken. Further drop in events were carried out with market traders and businesses and further

dialogue is to continued within the next stages of the design.

Lewisham are keen to continue this approach and the first initiative planned with funding from round 1 is A Taste of Things to Come.



3.2 Who we met

Several consultation exercises have been undertaken with the general public and key stakeholders from within the Borough:

- Lewisham Highways team
- Market and forecourt operation team
- Public - market users, residents and neighbours
- Market traders
- Shop keepers and business
- Transport for London
- Refuse and cleansing operations team
- PFI lighting
- Council's facilities management team
- Broadway Theatre
- Catford stakeholders group
- Design for London
- Rushey Green local assembly

3.3 What they have said

We talked to lots of different people and groups, all of whom had their own perspective on Catford Broadway. Their comments built a picture of a quirky street that people like the idea of, but don't use because the reality of the retail offer doesn't match their aspirations. Below is a summary of their main likes and dislikes:

Likes:

- Unique character
- Independent shops
- Sense of Community
- Transport Connections
- The Theatre

CATFORD TOWN CENTRE
IS CHANGING...

Existing Site Plan

Key:

- Market stalls
- Shops
- Bus stops
- Public Toilets
- Parking
- Existing Wall

Logos: BDP, MAYOR OF LONDON, GREATER LONDON AUTHORITY, THE OUTLET FOR LONDON, CATFORD TOWN CENTRE

CATFORD TOWN CENTRE
IS CHANGING...

Lewisham Council is being awarded funding by the Greater London Authority via the Outer London Fund to look at improvements to Catford Broadway.

Project vision
"To create a successful, attractive and diverse place for residents, businesses, market traders and visitors to thrive in."

Who we are
BDP is a multi-disciplinary practice of landscape architects, urban designers, architects and engineers, with a London home in Clerkenwell.

Project objectives

- Enhance the character of the Broadway within the Town Centre
- Improve the environment for shops, businesses and traders
- Improve the appearance of the shop fronts and facades
- Consider options to enhance the setting of the market stalls
- Create an accessible and flexible place for market and non-market days
- Brighten up the street with new paving, lighting and street furniture
- Remove any unnecessary street furniture, signs and clutter
- Install new drainage and electrical points
- Set the precedent in quality for the regeneration of Catford Town Centre

Logos: BDP, MAYOR OF LONDON, GREATER LONDON AUTHORITY, THE OUTLET FOR LONDON, CATFORD TOWN CENTRE

CATFORD TOWN CENTRE
IS CHANGING...

Catford Broadway today... what are the key issues?

An opportunity to address current issues and ensure the Broadway is enhanced both in appearance and function

Relationship between the market and shops

Street lighting and street scene

Market layout

Market facilities

Street lighting

Drainage

Existing surfacing

Shop frontage / retail offer

Use on non-market days

Logos: BDP, MAYOR OF LONDON, GREATER LONDON AUTHORITY, THE OUTLET FOR LONDON, CATFORD TOWN CENTRE





Dislikes:

- Parking/cars
- Dirty/run-down
- Street drinkers
- Unsafe at night-time
- Trip hazards and drainage
- Not enough variety of goods in the market
- Chicken and Take away shops
- Not doing enough business
- Existing toilet facilities

Conclusions gained from the consultation events:

- We need to invigorate the Broadway
- More diversity of market stalls / specialist markets
- Street drinking a growing concern
- Need to retain character
- Better access for pedestrians along the street/through the market
- Improve lighting for safety
- Remove traffic from street
- Shops look old



Our consultation stall in the market

CATFORD TOWN CENTRE
IS CHANGING...

How can we improve Catford Broadway?

Should there be more space for outdoor seating/shops/foyers?

After? A new square to highlight the end of the Broadway?

Options for the market stalls - could there be a larger market, stalls facing each other, against the Town Hall wall?

BDP. MAYOR OF LONDON. GREATER LONDON AUTHORITY. THE CATFORD TOWN COUNCIL. CATFORD TOWN CENTRE

CATFORD TOWN CENTRE
IS CHANGING...

How can we improve Catford Broadway?

Consideration of a shop front improvement scheme - how can we get businesses involved to help regenerate the Broadway?

How can we make the Broadway more vibrant and help existing and new businesses flourish?

Before After? **BDP. MAYOR OF LONDON. GREATER LONDON AUTHORITY. THE CATFORD TOWN COUNCIL. CATFORD TOWN CENTRE**

CATFORD TOWN CENTRE
IS CHANGING...

How can we improve Catford Broadway?

Market facilities

- Fix the pavement facilities
- New market space: Reposition stalls, better pitch delineation, use of materials
- Improved power supply
- Opportunity for specialist markets
- Possible to install coffee and ice cream kiosk
- Drainage, storage and waste management facilities
- Improved access, deliveries and general day operations
- Strengthen the relationship between the market and street

Surfacing

- Create more attractive environment
- Reduce and diversify pitch layout
- Consider other proposed developments in the area to ensure consistency
- Materials that can be easily maintained and are resistant to weather
- Improved surface water drainage and flow
- Co-ordinated surfacing to wider market area

Public art & Street activities

- Create art for the street to host events, festivals and performances
- Build upon the local arts scene
- Enhance the local character of the street and strengthen its identity
- Consideration of conversation lines and history
- Space above or in line with street furniture design?

Shop front improvements

- Opportunity for independent high street buildings to express the appearance of their premises with the Council's help
- Enhance the character of the street with a mix of shop fronts
- Opportunities for community to get involved

Signage & Street lighting

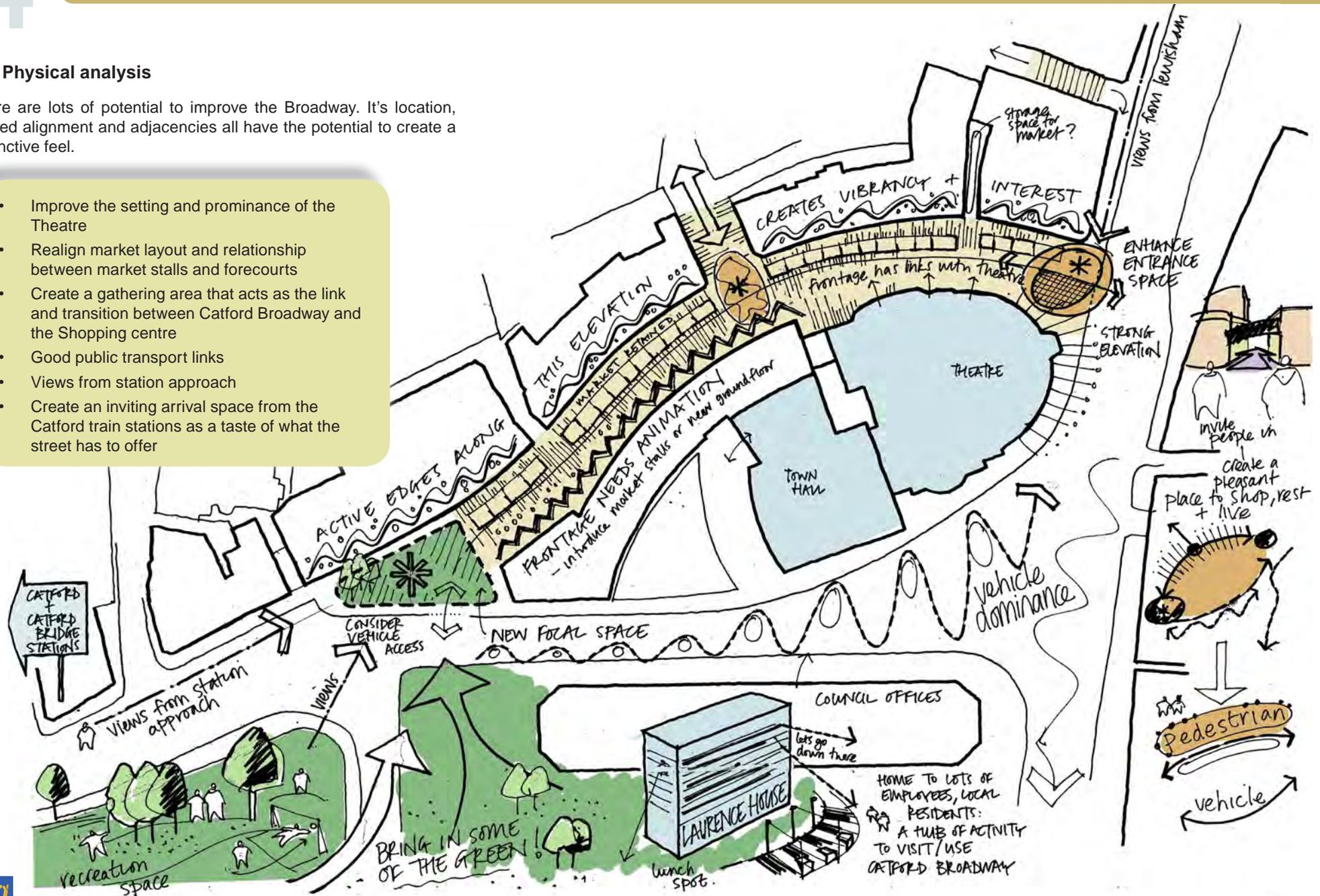
- Build on the existing Lambeth night lighting
- Opportunity to create seating and other social hot-spots
- Possible to implement use of banners that link to lighting and signage
- Improved facilities for cyclists
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- Opportunity to create seating and other social hot-spots
- Possible to implement use of banners that link to lighting and signage
- Improved facilities for cyclists

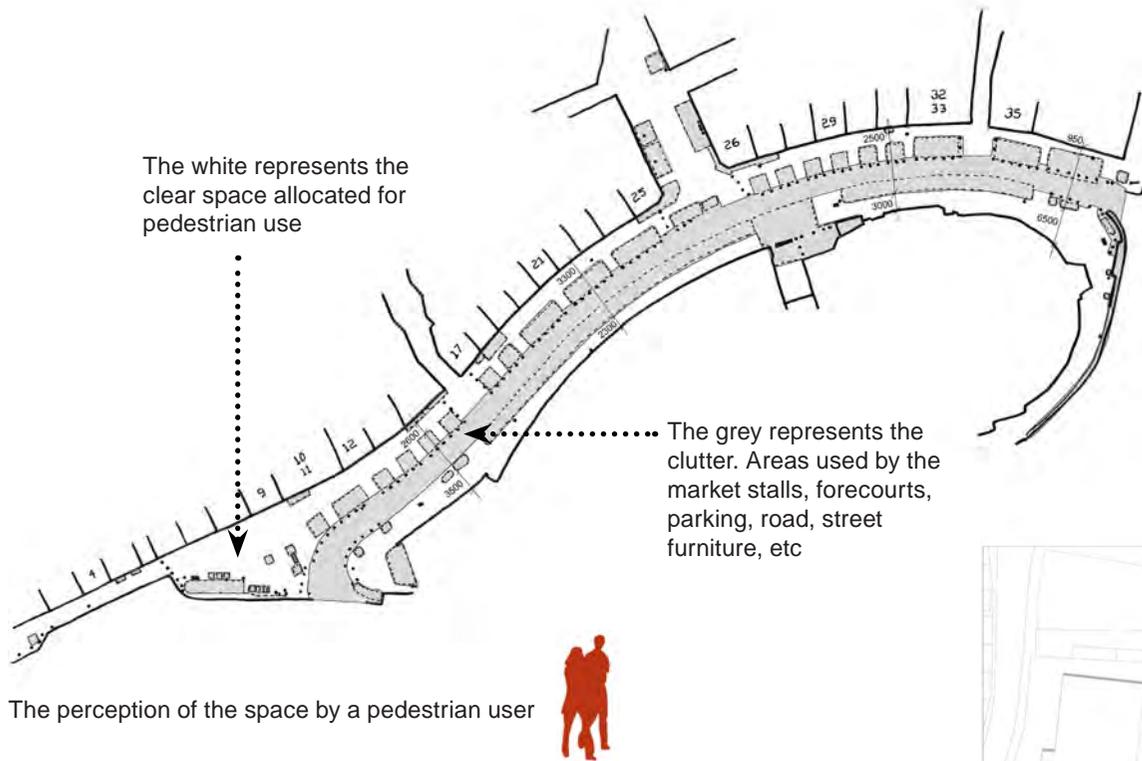
BDP. MAYOR OF LONDON. GREATER LONDON AUTHORITY. THE CATFORD TOWN COUNCIL. CATFORD TOWN CENTRE

4.1 Physical analysis

There are lots of potential to improve the Broadway. It's location, curved alignment and adjacencies all have the potential to create a distinctive feel.

- Improve the setting and prominence of the Theatre
- Realign market layout and relationship between market stalls and forecourts
- Create a gathering area that acts as the link and transition between Catford Broadway and the Shopping centre
- Good public transport links
- Views from station approach
- Create an inviting arrival space from the Catford train stations as a taste of what the street has to offer

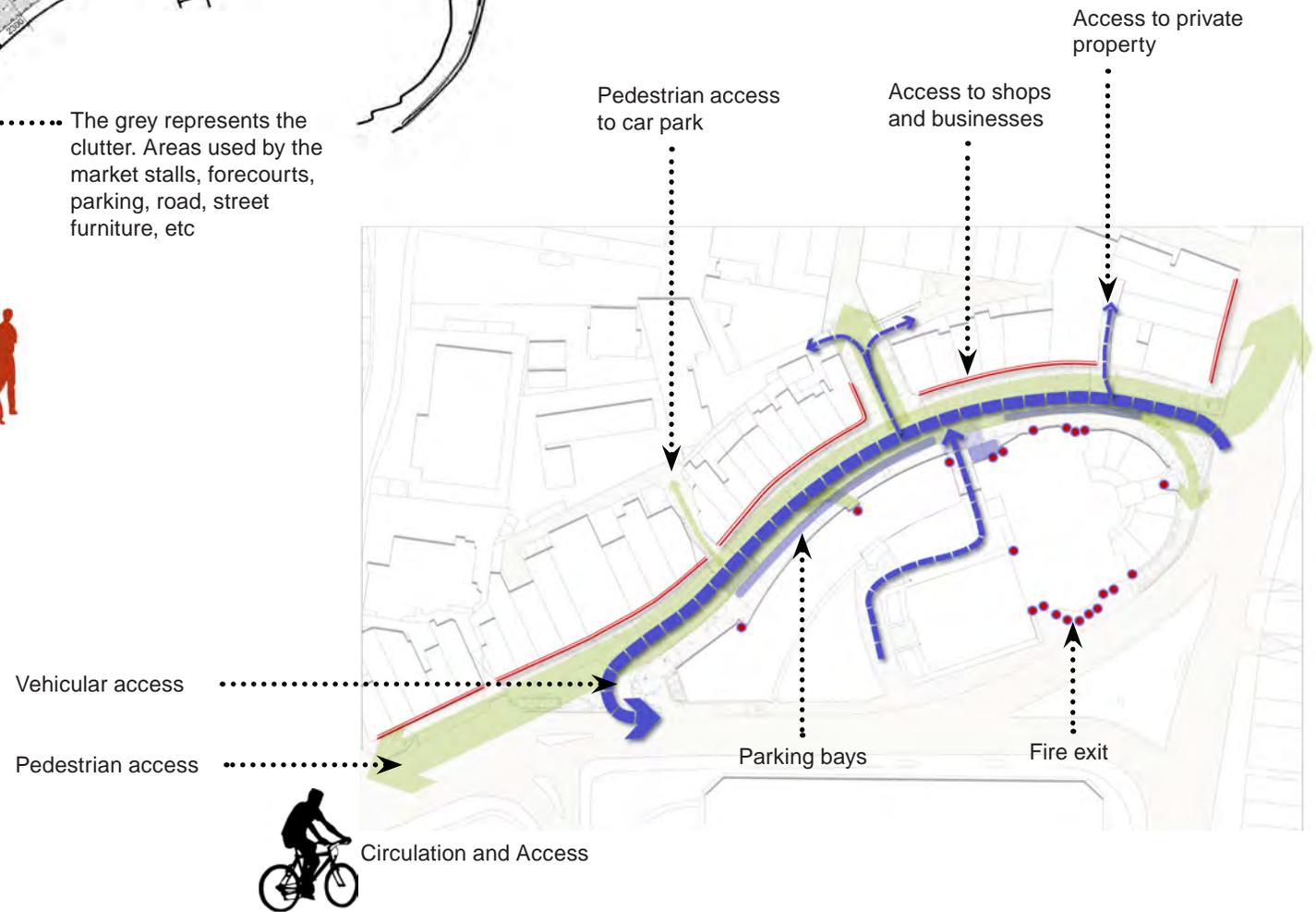




Surveys undertaken

We have already got the ball rolling in terms of compiling baseline information to ensure the ability to deliver the project with the following surveys already completed or on it's way:

- Topographical survey
- GPR utilities survey
- Geotechnical survey
- Footfall survey
- Attitude survey





- Use Classes**
- A1- Retail
 - A2- Financial Premises
 - A3- Cafe/ Dining
 - B1- Offices
 - D1- Non Residential Institution
 - Sui Generis



Happy Chick
No.1



A&S Grocers
No.5



Vacant Premises
No.7



Sapporo Ichiban
No.13



Nails and Beauty
No.24



Broadway Food and Wine
No.31

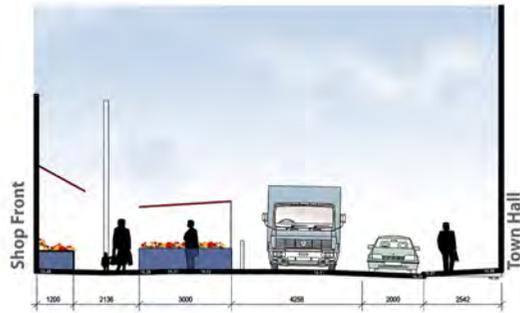


Barclays Bank
No.35

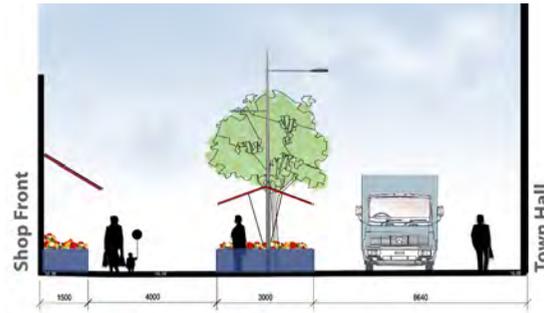




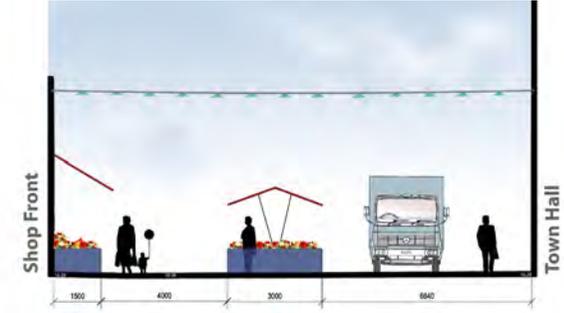
Street layout analysis



Existing street section



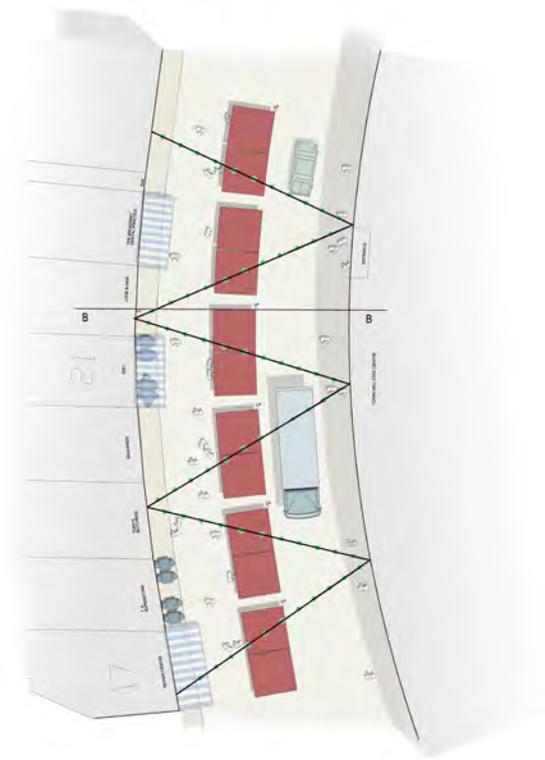
Option with alignment of street trees



Option with festive lighting



Existing street section plan



4

UNDERSTANDING THE EXISTING TOWN CENTRE

4.2 Current economic state of Catford Broadway - evidence base

The importance of Catford Broadway, which is already a key local shopping street in Catford Town Centre, is likely to be increased during the proposed redevelopment of the Catford shopping centre. This is therefore an opportunity to review how the street operates and supports local businesses and market facilities. The project will allow for any issues to be resolved to ensure that the street is functioning well and has the capacity to deliver more town centre services than currently.

The 2009 London Town Centre Health check analysis report made the following observations about Catford Town Centre:

- 47,091sqm of retail and leisure floor space
- 10.5% vacant retail outlets, a 7% decrease since 2007
- 16,400sqm office floor space
- 1 market, 30 stalls
- PTAL (Public Transport Accessibility Level) rating 6 out of 6

The above show that the town centre is well placed to host a successful market and business environment, due to its excellent public transport network, level of retail and office space and a relatively stable low end commercial environment.

The shop units in Catford Broadway are currently rented on an average of c£35 zone A (the commercial letting industry standard

rental appraisal unit), which is very low for the local area and for London more generally. Lewisham is at around an average of £120 and Bromley an average of £200.

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 the following research and analysis:

- Attitude surveys
- Footfall surveys
- Crime statistics review
- Market review
- Current market failure

The results of this work are detailed further in the report.





4.3 Attitude survey

During public consultation events regarding the proposals, the project team collected data on a set of questions regarding street users' attitudes in order to assess what attracts them to or discourages them from using Catford Broadway.

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

Respondents were asked to rate the following aspects of the street out of 10, using the scoring guidelines also outlined below;

- Street
- Retail
- Market
- Safety
- Design Accessibility

The results show that on average respondents rated the street as weak and therefore indicates that there is significant room for improvement.



People think the paving, lighting and street furniture is 'weak'.

People think the retail is 'weak'

People think the market is 'weak'

Safety and crime is 'barely adequate'

Design of Catford Broadway is 'poor'

Accessibility is 'barely adequate'



4.4 Existing footfall

Surveys have been carried out to establish how and when people move through and around Catford Broadway. This will enable the design team to identify key routes and locations for features within the new streetscape. The surveys were carried out using the following methodology;

1. 3 min people flow counts at 8 street locations (see adjacent plan of locations)
2. Count people moving from left to right.
3. 3 min counts at 2 locations at either end of Catford Broadway
4. Counts between;
 - 0815-0845
 - 1030-1100
 - 1245-1315
 - 1500-1530
 - 1730-1800
5. Counts on one non market day (Mon 26 Sept) and one market day (Fri 30 Sept)
6. Sept
7. People per hour figures gained by multiplying 3 minute counts by 20.

The results of the counts in the 10 locations over the 2 days are shown on the adjacent graph.

For the majority of sites (except for 8 and 1) there is a peak at 12:45-13:15, with the

biggest peak for site 7, which shows that a large number of people leave the Broadway at this time to go towards Rushey Green.

Site 1 has the largest people flow per hour between 8:15 and 8:45, which then drops in the mid-morning (10:30-11:00) and lunchtime (12:45-13:15), before increasing in the mid-afternoon (15:00-15:30) and early evening (17:30-18:00). This would suggest that people walk through the Broadway on their way to work, and others on their way home from work, as this is the direction to the station. It also suggests that few people go towards Catford Road for lunch, which is probably due to there being fewer choices of eateries on Catford Road than on Rushey Green or in the Catford Centre or Broadway.

Site 2 has quite a high people flow in the morning (8:15-8:45), which increases by mid-morning (10:30-11:00) and lunchtime (12:45-13:15), before a plateau in people flow for mid-afternoon (15:00-15:30) and early evening (17:30-18:00).

The average people flow over both days shows that the sites which have the lowest average people flow are sites 3 and 4, which shows people going into and coming out of the Town Hall entrance to the Broadway. This is to be expected as there is no longer a cash hall function within the Town Hall building, and this entrance is mostly used by Council staff rather than by the general public. Furthermore, the usage of the Town Hall building is likely to change significantly over the coming years.

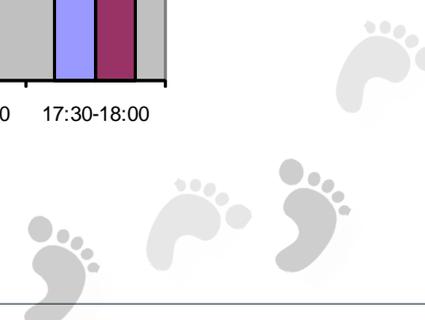
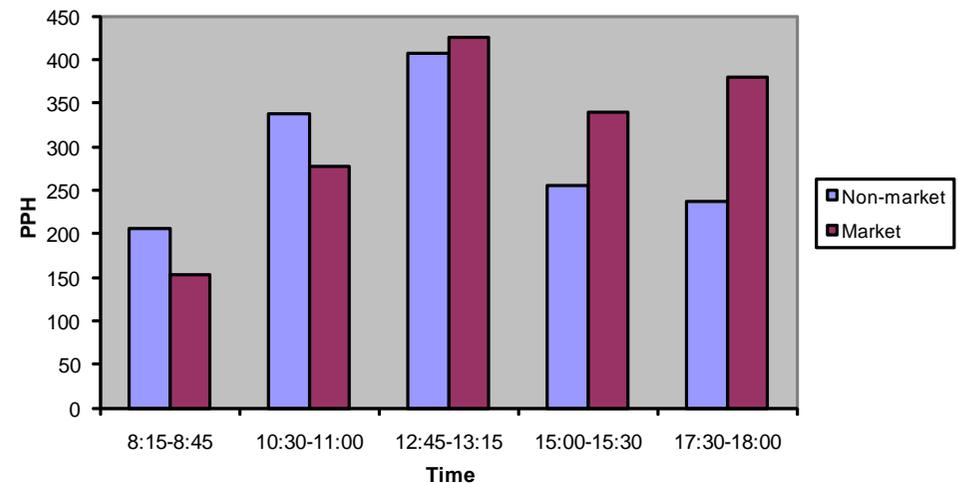
Another consideration when looking at the low people flow in sites 3 and 4 is that many Council Staff have flexible working arrangements and can start work any time 6 between 8:00am and 10:00 am and finish any time between 16:00pm and 20:00pm, and their usage of this entrance may not be captured within this sample.

Site 5 has a consistently high average people flow throughout the day, with a slightly higher people flow at lunch time (12:45-13:15) and lower people flow in the early evening (17:30-18:00) when compared with the rest of the day. This represents people coming to the Broadway from the shopping centre and the

peak at mid-day would suggest that some people come to the Broadway for lunch, or back to work in the Broadway from lunch elsewhere.

Site 6 has lowest average people flow in the morning (8:15-8:45) and mid-afternoon (15:00-15:30) when compared to other times of the day. The low people flow in the morning may be because the shops in the Catford centre do not open until around 9:00am. The drop in the mid-afternoon may be because many people are in work at this time, although some school children may be finishing at around this time.

Average People Per Hour





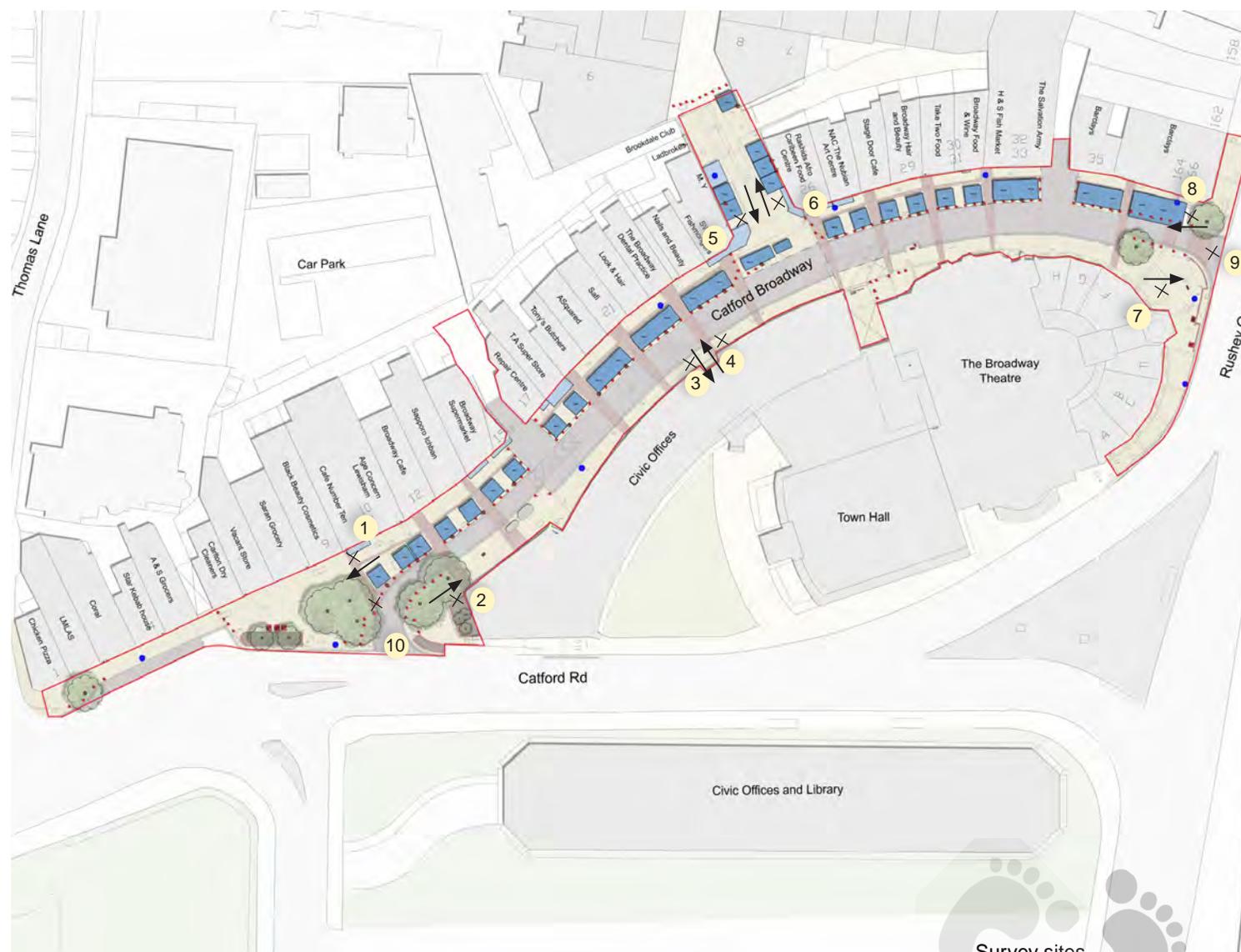
Site 7 has a low average people flow mid-morning (10:30-11:00) and mid-afternoon (15:00-15:30). This may reflect typical working hours, especially when considering the Council employees who use the Broadway and generally work within those hours. Site 8 has a more constant flow which is slightly lower in the morning (8:15- 8:45) and early evening (17:30-18:00).

At site 9, well over half of people counted did not enter the Broadway, with this proportion being largest during the lunchtime period (12:45-13:15). At site 10, the number of people not entering the street and crossing the road roughly equalled those entering the street.

When comparing flows by time between market and non market days, it is clear that the market only increases footfall towards the end of the day. At lunchtime, which could be a key trading period for the market dependant on its offer, there is a very small difference between flows on market and non market days.

By comparison, when similar counts were carried out in Deptford High Street, which houses an established and successfully functioning market, people flows at all times on market days were roughly double those on non market days.

This highlights the significant potential for increased footfall in Catford Broadway if the market operates more effectively.



Survey sites



4.5 Crime statistics review

The tables below shows a monthly breakdown of crime reported on Catford Broadway.

Crime Type	Jun-11	Jul-11	Aug-11	Sep-11
Robbery	-	1	1	1
Violent Crime	2	2	7	2
Other crime	7	4	6	n/a
Burglary	-	-	3	3
Anti Social behaviour	10	21	41	16
Criminal damage/ arson	N/a	N/a	N/a	1
Other theft	N/a	N/a	N/a	5
TOTAL	19	28	58	28

1. In order to protect anonymity, crimes are given a street location, so it is not always possible to ascertain whether these crimes happened in properties or on the street

2. Spike in ASB cases in Aug 2011 is likely to be related to the wider disorder that occurred during the month.

When compared to Bromley Road, which also has a significant secondary retail area, the crime levels on Catford Broadway are slightly higher over the 4 month period above. However, whilst Bromley Road is on several main bus routes, it is not adjacent to a major shopping centre as Catford Broadway is.

The Broadway's town centre location is likely to be a contributing factor to it's crime levels.

When compared to Rushey Green, which is the shopping street and TfL red route adjacent

to the eastern end Catford Broadway, overall crime levels on Catford Broadway are higher on average but constitute fewer 'serious' crimes such as weapons and drugs related charges.

Consultation events regarding regeneration of the town centre more generally have shown that there is a general perception that this is an area where serious crimes occur and people don't want to spend time in the evenings.

Information gathered from the Rushey Green Safer Neighbourhood Team suggests that

the main sources of incidents on Catford Broadway are from noise nuisance and anti-social behaviour, with a majority of incidents occurring outside on the street.

The team also deal with a large amount of incidents relating to street drinkers who are currently able to congregate at the under-used western end of Catford Broadway.

There are also issues relating to the traffic dominated nature of the street, including

problems with noise and parking, sometimes related to the businesses that operate into the evenings.

The Rushey Green SNT are fully supportive of work to improve Catford Broadway and feel that improving the environment is likely to have a positive impact on perception of crime in the area.

They will be consulted as part of the ongoing design process.





4.6 Market review

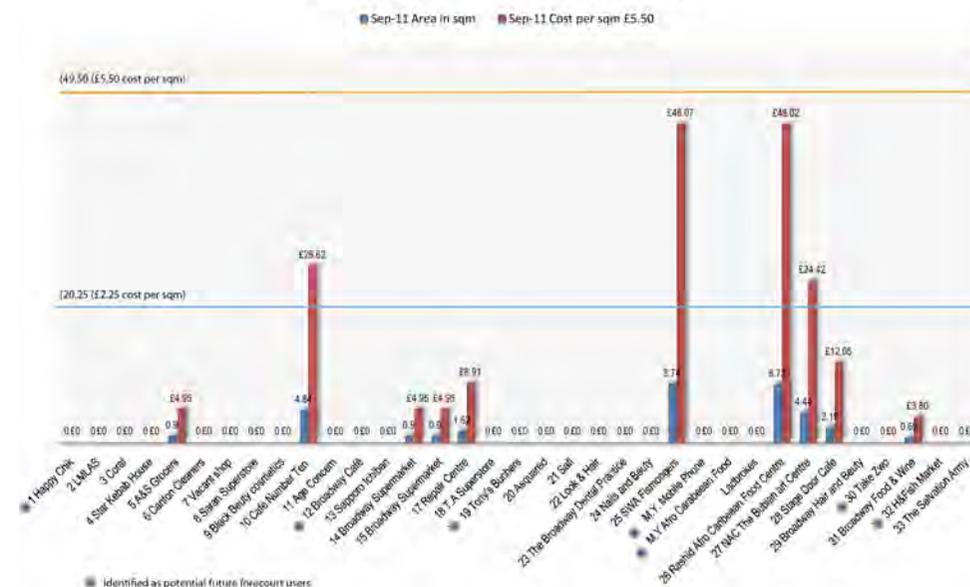
Data from LBL's street trading team suggests that Catford Broadway market currently operates at around 40% of its possible capacity. This is based on the total number of traders and the number of days that they trade out of the 6 days that the market operates. Without the inclusion of casual traders, this figure reduces to around 16%.

The table below analyses current income and lost income based on current occupancy and shows that the market could increase its income by around £115,000 if it operated at full capacity.

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Total per week	Total per year
Licensed	1	6	4	5	9	8	33	1716
Casual	6	4	5	13	10	10	48	2496
Total used	7	10	9	18	19	18	81	4212
Total pitches	35	35	35	35	35	35	210	10920
surplus	28	25	26	17	16	17	129	6708
Daily pitch cost	£17	£17	£17	£19	£19	£17		
<hr/>								
Income received	£119	£170	£153	£342	£361	£306	£1,451	£75,452
Income foregone	£476	£425	£442	£323	£304	£289	£2,259	£117,468
<hr/>								
Licensed traders as a proportion of all available pitches								15.71%
Casual traders as a proportion of all available pitches								22.86%
All traders as a proportion of all available pitches								38.57%
Surplus pitches traders as a proportion of all available pitches								61.43%

Catford market analysis

Forecourt Licenses for Catford Broadway



Existing forecourt use and revenue

We looked at the current use of the forecourts and identified potential forecourt users considering the existing shop businesses.

We also investigated what would happen if we applied a fix cost per forecourt rental instead of the current square meter rental policy in an attempt to increase income.

The council is looking at a lower fare for licenses as an initiative to encourage shop owners to see the potential of making use of the forecourt and benefits that will have on their businesses and the overall street environment.



There are also currently 14 stalls operating in the Catford shopping centre. These are run on a private licence basis and offer a range of food, clothing and household goods.

This market area has recently expanded its capacity to include stalls in the central mall area of the shopping centre. This market trades 5 days a week and most stall holders operate on all 5 days.

Adjacent is a SWOT analysis of the current Catford Broadway market and some key characteristics of street markets generally in the UK.

This information shows that there are a significant number of opportunities for Catford 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 this is another area that can be strengthened in Catford.

- Most general markets operate one day a week (36%). Six days a week (20%) four days a week (5%) and five days a week (5%)
- The sector employs more than 90,000 people
- An estimated 45,000 people are employed by market traders across the UK
- Operator ethnicity: White British/ European 75%, Asian 21% Other 4%
- Estimated turnover for all market stalls £1,587,442 per year

S T R E N G T H S O P P O R T U N I T I E S

Strengths

- Established market with regular customers
- Competitively priced goods
- Open six days per week
- Plays key social and cultural role in communities
- Established well-known traders (e.g. florist)

Opportunities

- Benefits from the town centre regeneration programme
- Changing demographics
- Improved interdepartmental communication and coordination
- Improved marketing to increase shopper awareness.
- Opportunity to revive Town Centre
- Management Shop Local scheme

W E A K N E S S E S T H R E A T S

Weaknesses

- Cleansing and general environmental appearance
- Lack of variety
- Low quality produce
- Anti-social behaviour - street drinking and aggressive begging
- Lack of cheap/free parking for shoppers
- Problems around parking for traders
- Poor link between shopping centre and market
- Lack of community interest and support

Threats

- Competition from main supermarket and the increasing number of local 'metro' supermarkets
- Lack of innovation
- Aging customers
- Declining culinary skills
- National decline in number of new stallholders





4.7 Current market failure

Some of the issues identified above represent a current market failure in Catford as a whole and in Catford Broadway specifically. If there is no intervention into Catford, it is likely that the current situation will deteriorate as the public realm becomes more worn, the market cannot respond to changing trading needs and other parts of the surrounding town centre are developed. A key question when proposing an intervention is 'what will happen if we do nothing'?

The wider programme of regeneration in Catford Town Centre is likely to be undertaken in the next 5-10 years. Currently as part of those proposals, holistic improvements to Catford Broadway will not be undertaken. When the redevelopment of the Catford Centre shopping site is undertaken, it is likely that a core section of the town centre will be closed for 12-18 months. This in turn may result in there being less of a 'draw' to the town centre for shoppers during that period. Moreover the market traders who currently operate in the Catford Centre will be displaced during this period and without changes to Catford Broadway may not wish to trade in the area.

General markets across the UK, the core of most market operators business, are in decline. Declining numbers of shoppers, decreasing stall occupancy rates, and a perceived decline in the markets' turnover provides clear signals that they need to be revitalised. 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 general decline the reports suggests that the popularity of markets has not diminished. Markets should therefore be developed to support and reflect the local community needs and tastes

The market occupancy rates have been at a similar level for many years and given the issues already identified relating to traffic domination of the street, available trading facilities and the general trend in market decline, it is unlikely that occupancy will improve on its own.

Currently there is a fairly low void rate for shop units in Catford Broadway, due in part to low rental levels. However, the proposed closure of the shopping centre is likely to have an impact on these businesses also and without support to make their individual businesses and the general trading environment more appealing, it is envisaged that this void rate will increase.



Catford Broadway

5

THE ACTIONS AND OBJECTIVES

The initiatives below are the change activities that will enable us to achieve our objectives for Catford Broadway.

Whilst the physical intervention constitutes the majority of the project spend and is the basis of the change due to the facilities it can provide, Lewisham Council believes that it is the associated activities to reinvigorate the trading culture and support sustainable growth in Catford Broadway that are key to ensuring the work carried out during this project becomes the foundation of a longer term regeneration of this key local high street.

It is also key therefore that these change activities are undertaken in a way that engages both the local community and the council departments that already provide services in the area, as they will continue to use and serve Catford Broadway beyond the life of this project.

A R E N E W A L M A N A G E R

Context

Community involvement is key to the success and sustainability of Catford Broadway. Unlike other parts of the borough such as New Cross, Deptford, Sydenham and Forest Hill, Catford does not have the same desirability or community support. Catford residents tend to treat the area as a dormitory - sleeping in the area but socialising and 'living' elsewhere. It is envisaged that through an initiative to build community support and involve them in the development of the street, local people will become more positive about the market and the area.

The importance of local authorities engaging in growth and renewal activities in their town centres has been stated many times and is part of key planning policy guidance. In the 2008 DCLG guide on Managing Town Centre Partnerships, Baroness Andrews

stated that the "importance and relevance (of such activities) to the challenges we face improving the quality of our public spaces is clear."

Project brief

To understand the needs and requirements of current and potential users of Catford Broadway as a shopping or leisure destination and to deliver a programme of change initiatives including events and shop front improvements to improve the sustainability of the street.

Project approach

Changing the physical appearance of Catford Broadway will not address the issues around market use, market occupancy and retail variety that are key to a successful street. To enable the wider change to happen, we will have a dedicated part time team member

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





who 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 in Catford Broadway. They will also work with businesses to improve their shop fronts and with the project manager work to encourage businesses to play an active role in the proposals for the street by addressing issues such as deliveries and waste management. They will have an active role in engaging the Market Apprentices in the wider project.

this post holder will work closely with the street trading team and will look to extend the scope of work that can be undertaken through engaging with possible corporate sponsors.

We will seeking to employ an individual who;

- is experienced at community engagement
- has entrepreneurial spirit
- is prepared to work flexibly to meet the needs of the project
- understands the commercial and economic aspects of changing a town centre street

The officer will have four clear work areas,

- Consultation and engagement with community and business stakeholders
- to set up and run a number of events around our focused town centre area
- to co-ordinate of Shop Front Grant Programme
- to work in conjunction with the project manager to oversee the Market Apprentice initiative

This post holder will manage the budgets for the 3 initiative based work areas during the project in liaison with the project manager.

Separating the post from the day to day project management role, where the post holder will be overseeing the design and physical improvement works, will allow the officer to work directly with the local traders and community and to build a strong working relationship between the council and the local community. It is expected that

Project deliverables

- Consultation and engagement with local community including all round 1 consultees, online community and potential new users
- Management of 'Taste of Things to Come' programme of events
- Overseeing shop front improvements initiative
- Selection and management the market apprentices
- Publicity for all activities



Programme

- Full brief for post holder drawn up: Jan-Feb 2012
- Appointment: Mar-Apr 2012
- Consultation: initial work Apr-Jun 2012, then ongoing

Costs and next stages

The budget proposal includes funding for the post holder's salary on the basis of 2.5days 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.

CATFORD IS CHANGING

Find out about the Council's ideas for the future of Catford town centre, and have your say.

Come along to our special working lunch for Council staff from 12.30-2pm on Wednesday 8 September in Committee Room 2 of the Civic Suite.

To book your place, email catfordregeneration@lewisham.gov.uk or call 020 8413 9462.

www.lewisham.gov.uk/catfordtowncentre

LEWISHAM IS CHANGING
How do you measure your success? How do you change the world? We're looking for ideas. We're looking for people who are ready to make a difference.
www.lewisham.gov.uk/regeneration



5 B

A TASTE OF THINGS TO COME

Context

Currently there is a street market along Catford Broadway working to 40% capacity. The current offer has both established traders and new stalls offering household goods, plants and fashion. Given the proximity of the street to the council buildings, the shopping centre and a large local community who don't currently use the market offer, it has been considered that this area would benefit greatly by the addition of a lunchtime and possibly evening food offer. Designs for the future of the street are currently being developed adopting a more flexible layout of stalls with better pedestrian movement and access.

Project Brief

As part of the OLF objectives to revive and invigorate High streets it is proposed to test the market by hosting a series of event on the Broadway. 'A Taste Of Things To Come' will have its initial event in late January 2012 in Catford Market. The event will give residents, workers and local tourists a taste of how Catford Market could change, with new traders, more variety, and an improved physical environment.

The market will be made up of 10-15 new, local and established traders selling a selection of food). There will also be the opportunity for stakeholders to have their say on what they would actually like to see in the new permanent market and register

their interest for having a stall, as well as giving people the chance to suggest themes for future events and get involved in their delivery.

Future events will be based on consultation and engagement with the local community but could include;

- Second hand market
- Flower market
- Themed events; Christmas/Easter/ Summer or Fair Trade
- Craft market
- Farmers' market

Project Approach

The market at the initial event will be made up of 10-15 new, local and established traders selling a selection of food). There will also be the opportunity for stakeholders to have their say on what they would actually like to see in the new permanent market and register their interest for having a stall, as well as giving people the chance to suggest themes for future events and get involved in their delivery.

Throughout the project, the main aims will be;

- To consult with the community about the redevelopment of Catford Market through a programme of events





- To nurture 'Catford Ambassadors' and build community support
- To attract new and innovative traders to diversify the market offer
- To attract new customers and 'local tourists'
- To raise and maintain the profile of the market through communications and consultation
- To work with the street trading team to develop the market offer and publicity procedures for Catford Broadway

Project Deliverables

- A hot food market offer in Catford Broadway as the initial event in a wider programme
- Delivery of between 5 and 7 events over the life of the project
- Opportunities to test and evaluate which market offers and structures are successful
- Marketing and publicity for all events
- Opportunities to talk to people in the street and consult on the proposals for the future of the Broadway
- Encourage more people to visit and shop in Catford and begin strengthening the market offer
- A Catford Broadway re-launch event in early 2014

Programme

The initial event will take place in late January .

Subsequent to that the programme of events will be arranged taking into consideration key sales periods such as Christmas or holidays.

A minimum of 4 events will take place over the 2 year period.

Costs and next stages

- Within the allocated stage 1 OLF funding there is currently £6832.50 available for the tester event.
- Events delivery budget: £70k
- Further discussions will be held with the council's Street Trading team to investigate opportunities for enhancing the events programme publicity through existing budgets.

World



event

MARKET APPRENTICE STARTER INITIATIVE

Context

Lewisham Council wants find ways of helping young people to set up their own businesses with minimal overheads and here's one way we can achieve that:

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

Lewisham Council and Lewisham's Local Strategic Partnership run an Apprenticeship scheme currently, which provides a mixture of on-the-job and off-the-job training. On the job, apprentices gain key transferable skills like working in teams, problem-solving, communication and using new technology. They also work towards a National Vocational Qualification (NVQ) at Level 2 or 3. The Council's trading standards team has recently employed an apprentice, who has worked on street market projects during his time at the council. The street trading team are keen to explore how such a scheme could be adapted to suit young people who wish to become market traders.

In partnership with Lewisham College, the council is also developing a business incubator scheme, which will support young

people who wish to become entrepreneurs through access to computers, printing facilities, business advice and face to face support.

Through the Youth Task Force and Young Mayor's schemes, young people in the borough currently work on creative projects such as accessory design, manufacture and sale via craft based markets across London.

The providers of these schemes are keen to support new initiatives to encourage young people to develop their business ideas.

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 other further education providers to run an ideas competition for a market stall.

The selected 5 young people will then be given a grant of up to £2000 to acquire / fabricate their merchandise for sale on a market stall during the available trading periods (for example during college holidays and as part of the events programme being put on) LBL's other initiative to design and produce a bespoke stall unit will have been achieved by July 2012 and pilot stall units purchased for use by the successful apprentices.





As part of the physical works to change the look and feel of the street and improve how the High Street functions an area may be designated as a collective start-up unit, using the bespoke stalls, managed by the markets team allowing new market traders to co-exist under the same roof and develop their brands and skills.

Project Approach

- Initial collaboration with further education providers and Lewisham's Apprenticeship project
- selection of 5 apprentices
- allocation of grant funding
- Training, management and mentoring to be provided through current council services
- Trading events throughout the life of the project to fit with college holidays
- Installation of permanent starter units in market
- Continued future encouragement and setup for new traders

Project Deliverables

- A new diverse offer
- Employment and training for young people
- An invigorated high street atmosphere
- A fresh look for the future and retention of street markets

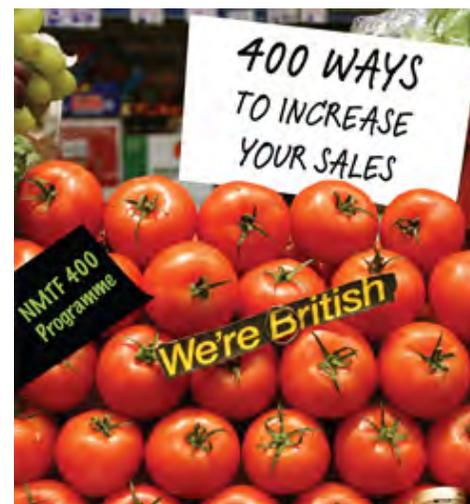
Programme

- Selection of apprentices: March – May 2012
- Bespoke stall design and manufacture: March – June 2012
- Training and mentor matching: June 2012
- Trading events: from summer 2012 to coincide with college holidays and Broadway events programme
- Designation of start-up units in new market formation: Jan – June 2013
- Promotion and first permanent start-up units: July 2014

Costs and next stages

The OLF stage 1 funded 'Taste of Things to Come' event in January 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.



ever thought about running a market stall?
market trading in Lewisham




ever thought about running a Market Stall?



NMTF 400 business support package. Our apprentice will be given a copy as part of the training

5 D

MARKET STALL BESPOKE DESIGN

Context

Lewisham has a number of street markets each with their specific requirements for stalls structures.

In Catford the legal market stall pitches are 3m x 3m which fits in with the available space within the street.

Designs for the future of the street are currently being developed adopting a more flexible layout of stalls with better pedestrian movement and access.

The market is in 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 maintain a successful business.

Reviewing the street layout and providing stalls which are appropriate to the trading environment would be a great incentive to heighten the presence of the market, provide business opportunities and enliven the street.

Project brief

Design a stall which is appropriate to Catford Broadway 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 Broadway. The stall design should be viewed in conjunction with the shop frontage

scheme and in particular the awnings which are being proposed.

Project Approach

In collaboration with a stall manufacturer assess the needs of Catford market through discussions with existing traders and the markets team.

A prototype would be designed and trailed within the market by an existing trader prior to placing an order for 15 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 Broadway the stalls could be used to host the collective start up unit or to support new market traders during their initial months of trading. It is envisaged that the approach to utilising these stalls will evolve depending on the new structure of the market; for example if a specific area is designated for start up traders in the longer term, or if a specialist market runs on certain days and requires some infrastructure support. Arrangements for storage of these stalls in the short term will be agreed with the Council's wholly owned subsidiary company that owns and manages the shopping centre.

In the longer term, consideration of permanent storage facilities will be considered as part of the masterplanning process.

Project Deliverables

- A prototype stall for Catford's market
- 15 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 in conjunction with the shop fronts

Programme

- Understanding catford's requirements – April 2012
- Prototype design and trial – May 2012
- Manufacture of 15 stalls – June 2012
- Summer apprenticeship trading event – July / August 2012
- Costs and next stages
- Design development of stall: £7500
- Cost of prototype: £2500
- Purchase of 15 stalls - £30000





Artist impression of the new market stalls layout

SHOP FRONT AND FORECOURT IMPROVEMENTS

What if?
catford

Context



Catford Broadway's curving alignment produces a strong character which is unfortunately undermined by low quality shop fronts and blank facades.

The Council wishes to offer support to our independent high street traders to improve the appearance of their premises.

Project brief

When attempting to revitalise our high streets we are often confronted by traders unwillingness to invest in their premises because they do not believe the expense will be recouped. With an eye to the bottom line we hope to demonstrate to traders that not only can a carefully thought out and sympathetic makeover cost less than a standard shop front replacement but that the increased footfall and turnover from a well presented shop would quickly repay the outlay.

This initiative will have 2 main aspects;

We will be offering some standard shop front improvements to all shop units as part of the street improvement works. Some of these will be funded by the project but will the wider scheme will be developed in conjunction with the businesses and is likely to include some financial contributions from them.

We propose to run a competition for high street traders to win a makeover, in which we will be looking for sound businesses that are badly let down by their appearance. Our aim is to demonstrate through their example that good design and an attractive shop front will have a measurable impact on their business.

Project Approach

We want to engage local people and businesses throughout this process and will be discussing our shopfront improvement proposals with all eligible businesses as well as inviting nominations for makeovers.

Our shop front designer will work with businesses and the Renewal Manager to develop designs and pilot schemes that meet the overall vision for Catford Broadway, as well as identifying a range of initiatives that can be implemented through a combination of funding and business contributions.

In the makeover competition, each winning business will have three different designs produced in consultation with the design team and we will invite comments and views from the public via the projects' website, local forums, social media (Facebook and Twitter) and local advertising to refine and select the most popular design for each shop.

The winning businesses will receive a grant to cover the cost of the implementation of the new shopfront and we will track the effect that this has on their business over the following 12 months.

Project Deliverables

- Awareness of the potential to improve businesses through improvements to their shop frontage
- A number of pilot schemes which will look at the shop fronts, signage, branding, awnings and forecourts
- An improved high street environment which will encourage inward investment in the short, medium and long term

Programme

- Design options October 2011 (part of round 1)
- Ongoing discussions with shop keepers November 2011 – March 2012
- Designs and competition April – June 2012
- Implementation of initiative July – December 2012





Costs and next stages

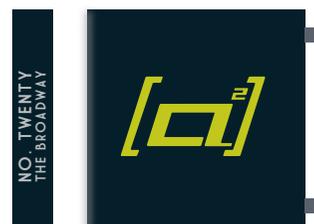
The amount of funding available for this kind of initiative is necessarily limited, but by involving the public and business community throughout the process we aim to add value, sowing seeds of inspiration in a number of our high streets.

By following up the effect the makeovers have on trade for the individual traders and by assessing footfall and opinion of the high street as a whole before and after the project completion we will develop a series of inspiring case studies featuring local businesses that have been on an exciting journey, which we hope will encourage others to do the same.

We are bidding for a total of £96,500 for improvements to shop fronts along the Broadway.

As part of the round 1 funding we have prepared a detailed spreadsheet for all of the 35 properties on the northern façade – this identifies what improvement are possible and what the estimated costs to improving the façade would be.

We have identified up to £150,000 of improvements, through the competitive nature of the process we hope to realise the best examples and get business investment to add to the bid figure to ensure the best value is achieved.



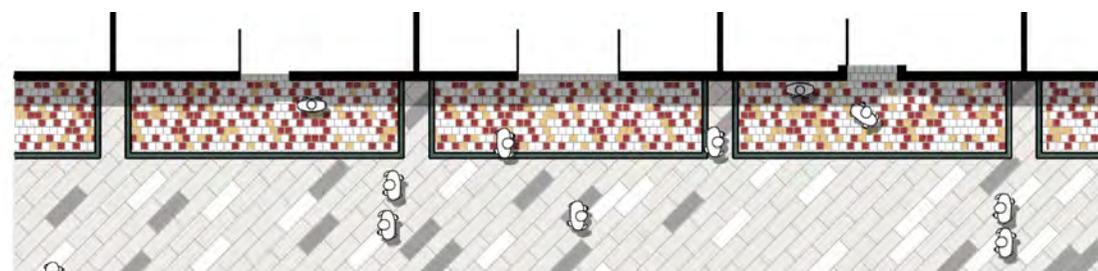
SAME SIZE AND POSITIONED PROJECTING SIGNAGE WITH NUMBER ON THE END



Improvement on the shop front



Paving - illustrative imagery



Forecourts layout and paving studies

VERTICAL BANNERS ON PILASTERS





The Broadway before



improvements to the shutters and signage



Improvements to the shop fronts

5 F

LIGHTING AND WAY-FINDING

Context

Catford Broadways sits within the centre of the town centre and is a key pedestrian link to all parts of the town centre and train station. It currently lacks presence and has a negative perception due to the way the street is laid out, the shop frontages and activities along the street. This initiative introduces an appropriate lighting scheme to make the street feel more inviting especially during the hours of darkness and the Legible London way finding system as a pilot for Catford.

Project brief

Lighting: in conjunction with the public realm design and the creation of a shared space, produce a lighting concept which both fulfils the highways criteria for light levels and provides an well lit inviting town centre space.

Given the need to consider whole life costs and maintenance the lighting scheme needs adopted by the councils PFI scheme, therefore series of meetings will be necessary to determine the nature of the lights incorporated into the scheme.

The council have an aspiration for a high quality scheme which can support temporary lighting events to make the street memorable and a destination within Catford.

Signage: initial conversations have already taken place with TFL to scope the potential

of designing and installing a pilot Legible London wayfinding system in Catford Broadway.

Given the redevelopment opportunities this signage would be seen as an initial step to coordinate Catford with further signs added to the system as developments are completed.

A quick win has been identified through making improvements to the connection to the adjacent car park – this came up as an important improvement when talking to local businesses . This will involve new lighting, repaving and a general cleanup of the area. This will help permeability within the town centre; create a safe link to the adjacent car park which will help the businesses along the Broadway

Project Approach

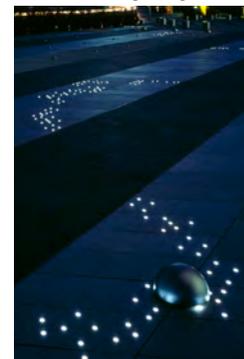
We consider the lighting and signage schemes as integral components to the public realm.

The borough have recently delivered inspiring schemes elsewhere in the borough and introduced Legible London in Kender Triangle, New Cross.

We would adopt similar approaches to ensure a quality product for Catford.



Indicative Lighting Columns



Feature lighting for the 'nodes'



Festive lighting

Project Deliverables

- Improved lighting levels for the Broadway – a more inviting street
- An inspirational lighting design as part of the public realm improvements
- Facilities and supports for temporary lights and evens
- A pilot wayfinding scheme for Catford that can grow with the introduction of new developments

Connection to car park (quick win project to be implemented in June 2012): repaving, three new lights, general clean up: £25,000

Design and management for this initiative: £30,000



Link to car park

Quick win: improvements to the connection to the adjacent car park



Legible London signs

Programme

- Design options as part of the public realm proposals: September 11 – March 2012 (round 1 funding)
- Tender procedures /procurement: July – December 2012
- Implementation of initiative January 2013 – January 2014

Costs and next stages

Lighting, market supplies and decorative support: Including disconnections, ducting, cabling and reconnections this scheme is calculated at £227,000

Signage: design and map development for Catford procured through TFL and installation of up to 4 signs: £40,000

Prototype in the West End
A family of sign types for walkers

Because of the density of destinations in London, a map-based system is the most appropriate and practical solution. It does away for the need to use many, many 'fingerposts' and in this context can alert the user to over 400 destinations. The Legible London prototype uses two main types of sign, the 'township' and the 'mini-map', they act as both area identifiers and route supports, helping people to build their personal mental maps.

The 'walker'
All the signs are clearly identified by a yellow strip at the top and a 'walker' - the universal symbol for travelling by foot. They stand above head height so that they are clearly visible from a distance.

Directional information
Directional information is used in two main ways: to show the way towards villages and neighbourhoods, and act as a homing beacon for attractions. There are an important role in London, where major destinations are often obscured from view.

Finder map
The finder or 5-minute map is used to find a destination - the end point of the journey. It is littered with useful landmarks - effectively a map of landmarks - so the user can be memorably guided towards specific streets and attractions.

Addressing
The typography, colour coding and naming conventions are consistent with those on the Legible London printed walking maps and other elements of the system, so that they link up and work together as a coherent whole.

Planner map
The planner or 15-minute map is used to orientate the user and show how close the villages are to each other. It provides the user with the information needed to link areas of London and the confidence to attempt longer distance walking journeys.

Street finder
This fills the gaps. Most people are familiar with the convention of using alphabetically ordered street names and reference points to find individual streets on a map - it's a means of quickly reading what's up around the corner.

Legible London signs - Yellow Book

5 G

STREET LAYOUT DESIGN AND IMPLEMENTATION

Context

As part of the round 1 bid for Catford Broadway designs are being developed to improve the public realm. This has been subject to extensive consultation with the public, businesses and stakeholders. By March 2012 we aim to have an approved scheme design which identifies layout, materials and street components in sufficient details to be taken forward to produce working drawing and a tender package.

Project Brief

Taking forward the approved design (stage D equivalent) to produce working drawings, details and a specification which can be used for tender and construction purposes. Following a tender procedure in line with LBL's procurement rules we will seek to appoint a suitable experienced contractor to construct the works

Project Approach

We will continue to ensure design quality through our framework design team and regular design reviews with DFL. Our internal departments have all been involved and will have the opportunity to review and approve the emerging designs, materials and street components. There are numerous legal procedures including the change of the designation of the space, notices to utility companies and rights of way which we have

identified and will progress during the next 6 months.

Project Deliverables

A revitalised Catford Broadway:

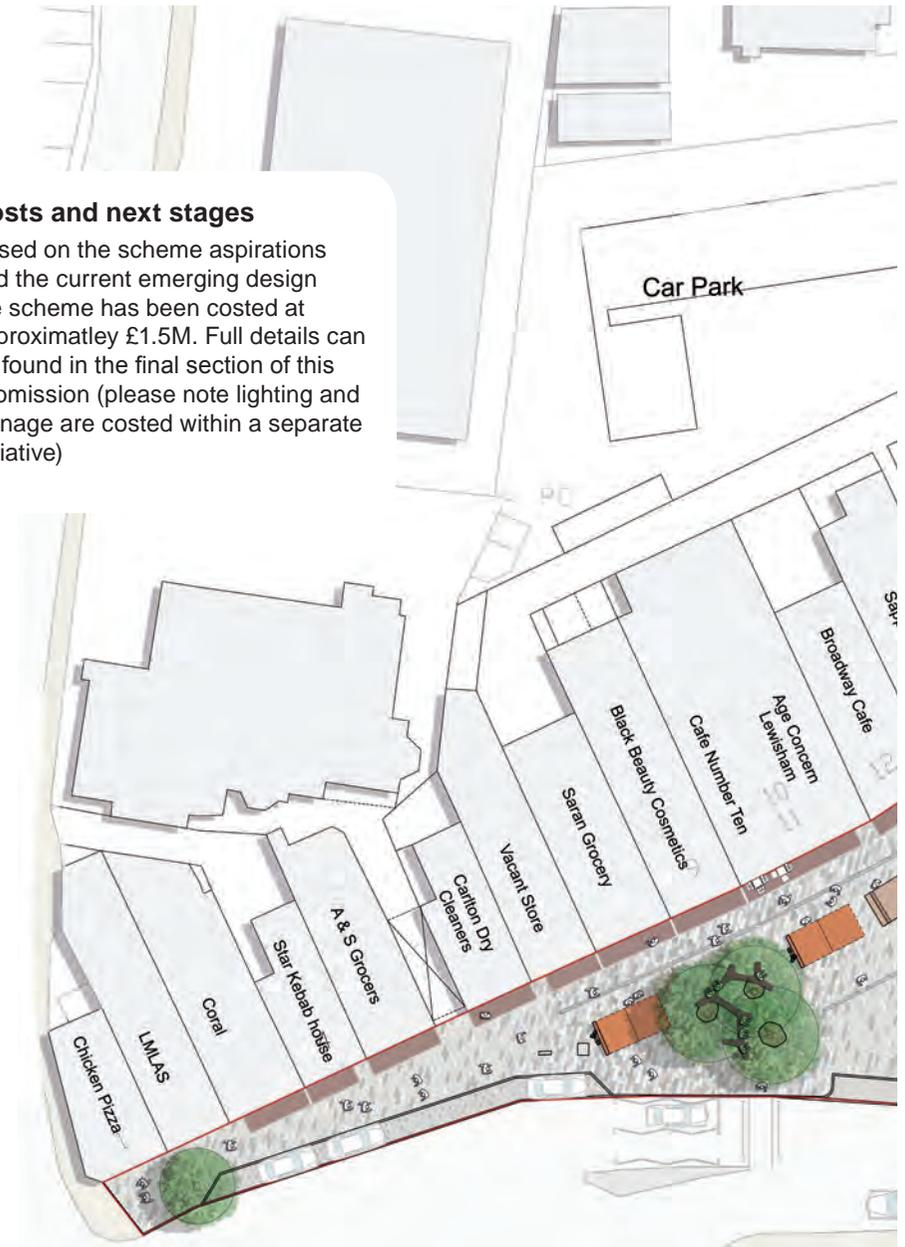
- a layout which is a shared space
- three enhanced town centre community squares
- improves the setting for the businesses and market
- new street furniture
- new trees
- new drainage, electrical and power units

Programme

- Stage D design: January – March 2012 (round 1 funding)
- legal approvals process: April 2012 – November 2012
- produce tender and construction package: April 2012 – July 2012
- Tender procedures /procurement: July – December 2012
- Implementation of initiative January 2013 – January 2014

Costs and next stages

Based on the scheme aspirations and the current emerging design the scheme has been costed at approximately £1.5M. Full details can be found in the final section of this submission (please note lighting and signage are costed within a separate initiative)

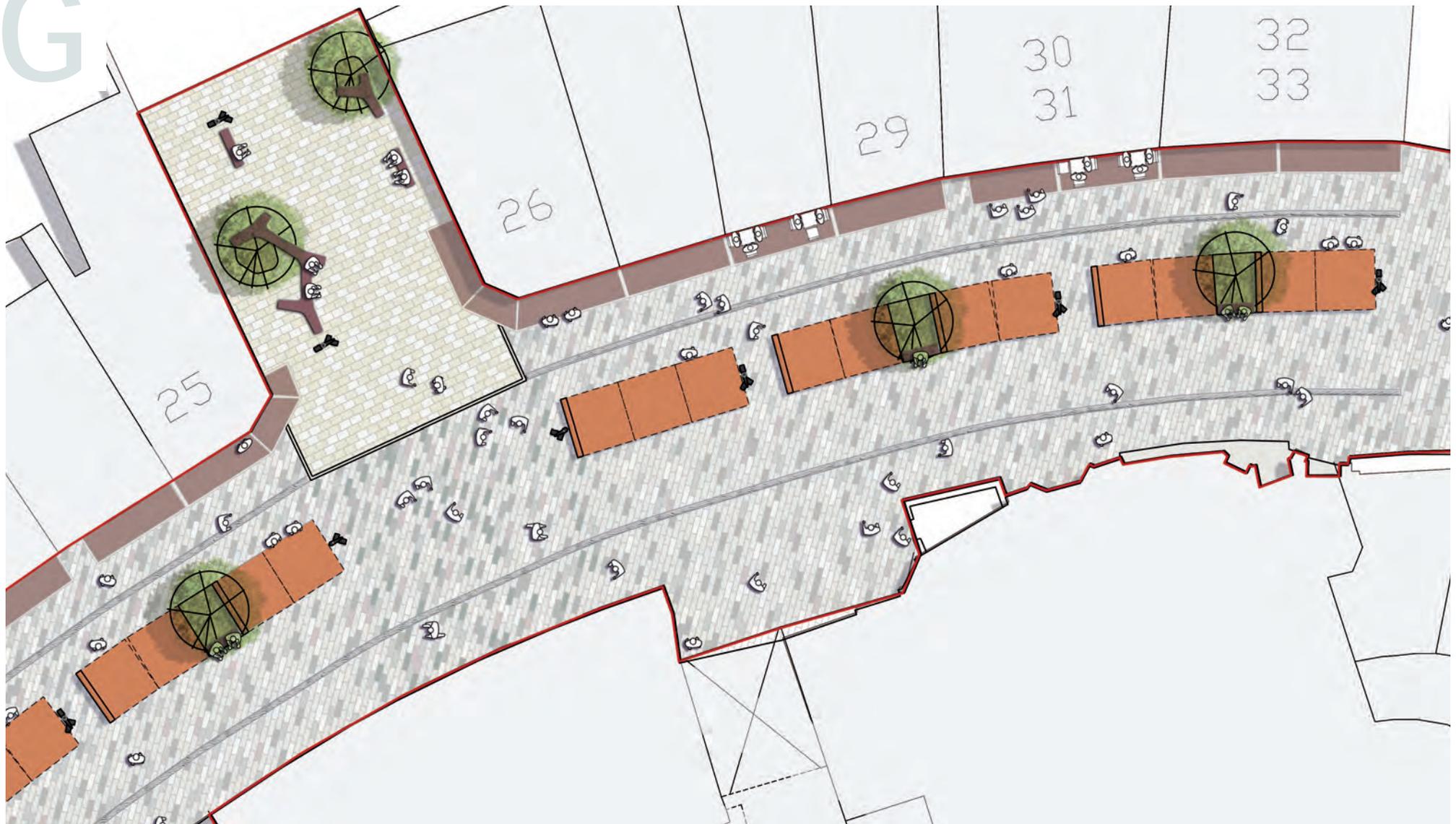


Indicative Landscape Masterplan



KEY:

-  Market stalls
-  Forecourts
-  New trees
-  Lighting columns
-  Seating
-  Canopy
-  Toilet



Indicative section of the street



CATFORD IS CHANGING



Artist impression of the Broadway

6

WHAT WE EXPECT TO ACHIEVE

The proposed project for Catford Broadway is a comprehensive, multi-layer intervention designed to renovate the physical, commercial and social aspects of the street.

It is also a chance to demonstrate the potential for change in Catford ahead of the wider regeneration proposals, which are longer term and therefore feel less tangible for the local community.

The initiatives suggested as part of this project will encourage current and potential street users, businesses and investors to view Catford Broadway from a fresh perspective and will build on the need for growth and change to sustain the high street environment.

6.1 Rationale 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 and 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 are likely to occur will be an uplift in commercial and residential values along

with health, community and social benefits.

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 shop fronts 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 businesses do not have the resources to self fund improvements to their premises.

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 and this will not be possible without public sector funding.

6.2 Doing nothing

The town centres performance in GLA's 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 so in the same concerted way that OLF investment would allow.



Indicative plan of the western entrance space

6

WHAT WE EXPECT TO ACHIEVE

6.3 Outputs and outcomes

Expected growth and potential for change

Footfall; the project would expect to see an increase in footfall along Catford Broadway following the project, due to the de-cluttered public realm, improved market offer and publicity about the regenerated street.

The key areas of expected change are;

- Fewer people bypassing the street
- Increase in footfall during lunchtime period
- Increase in footfall during evening period, as a result of lengthened hours of use by market and businesses
- Market day footfall increased to levels comparable with those in Deptford High Street. We project a c.30% uplift in footfall, based on evidence from footfall surveys carried out in Deptford High Street, where the current thriving street market increased footfall by around 40% when compared to non market days. Deptford High Street is able to house more market stalls than Catford Broadway and therefore a reduction in the percentage uplift has been assumed for this street.

A full footfall survey will be carried out at the end of the project to collect the same data sets as the initial survey for comparison purposes.

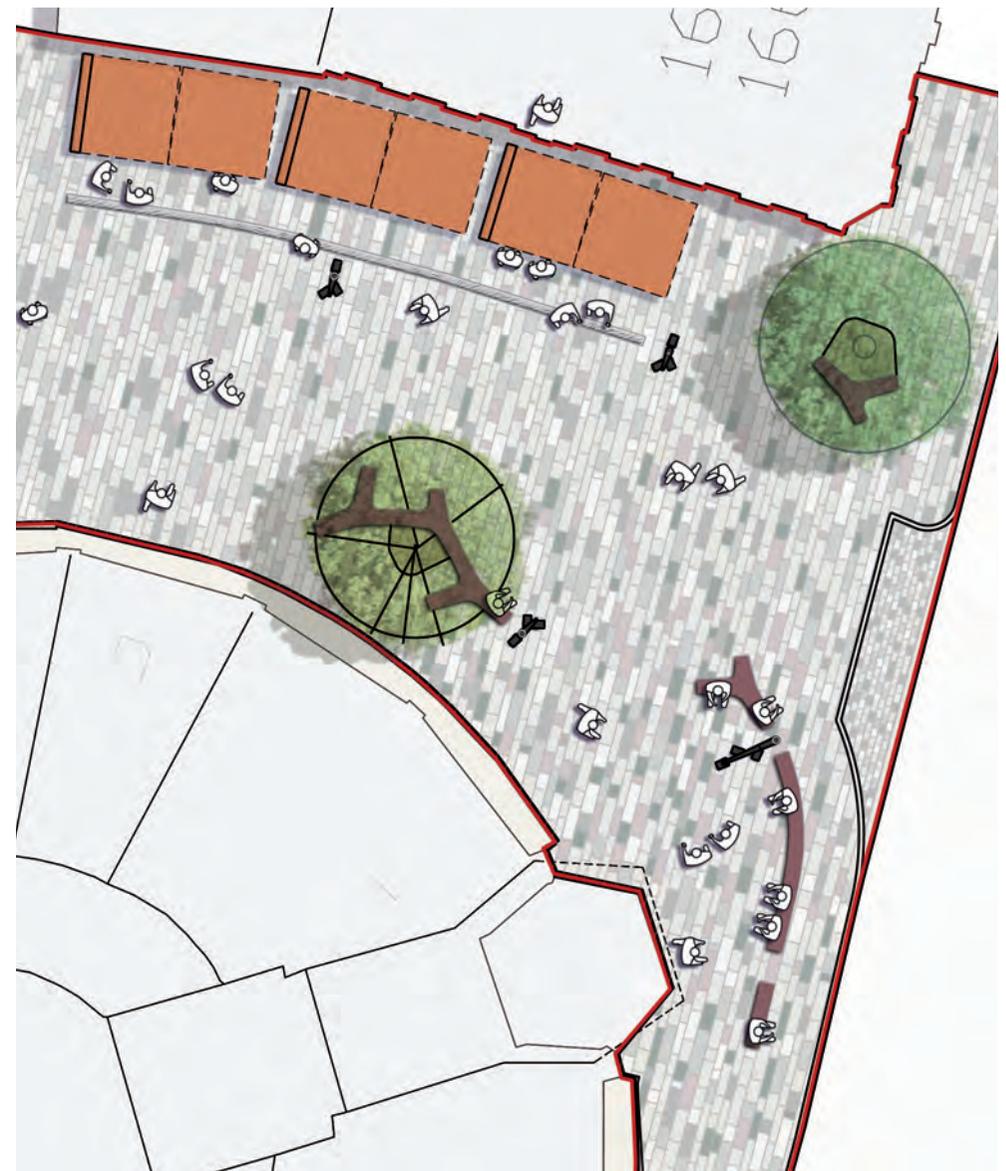
Jobs; as part of the round 1 funded work in the coming months a detailed survey of the businesses and traders will be carried out to establish up to date employment figures for Catford Broadway.

We would expect to see an increase in the number of market traders due to the improved facilities following the round 2 project.

As a location supporting small and medium enterprise, there may not be a significant increase in the number of jobs available in the shop units on Catford Broadway; however maintaining high occupancy rates will maintain at least current retail employment levels and these may increase with changes to business uses in the Catford Broadway units.

Licensing; changes to the current scheme of licences for street traders and shop forecourts to encourage use of the spaces available will increase the use of forecourts and income to the both to the council from forecourt charges and to the businesses from increased trade.

Businesses; the project will improve the street generally, which could result in both an increase in income to the retail units as well as the opportunity for increased rental tones and therefore increased business rates that could benefit the local community in the future.



Indicative plan of the Broadway Theatre entrance space



CATFORD IS CHANGING



Artist impression of the Broadway Theatre entrance space

An invigorated high street environment

Market offer; the new market will incorporate the following changes and improvements;

- Better facilities – electricity points, water
- Revised stall arrangement allowing better pedestrian/customer flow, higher visibility and increased capacity
- New management culture; working with renewal officer and street trading team will develop innovations in market management,
- Offer/range; wider variety of traders and products to encourage a more diverse customer base
- Trading hours/days; changes to the current 6 days a week 9 til 5 market, responding to the needs of the local community and the opportunities for introducing themed markets and evening trading.

Market income; increased footfall to the market is also likely to increase the income to traders.

The current market offer has been rated as weak by respondents to our attitude surveys and couldn't be considered a key draw to the street. It is likely that if we meet our 30% projected increase in footfall, much of it will be due to the renewed market.

Based on LDA's figures for average customer spend in London's street markets, this increase in footfall could represent around £10,000 additional income per market day.

Streetscape; improvements to the public realm will be measured by comparison of the findings of the feasibility study as discussed above to the finished design.

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 introducing the conditions for existing and new businesses to flourish underpinned by modern retail spaces that will serve our residents.

Local people have long voiced the opinion that better high streets should be available locally so that there is less need to travel out of the borough to access common high street stores.

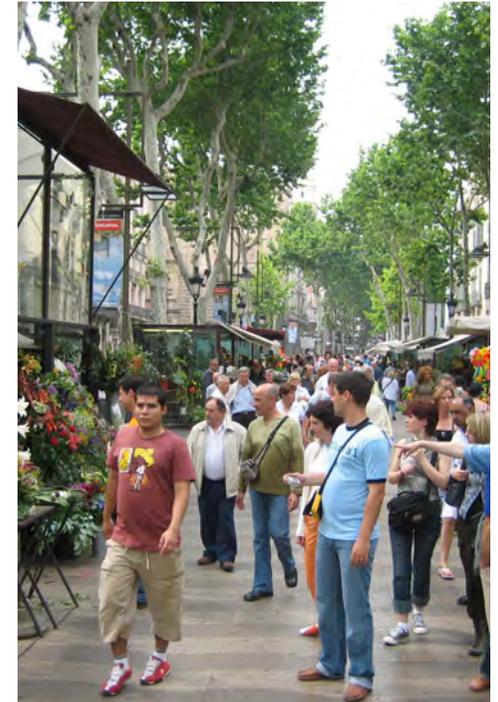
By creating easily accessible and pleasant places to shop we aspire not only to serve our own residents but to increase visitors from other parts of London.

Forecourts; by providing additional, functional business space that can be utilised by retailers to support their particular business needs, such as outside seating space, we would expect to see resulting increased trade.

We will be able to measure the amount of new space created and the income generated for LBL licensing.

Perceptions of Catford Broadway; with the delivery of this project, we would expect to see an increased average score from respondents to the attitude survey.

In particular it is expected that the perception of safety will improve as a result of extended hours when the street is being utilised.





Town Centre links

The redevelopment of Catford Broadway could potentially have the following positive impacts on the way in which the wider town centre functions.

Short term; opening up the route through to Thomas Lane car park to encourage shoppers to utilise Catford Broadway in addition to the Catford shopping centre.

Medium term; development of a thriving street market that has an individual identity and offers a wide range of products in order to encourage use by a wider range of the local community and possibly to attract visitors from other locations.

Long term; providing a revitalised street to act as a focus for town centre retail activity during the proposed closure of the Catford shopping centre.

6.4 Monitoring and quantifying the benefits

A range of surveys and statistics from our baseline data and will all be carried out as part of round 1 work.

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	<ul style="list-style-type: none"> Higher average scores across all categories. Specific improvements to scores on safety and street design.
FOOTFALL SURVEYS	<ul style="list-style-type: none"> Increased number of street users, particularly at peak periods including lunchtime. Fewer pedestrians choosing to bypass the street when permeability is improved. Market days levels increased to similar level to more successful markets such as Deptford High Street.
CRIME STATISTICS	<ul style="list-style-type: none"> 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.
STREET ANALYSIS IN FEASIBILITY STUDY	<ul style="list-style-type: none"> Street meets current urban design guidelines and builds on the principles established in Catford AAP guidance.
CONSULTATION QUESTIONNAIRE RESPONSES	<ul style="list-style-type: none"> Generally more positive response to Catford Broadway and its amenities. More people responding to survey due to because more people are using the street!
FORE COURTS	<ul style="list-style-type: none"> New space created Income to LBL licensing team
BUSINESS AND TRADERS QUESTIONNAIRE (to be completed Dec11-Jan12)	<ul style="list-style-type: none"> Increased profits for businesses. Employment levels up. New street traders established.



7

DELIVERING THE SCHEME

7.1 Commitment from LBL

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.



Monthly expenditure

	2012												2013			
	Jan	Feb	March	April	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	March	April
Revenue	£0	£0	£0	£11,750	£7150	£11,900	£9900	£2400	£3900	£2400	£9900	£12,500	£2400	£2400	£2400	£2400
Capital	£0	£0	£0	£40,000	£40,000	£75,000	£64,500	£29,000	£20,000	£20,000	£20,000	£20,000	£120,000	£120,000	£120,000	£120,000
																£767,500



7.2 Costs

Catford Broadway - indicative costings

BDP 14th November 2011

	revenue	capital	total
1 Events and town centre renewal manager			
marketing and publicity	£5,000		
consultation and monitoring	£10,000		
renewal manager	£50,000		
	<u>£65,000</u>	<u>£0</u>	<u>£65,000</u>
2 A taste of things to come			
artists and setup for programme of events	£70,000		
	<u>£70,000</u>	<u>£0</u>	<u>£70,000</u>
3 market apprentice starter initiative			
project setup and management	£1,500		
training for apprentices	£5,000		
grant for merchandise		£10,000	
monitoring and reporting	£1,500		
setup and storage of stalls		£2,500	
	<u>£8,000</u>	<u>£12,500</u>	<u>£20,500</u>
4 market stall bespoke design			
consultation and selection of manufacturer	£2,500		
design development		£5,000	
production of prototype		£2,500	
purchase of 15 stalls		£30,000	
	<u>£2,500</u>	<u>£37,500</u>	<u>£40,000</u>
5 shop front and forecourt improvements			
detailed audit of all shop frontages	£2,000		
consultation with shop keepers	£2,500		
design services for project		£12,000	
physical works to shop fronts		£80,000	
	<u>£4,500</u>	<u>£92,000</u>	<u>£96,500</u>

6 Lighting and wayfinding

street lighting	£54,000
decorative lighting support	£10,000
market power supplies	£45,000
ducting, cabling and connections	£68,000
pilot legible London wayfinding scheme	£40,000
car park entrance enhancement	£25,000
prelims and overheads	£30,000
site works contingency	£20,000
design fees E-L	£20,000
LBL project management fees	£10,000

£0 £322,000 £322,000

7 Street layout design and implementation

site preparation	£100,000
Paving	£527,000
drainage	£118,000
street furniture	£46,500
trees	£25,000
prelims and overheads	£145,000
site works contingency	£95,000
contingency for works to utilities	£145,000
Traffic order process and costs	£10,000
utility company fees	£10,000
other third party fees for approvals	£5,000
design fees E-L	£100,000
clerk of works	£40,000
LBL project management fees	£40,000
LBL highways	£65,000

£0 £1,471,500 £1,471,500

£150,000 £1,935,500 £2,085,500



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

	2013								2014			TOTAL
	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Revenue	£2400	£9900	£9900	£2400	£2400	£2400	£9900	£9900	£2400	£7100	£9900	£150,000
Capital	£120,000	£120,000	£120,000	£120,000	£130,000	£130,000	£120,000	£140,000	£127,000	£0	£0	£1,935,500
											£1,318,000	£2,085,500

7.3 Programme

	2012												2013												2014		
	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M
Renewal manager																											
A Taste of Things to Come																											
Detailed Design for public realm works																											
Market apprentice initiative																											
Market stall bespoke design																											
Shop front and forecourt improvements																											
Lighting and way-finding																											
Public realm implementation																											





CATFORD IS CHANGING



Lewisham Council wants Lewisham to become the town centre of choice for people

7.4 Risk Register

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:

- Restrictions caused by funding timescales, projects may not be delivered within time restraints
- 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.

As part of the risk assessment process each risk will be evaluated using the following procedure and documentation.



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.e. start very early 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. $L \times I = \text{Risk score}$</p> <table border="1"> <thead> <tr> <th colspan="2"></th> <th colspan="5">IMPACT</th> </tr> </thead> <tbody> <tr> <th rowspan="5">LIKELIHOOD</th> <th>Very High</th> <td>Green</td> <td>Yellow</td> <td>Orange</td> <td>Red</td> <td>Dark Red</td> </tr> <tr> <th>High</th> <td>Green</td> <td>Yellow</td> <td>Orange</td> <td>Red</td> <td>Dark Red</td> </tr> <tr> <th>Medium</th> <td>Green</td> <td>Yellow</td> <td>Orange</td> <td>Red</td> <td>Dark Red</td> </tr> <tr> <th>Low</th> <td>Green</td> <td>Yellow</td> <td>Orange</td> <td>Red</td> <td>Dark Red</td> </tr> <tr> <th>Very Low</th> <td>Green</td> <td>Yellow</td> <td>Orange</td> <td>Red</td> <td>Dark Red</td> </tr> </tbody> </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	Very High	Green	Yellow	Orange	Red	Dark Red	High	Green	Yellow	Orange	Red	Dark Red	Medium	Green	Yellow	Orange	Red	Dark Red	Low	Green	Yellow	Orange	Red	Dark Red	Very Low	Green	Yellow	Orange	Red	Dark Red	<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	Very High	Green	Yellow	Orange	Red	Dark Red																																			
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	Medium	Green	Yellow	Orange	Red	Dark Red																																			
	Low	Green	Yellow	Orange	Red	Dark Red																																			
	Very Low	Green	Yellow	Orange	Red	Dark Red																																			

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



v.6 19.04.10 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, x I) & RATING (Low, Med, High)	MITIGATING ACTION (strategy & counter-measures)	RISK OWNER	DATE IDENTIFIED	PROXIMITY (Likely start date)	CURRENT STATUS (open or closed)	
1.											
2.											
3.											
4.											
5.											
6.											
7.											
8.											
9.											
10.											
11.											
12.											

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

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_i 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



8

WHAT MORE CAN WE DO WITHIN THE TOWN CENTRE

The Catford Area Action Plan states that “Catford will be a lively, attractive town centre focussed around a high quality network of public spaces. It will have a well-designed shopping centre and leisure uses, provide homes for a large, diverse residential community and will be the home of Council services for the Borough.”

Lewisham Council is pursuing a significant programme of change in the town centre and there are several major components still to be delivered to help realise the AAP vision.

These include the following items, costed where this information is available;

- The decant of Milford Towers; a 276 unit social housing estate situated above the Catford Centre (£7million)
- Re-routing the South Circular to improve the pedestrian environment (£8million)
- Opening up green space through changes to the use of the Powerleague site
- Purchasing properties identified in site assembly strategies for the regeneration of the town centre (£7-9million)
- Improve links between and from Catford and Catford Bridge stations
- Creating an economic development strategy for the town centre to encourage new businesses, support current businesses and traders and establish a sense of business community to champion Catford

In addition to these components, there may also be opportunities as part of the Catford Regeneration Programme to consider a renewal project for the listed Broadway Theatre, which currently struggles due to lack of back-of-house space and a limited night time support economy to encourage people to visit the town centre. Throughout any regeneration activity, the council will seek to build upon the principles for change established in the Catford AAP and developed through the OLF Catford Broadway project.

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

What
NEXT?



Demolition of Milford Towers





CATFORD IS CHANGING



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