

WANDSWORTH BOROUGH COUNCIL

REGENERATION AND COMMUNITY SAFETY OVERVIEW AND SCRUTINY
COMMITTEE - 13TH JUNE 2006

EXECUTIVE - 26TH JUNE 2006

Report by the Economic Development Officer on the Clapham Junction Town Centre, SW11,
(Latchmere, Northcote and Shaftesbury) Business and Action Plan.

SUMMARY

Background: Clapham Junction Town Centre Partnership Board is a partnership between local businesses, Wandsworth Council, the police, local residents and voluntary sector and works to maintain and develop the environment in which a vibrant and successful Town Centre can thrive. The result has been a programme of initiatives which helped to transform the area. In the next three years the partnership will build on these initiatives as well as new ideas to promote Clapham Junction and its vital role in the economic strength and prosperity of the area. The Partnership works to the following objectives: (a) to promote Clapham Junction as a centre for business, shopping and leisure; (b) to attract new investment to Clapham Junction; (c) to encourage environmental improvements as well as high standards of maintenance and cleaning in both the public and private areas; (d) to promote safety and security; (e) to promote skills and business development; (f) to encourage a high level of participation in the management of the town centre; (g) to encourage improved access, including transport facilities and transport links; and (h) to maintain the diversity of the area in terms of business and leisure.

Matter for consideration: The Clapham Junction Town Centre Partnership Board's Business Plan for the three-year period 2006-08, and achievements under the previous Business Plan. The Plan includes actions, which are intended to help the Partnership meet its objectives. It also contains information on Key Performance Indicators for Clapham Junction Town Centre.

Proposal: It is proposed that the Executive approve the Clapham Junction Town Centre Partnership Board's Business Plan for the period 2006-08, instruct the Economic Development Officer to publish and publicise the Clapham Junction Town Centre Business Plan and Action Plan; and approve the membership of the Clapham Town Centre Partnership. A Board progress against the actions contained in the report will be reported annually.

RECOMMENDATIONS

1. The Regeneration and Community Safety Overview and Scrutiny Committee are recommended to support the recommendations in paragraph 3.
2. If the Overview and Scrutiny Committee approve any views, comments or recommendation on the report, these will be submitted to the Executive for their consideration.
3. The Executive are recommended:-
 - (a) to approve the Clapham Junction Town Centre Partnership Board's Business Plan for the period 2006–08 summarised in paragraph 7 of this report and immediate priorities for 2006/07 as set out in paragraph 14;
 - (b) to instruct the Economic Development Officer to publish and publicise the Clapham Junction Town Centre Business Plan and Action Plan; and
 - (c) to approve the membership of the Clapham Town Centre Partnership Board as set out in paragraph 11.

INTRODUCTION

4. The Clapham Junction Town Centre Business Plan 2003-2006 was agreed (Paper No. 03/216) by the Executive in March 2003. This report reviews the progress made to realise the proposals in that Business Plan and then outlines a new Business Plan for 2006-2008 which was approved by the Clapham Junction Town Centre Partnership Board at their meeting on 25th May 2006.

ACHIEVEMENTS UNDER BUSINESS PLAN 2003-2006

5. Clapham Junction, SW11 (Shaftesbury and Northcote) is the largest of the Borough's town centres and has one of inner London's few remaining department stores – now Debenhams. It has a thriving evening economy and a well-established street market which has adapted well to its changing customers. It is the head office location of Moss Bros. plc and the Public and Commercial Services Union. Clapham Junction Station is the busiest railway station in Britain, providing links throughout London and the south-east and has the potential to provide a more strategic regional transport node. Under the previous business plan the following achievements can be identified:-
 - (a) sustained growth in rental levels by 25% from 2000 to 2006;
 - (b) research by Colliers CRE identifies Clapham Junction as one of the top ten performing centres in the UK over the ten year period 1995 – 2005;
 - (c) the retention by Debenhams of the department store in Clapham Junction SW11 (Northcote) following the demise of Allders can be regarded as a vote of confidence in this town centre;

- (d) a new town centre wide Festival with a regional profile -introduced - SW11 Literary Festival held in 2004 and 2005. The festival also won the Association of Town Centre Management regional award for Delivering Centre Living;
 - (e) development of the Northcote Road Street market from a failing market to a thriving facility with a substantial waiting list;
 - (f) regular bi-monthly town centre newsletters distributed to all businesses in the town centre;
 - (g) town centre website www.clapham-junction.com established;
 - (h) annual successful Black History Month events held in October;
 - (i) a comprehensive scheme worked up for improvements to Falcon Road bridge;
 - (j) a design agreed for a light feature at Lavender Hill Falcon Road junction;
 - (k) new seasonal Gateway banners commissioned;
 - (l) comprehensive improvements made to Wessex House alley;
 - (m) town centre database maintained;
 - (n) annual Business Consultation Panel meetings held;
 - (o) cycle parking increased at several town centre locations on the recommendation of the Partnership and Wandsworth Cycling Campaign; and
 - (p) new trees planted, most notably seven new trees along Northcote Road.
6. It is estimated that in 2005 a total of £2m private sector investment has been made in Clapham Junction in new and upgraded businesses including:-
- (a) refurbishment of Sainsbury's at Clapham Junction station;
 - (b) shop front improvements; and
 - (c) several new cafes, bars and restaurants.
7. In June 2005, the New Economics Foundation (NEF) published its second annual 'Clone Town Britain' report. This identified Clapham Junction (amongst a list of other town centres) as a 'clone town' which the report defined as places "that has had the individuality of its high street shops replaced by a monochrome strip of global and national chains that means its retail heart could easily be mistaken of dozens of other bland town centres across the country". It is difficult to recognise Clapham Junction in this description. The methodology used to identify clone towns is suspect and it is understood that a self-selecting, local person or persons carried out the survey work counting and categorising 50 shops on the High Street according to ownership and type of shop. On the other hand, another town centre index measures the number of national or international chains in a town centre as a measure of its health. It is certainly true that securing investment from developers and larger companies is essential for thriving town centres. However, there is a grain of truth in the NEF's thesis. The success of Northcote Road, for example, prompts landlords to increase rents to a level that only national chain bars, restaurants and stores can afford. Ensuring that town centres remain distinctive is a major challenge that the business plan seeks to address.
8. The Borough Planner publishes town centre use surveys every two years, including vacancy levels. To complement this, a summary of performance measures are collected from a number of sources. These are set out in the table below.

Clapham Junction Town Centre Business Plan

Clapham Junction	2000	2001	2002	2003	2004	2005
Zone 'A' rent (£psf)	100	110	120	135	135	135
Vacancy rates %	4	N/A	3	N/A	3	3
% yield	7.25%	7.25%	7.25%	7.25%	7.25%	N/A
Nos. of Businesses	337		331		334	
Diversity of use – convenience retail	16%		17%		16%	
Diversity of use – comparison retail	28%		29%		30%	
Diversity of use – bars, restaurants, etc.	22%		24%		23%	
Diversity of use – services	10%		10%		10%	
Crime figures	2,005	2,182	2,177	1,834	1,677	1,699
<u>Unemployment (May):</u>						
Latchmere Ward	415	388	430	317	492	460
Northcote Ward	143	138	153	188	182	185
Shaftesbury Ward	246	224	259	248	259	245
<u>Refuse Contract Complaints:</u>						
Latchmere Ward					472	202
Northcote Ward					707	437
Shaftesbury Ward					572	344
<u>Street Cleansing Contract Complaints:</u>						
Latchmere Ward					141	109
Northcote Ward					196	188
Shaftesbury Ward					178	140
<u>Fixed penalty notices and prosecutions:</u>						
Latchmere Ward					12	19
Northcote Ward					27	9
Shaftesbury Ward					29	21

9. As part of their Town and District Centre Benchmarking Study the South London Partnership measured average footfall in the town centres, and the average hourly footfall calculated in Clapham Junction is 707. We hope to build up a comparative picture of footfall over the next year.

BUSINESS PLAN 2006-2008

10. The Clapham Junction Town Centre Partnership Board has agreed a revised Town Centre Business Plan for the next three years. Discussions with interested parties have resulted in a comprehensive and detailed Business Plan designed to give focus and direction to future initiatives led by the Board. The aim set out in the Business Plan is:

"To ensure that Clapham Junction Town Centre is accessible, safe and attractive for all sections of the community, and to maximise its potential".

11. The Business Plan's objectives and proposals are:-

- (a) To promote Clapham Junction as a centre for business, shopping and leisure. Specific actions are to:-
- (i) continue campaigns to have CJ attractions e.g. Northcote Road Market, BAC included on relevant internet sites, London-wide publications and other material;
 - (ii) develop a town centre map promoting the three distinctive areas and contribute to other informative maps and guides;
 - (iii) continue to develop and update www.clapham-junction.com;
 - (iv) encourage improvement of town centre information and signs (e.g. to BAC, market etc.), especially at Clapham Junction station;
 - (v) produce regular town bulletins and ensure delivery to all town centre businesses;
 - (vi) work to improve all forms of communication between the Council and the local people concerning events and actions locally;
 - (vii) foster a strong relationship with the local press and Borough-wide publications to ensure publicity for town centre activities and events;
 - (viii) promote and encourage leisure facilities;
 - (ix) lead the organisation and promotion of the SW11 Literary festival;
 - (x) encourage other town centre-wide events and introduce new initiatives where appropriate; and
 - (xi) continue to promote Clapham Junction as "the Heart of Battersea" and explore the links between Clapham Junction and the wider East Battersea catchment area, especially in connection with the proposed Battersea Power Station site, SW8 (Queenstown) development.
- (b) To attract new investment to Clapham Junction. Specific actions are to:-
- (i) encourage comprehensive development proposals for the under-developed areas adjoining the railway, including the shopping centre, parcel office, the area over the tracks, and in Falcon Lane;
 - (ii) encourage major developments that will provide the retail space needed;
 - (iii) seek to be involved in all consultations involving any significant planning proposals within the area;
 - (iv) analyse types of retail premises in the town centre to identify gaps;
 - (v) attract more comparison goods retailers into the town centre;
 - (vi) actively target key businesses missing from the town centre; and
 - (vii) promote Clapham Junction as an ideal location for businesses as set out in (a) above.
- (c) To encourage environmental improvements as well as high standards of maintenance and cleaning in both the public and private areas. Specific actions are to:-

Clapham Junction Town Centre Business Plan

- (i) assist in the completion of comprehensive improvements to Falcon Road bridge;
 - (ii) review the installation of the Lavender Hill/Falcon Road light feature;
 - (iii) investigate further lighting projects for the town centre;
 - (iv) encourage investment and improvement in Falcon Road north of the bridge, which is a mixed use area in need of regeneration;
 - (v) identify suitable sites for tree planting;
 - (vi) encourage the upkeep of the fabric of the town centre buildings by property owners (e.g. through promotion of the Council's Town Centre Improvement Scheme);
 - (vii) continue to promote the improvement of the Northcote Road market;
 - (viii) assist with the identification of solutions for the "trouble spots" in the town centre, e.g. fly tipping problems in Severus Road;
 - (ix) seek to influence the Department of Leisure and Amenity Service's impending review of supply of public conveniences, and lobby for additional provision in the town centre;
 - (x) liaise with the cleansing and maintenance sections of the Council to ensure that the recently agreed improved contract specification for cleanliness in the town centre is delivered and maintained; and
 - (xi) promote recycling initiatives in the town centre.
- (d) To promote safety and security. Specific actions are to:-
- (i) support the Safer Neighbourhood Team (SNT) initiative and help raise their profile;
 - (ii) discourage "dead" frontage developments;
 - (iii) encourage review of bus services and movement in and around Falcon Road and St. John's Hill;
 - (iv) support initiatives to discourage unlicensed mini-cabs;
 - (v) help to identify sites for safe cycle parking to make the town centre cycle friendly;
 - (vi) lobby Transport for London (TfL) to review the Battersea Rise /Northcote Road pedestrian crossing phase;
 - (vii) continue to encourage more shops to join the retail radio scheme;
 - (viii) encourage regular training sessions for businesses on the use of the retail radio;
 - (ix) assist in the organisation of regular Retail Radio meetings;
 - (x) encourage pubs to become involved in the Pub Watch scheme;
 - (xi) promote the graffiti removal service; and
 - (xii) maximise the facilities and services of the CCTV central control centre for the benefit of the town centre.
- (e) To promote skills and business development. Specific actions are to:-
- (i) promote all training initiatives that improve the commercial vitality of the area;
 - (ii) encourage training for security staff;

- (iii) seek to obtain further assisted training and education schemes for local business people;
 - (iv) promote business advice services (e.g. Business Link) to all town centre businesses;
 - (v) continue to disseminate information about the Council's Town Centre Improvement Scheme;
 - (vi) ensure that businesses are aware of the current and future contracting opportunities at the Battersea Power Station development and encourage them to take advantage of seminars, workshops and information sessions to prepare;
 - (vii) support the Council's annual Business Awards;
 - (viii) update the town centre business database to facilitate communication; and
 - (ix) co-operate with Job Centre Plus to place local unemployed people into work for the benefit of the town centre.
- (f) To encourage a high level of participation in the management of the town centre. Specific actions are to:-
- (i) hold a business forum meeting annually for businesses, supported by the Council and the Wandsworth Chamber of Commerce;
 - (ii) build business partnerships through trade associations, area networks, Chamber of Commerce and Council events;
 - (iii) develop partnerships with partners and stakeholders who set the national and London agenda for the future of town centres;
 - (iv) encourage partnerships with all major developers and stakeholders for the overall benefit of the area; and
 - (v) review the membership of the Clapham Junction Town Centre Partnership Board.
- (g) To encourage improved access, including transport facilities and transport links. Specific actions are to:-
- (i) increase cycle parking in the town centre;
 - (ii) support campaigns and lobby for more night buses;
 - (iii) support the proposals for the East London Line, Obirail, South London Metro, Airtrack and Crossrail 2;
 - (iv) promote improved access to the Station and interchange facilities, with particular emphasis on Brighton Yard and Grant Road;
 - (v) support the "Clapham Junction Exemplar" scheme;
 - (vi) encourage review of delivery, drop off and pick-up bays;
 - (vii) work with the Council's Technical Services Department and the Graphics Section of the Administration Department to improve signage in the area (e.g. to Battersea Arts Centre, Northcote Road antiques market, etc.); and
 - (viii) support proposals to promote walking and cycling and to improve road safety.

Clapham Junction Town Centre Business Plan

- (h) To maintain the diversity of the area in terms of business and leisure. Specific actions are to:-
- (i) monitor diversity of use;
 - (ii) communicate with agents and owners; and
 - (iii) promote independent shops.

CLAPHAM JUNCTION TOWN CENTRE PARTNERSHIP MEMBERSHIP

12. There is a strong town centre partnership board which meets 6 times a year. Current members are:-

Name	Organisation
Mrs. Sara Stickland	Northcote Business Network (Chairman)
Mr. Andrew Birt	Debenhams
Inspector Phil Palmer	Lavender Hill Police Station
Ms. Shonagh Manson	Battersea Arts Centre
Mr. Peter Deakins	Peter Deakins Assoc.
Mr. Gerry McDonagh	Southside Chamber of Commerce
Mr. P. Larty	Boots Falcon Lane
Ms. Pamela Price	Wessex House
Mr. Scott Thwaytes	ShopStop @ Clapham Junction
Mr. Phil Warren	Job Centre Plus
Mr. Tony Tuck	Battersea Society
Mr. Steve Kelly	Asda
Mr. Angus MacLennan	Ottakars plc
Councillor Guy Senior	Wandsworth Borough Council
Councillor Martin Johnson	Wandsworth Borough Council
Councillor Maurice Johnson (TBC)	Wandsworth Borough Council
Advised by Lorinda Freint	Clapham Junction Town Centre Manager

13. On 22nd September 2003, the Executive agreed (Paper No. 03-712) generic terms of reference for the Borough's Town Centre Partnerships (TCPs). This was in response to the Putney Town Centre Partnership and the then Wandsworth Challenge Partnership's desire to operate more formally and clearly as a town centre partnership. Since that time, all of the TCPs have adopted these terms of reference with minor amendments. A copy of the Clapham Junction Board's terms of reference are attached as an appendix to this report. A range of measures have been pursued to assist the development of the Partnerships. These have included joint meetings of the TCP Chairmen to discuss issues and best practice; attendance of the chairmen at appropriate training and development events (such as Association of Town Centre Management conferences and events); and a tailored partnership development course to help clarify the roles and expectations of partnership members. The TCPs are represented on the Wandsworth Local Strategic Partnership (WLSP) but, for a variety of reasons attendance at WLSP meetings has been relatively poor. Feedback to the TCPs has not been strong as much that is discussed at the WLSP seems to have little

relevance to the TCPs. The TCPs remain a vital channel of communication with the business community and it is important that issues and concerns raised by the TCPs are fed through to the WLSP, even though the WLSP has a broader, more strategic and less locally specific agenda. Ways of strengthening these links are currently being explored and this may require revision to the terms of reference.

14. The governance arrangements for the TCPs are not onerous and by and large are well suited to the needs of the partnership boards. As reported to the General Purposes Committee on the 24th May 2006, the Chief Executive and Director of Administration will be coordinating a review of the Council's local governance arrangements in respect of partnerships with the aim of submitting a report to that Committee, including recommendations on any changes that might be considered necessary to elements of the Council's Constitution including, if appropriate, the terms of reference of any committees. Given this review and the review of the links between the business community and WLSP it is proposed to carry out a concurrent review of the governance arrangements of the TCPs. A copy of the Partnership's latest terms of reference are attached as Appendix 1 to this report.

EXPENDITURE 2006/07

15. The table below details the proposed expenditure in 2006/07 to the support the Partnership's proposed initiatives:-

Key projects	Estimated cost £
Literary festival	3,000
Black History month	1,000
Map and promotion leaflet	3,000
Publishing of business plan	2,300
Seasonal banner changes	1,500
Market survey	1,000
Mail outs to business, hanging baskets and other miscellaneous promotion and marketing activities	3,200
Total	15,000

COMMENTS OF THE DIRECTOR OF TECHNICAL SERVICES

16. The Council's Planning land-use and spatial policies are being reviewed as part of the production of the Local Development Framework, which will replace the adopted Unitary Development Plan. Potential development in the Clapham Junction area will need to be considered in light of this emerging Framework. The Council has produced a 10 point plan for investment at Clapham Junction Station and this will be promoted during the period of this Business Plan. There are a number of major schemes in preparation for Clapham Junction, related to the 10 Point Plan. There is a proposal to open Brighton Yard, on St John's Hill, as a new entrance to the station, with associated off-street cycle parking and taxi interchange. This would provide level access onto the footbridge, which combined with DfT Rail proposals to introduce lifts between the footbridge and platforms, would provide step free access within the station. The Borough Planner is also speaking to landowners about potential

Clapham Junction Town Centre Business Plan

developments that would further enhance access to the station. During 2006/7, feasibility work will continue on a major streetscape scheme in the vicinity of the junction of St John's Hill and Lavender Hill and its approach roads. Further work will also take place in reviewing the local bus services, with particular reference to stopping and standing arrangements.

17. The Technical Services Department continues to support environmental improvement schemes to enhance the streetscape and amenity of the town centre. The Department has undertaken a safety audit for the proposed Clapham Junction Light Feature and prepared contract documents for the Falcon Road Bridge painting works. The Department facilitated the planting of additional street trees and undertook structural checks to determine the suitability of existing lighting columns for hanging baskets. To support cycling initiatives, new cycle parking stands have been installed and feasibility studies undertaken on strategic routes through the town centre. The Department continues to assist the Town Centre Manager with issues relating to the Transport for London Road Network (TLRN) and maintains close links to ensure that appropriate schemes are developed for introduction within the town centre.

COMMENTS OF THE DIRECTOR OF FINANCE

18. The Council's financial and other support to the various initiatives outlined in this report for 2006/07 can be met from within existing approved budgets.

CONCLUSIONS

19. Approval of the new Business Plan would give the Clapham Junction Town Centre Partnership Board renewed direction and guidance over the next three years, as well as providing confidence and motivation for all partners and local businesses. The business plan will provide the basis for annual action plans and progress reporting.

The Town Hall,
Wandsworth,
SW18 2PU.

MIKE BROOK
Economic Development Officer

5th June 2006

Background Papers

The following background papers were used in the preparation of this report:-

1. Clapham Junction Town Centre Business Plan 2003-2006 - available from Lorinda Freint, telephone No. 020-7627-3182. Email: lfreint@wandsworth.gov.uk.

Clapham Junction Town Centre Business Plan

2. Clapham Junction Town Centre Partnership Board minutes of their meeting when they considered the revised Business Plan 2006-2008 - available from Lorinda Freint, telephone No. 020-7627-3182. Email: lfreint@wandsworth.gov.uk.
3. Town and District Centre Benchmarking Study prepared by the South London Partnership 2004 - available from Lorinda Freint, telephone No. 020-7627-3182. Email: lfreint@wandsworth.gov.uk.

All reports to Overview and Scrutiny Committees, regulatory and other committees, the Executive and the full Council can be viewed on the Council's website (www.wandsworth.gov.uk/committ) unless the report was published before May 2001, in which case the Committee Secretary, Mr. M. Newton (020 8871 6006); email: mnewton@wandsworth.gov.uk can supply it if required.