

London Borough of Lambeth

Streatham Investment and Growth Strategy



January 2020

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Contents Page

Executive Summary	i
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1. Streatham's Investment and Growth Strategy	2
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2. Streatham Today	4
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3. Streatham's Next Ten Years	12
Vision	12
Objectives	12
Objective 1: Challenging Perceptions and Attracting Inward Investment	13
Objective 2: Diversifying and Strengthening the Town Centre Offering	14
Objective 3: Providing Space for Growth and Enterprise	17
Objective 4: Providing Spaces for Better and New Experiences	19
Objective 5: Unlocking Development Opportunities	24

4. Delivering and Measuring Success	28
Delivering Success	28
Measuring Success	29

Appendix A - Measuring Success

Executive Summary

Streatham is one of south London’s most distinctive town centres. It is recognised for its cultural diversity, vibrant high street offer, community, civic identity and transport connections.

Since the 2009 Masterplan was published, Streatham has experienced significant change and development. Investment by the London Borough of Lambeth (LBL) and the Mayor of London has improved public spaces in the town centre and the establishment of the InStreatham Business Improvement District has provided a stronger, independent voice for businesses in discussions and decision making.

This Investment and Growth Strategy builds upon this platform and provides a clear strategy for the next phase of Streatham’s evolution. It has been developed to provide the area with a coherent vision and a set of objectives which can support a collaborative approach to securing investment, growth and prosperity.

The vision is for Streatham to:

...become a better and fairer place. It will attract significant new investment and development which will continue to improve and diversify the town centre. It will celebrate its unique identity, in a way that galvanises the local community to take action and pride in their town centre.

This vision is underpinned by five key objectives which will be vital in delivering growth and change in the area. Each objective has several associated priority actions for different stakeholders to take forward.

	<p>1. Challenging Perceptions and Attracting Inward Investment</p>	<p>Purpose: To challenge and influence perceptions that are currently holding Streatham back in order to attract visitors and inward investment to the area.</p> <p>Priority Actions: Develop a place marketing approach; Undertake annual soft market testing with retailers, workspace providers and developers; Produce inward investment marketing materials.</p>
	<p>2. Diversifying the Town Centre Offer</p>	<p>Purpose: To diversify and improve the town centre in an attempt to (a) attract people from further afield, (b) adapt to rapidly changing retail trends and (c) build resilience in the town centre by supporting existing local businesses.</p> <p>Priority Actions: Use up-coming Local Plan review to design a planning-led strategy for Streatham town centre; Explore potential to acquire long term leases on vacant retail units to provide space for entrepreneurs and experimentation; Develop a night time strategy.</p>

	<p>3. Providing Space for Growth and Enterprise</p>	<p>Purpose: To provide sufficient workspace to stimulate a vibrant and diverse local economy and to generate enough footfall to support shops, restaurants, cafes and leisure facilities in the town centre.</p> <p>Priority Actions: Explore appetite for applying an Article 4 Direction to restrict loss of more office space; Introduce a workspace policy; Deliver more workspace.</p>
	<p>4. Providing Spaces for Better and New Experiences</p>	<p>Purpose: To improve existing public spaces to improve visitor experience, create healthier streets, encourage dwell time and attract people to the area.</p> <p>Priority Actions: Provide new public spaces and activities (e.g. temporary road closures to create new space); Animate established spaces; Explore opportunities for Streatham Hill Theatre.</p>
	<p>5. Progressing Development Opportunities</p>	<p>Purpose: To identify and progress suitable development opportunities. The council can play a number of different roles in this process from shaping planning policy to directly intervening and delivering mixed-use schemes.</p> <p>Priority Actions: Cultivating exciting and socioeconomic uses; Establishing a supportive planning and policy framework; Direct participation in development; Embracing the ‘metroisation’ agenda by redeveloping Streatham Hill station.</p>

Delivering success in Streatham will depend on collaboration between and innovation by partners. This should be underpinned by setting up a Streatham Steering Group to provide a platform for debate, discussion, planning, joint working and the resolution of issues.

These objectives and actions are based on evidence collected as part of an accompanying Technical Evidence Base. Some of the key messages from these assessments are displayed in the boxes below. If partners do not respond to the threats and weaknesses identified, and do not capitalise on opportunities, there is a risk that competitors town centres (e.g. Brixton, West Norwood, Tooting, Croydon etc) will pull further ahead and attract greater investment.

Streatham's economy has grown in recent years, but not as much as in competitor town centres	The area is characterised by an increasingly young and professional population	The town centre is relatively healthy, but there are several opportunities for diversification and growth
Streatham primarily provides a local service and amenity function	Streatham benefits from a range of leisure, cultural and community assets, but there are gaps in provision	Workspace is under threat, despite evidence of demand
Streatham has lost a significant amount of employment space over the last ten years	The public realm has improved in recent years, but the town centre still does not perform well against measures of Healthy Streets	There are several development opportunities that could be investigated and progressed

Intervention is also important to ensure that the town centre remains resilient and sustainable in the face of macro- and micro-economic forces that threaten town centres. These include online shopping, out of town shopping centres, the recent collapse of several multiples and the shift towards town centres as places for experiences and leisure. Streatham will be more resilient to these threats if partners recognise and respond to these changes and it becomes a place where people can go to experience a broad range of different things.

Five key actions that will help kickstart change and growth in Streatham are set out below.

Key Actions to Catalyse Investment and Growth in Streatham

- Encourage local people to use the town centre and attract people from further afield by celebrating what is unique about Streatham, building an identity and harnessing civic pride
- Support the delivery of new public spaces to improve the visitor experience, create a healthier environment and attract people to the area
- Make Streatham's town centre more diverse and resilient to macro-economic forces by opening new spaces for experimentation and support the area to become a place where people try new things
- To diversify the local economy and create new enterprise opportunities for a growing local population, work with London's best providers to develop new workspaces to support entrepreneurs
- Harness the opportunities presented by metroisation by re-developing Streatham Hill Station and consolidating further development close by



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1. Streatham's Investment and Growth Strategy

- 1.1 Streatham is one of south London's most distinctive town centres. It is recognised for its cultural diversity, vibrant high street offer, community, civic identity and transport connections. Over the past decade targeted investment and intervention has helped to deliver tangible enhancements to the quality of the environment and vitality of the local economy.
- 1.2 This new Investment and Growth Strategy has been developed to build on this momentum and aims to help Streatham to evolve as a more successful and resilient town centre.

The Last Ten Years

- 1.3 Streatham has experienced significant change over the last ten years.
- 1.4 Much of this has been stimulated by the Streatham Masterplan which was published in 2009. This focused on maximising development opportunities in order to secure investment and deliver improvements to infrastructure, housing, services and the public realm.
- 1.5 Focusing on four defined areas (Streatham Hill, Streatham Central, Streatham Village and Streatham Hub), several development opportunities have been brought forward since. These include Destination Streatham, which has an ice rink, swimming pool, leisure centre, residential units and a large Tesco Extra superstore, and the re-development of the Caesars nightclub and Megabowl centre by Streatham Hill Station into a new mixed-use development by London Square.
- 1.6 Alongside this, several other changes have occurred in Streatham. These include:
 - Successful establishment of the InStreatham Business Improvement District (BID), which has delivered a range of interventions related to safety, crime, street cleansing, greening and place making
 - Public realm improvements along much of the High Road by TfL, which involved tree planting, removal of barriers, new lighting, new crossing, road realignment etc.
 - Securing of GLA Outer London Fund investment and using it to deliver several interventions, including refurbishing the Streatham Library, establishing the Streatham Festival, shop front improvements and renovating parts of the Streatham Stables Community Centre
 - The creation of the Streatham Street Manual and the delivery of recommendations related to civic furniture and street greening
- 1.7 This change has been enabled by significant investment from the public and private sectors. Investments range from £26m of funding from the London Borough of Lambeth and Tesco to develop Destination Streatham to over £1.6m from the GLA's Outer London Fund.
- 1.8 Despite this, a number of opportunity sites identified in the Streatham Masterplan have not come to fruition and some built assets remain underutilised. Examples include sites on Station Approach, Leigham Court Road, Gleneldon Mews and the junction of Becmead Avenue.

Investment and Growth Strategy

- 1.9 This Streatham Investment and Growth Strategy 2019-2030 builds upon the platform established in recent years, providing a clear vision and strategy for growth in the area for the next decade.
- 1.10 The strategy has been developed by Hatch Regeneris, We Made That, PRD and Urban Shape in partnership with the London Borough of Lambeth (LBL) and InStreatham.
- 1.11 It provides an overview of Streatham's current position and how it can change and grow over the next ten years. It is structured around five objectives which are accompanied by an overarching vision:
- Objective 1: Challenging Perceptions and Attracting Inward Investment
 - Objective 2: Diversifying and Strengthening the Town Centre Offering
 - Objective 3: Providing Space for Growth and Enterprise
 - Objective 4: Providing Spaces for Better and New Experiences
 - Objective 5: Unlocking Development Opportunities
- 1.12 Five key actions to catalyse growth in Streatham are set out below.

Key Actions to Catalyse Investment and Growth in Streatham

- Encourage local people to use the town centre and attract people from further afield by celebrating what is unique about Streatham, building an identity and harnessing civic pride
 - Support the delivery of new public spaces to improve the visitor experience, create a healthier environment and attract people to the area
 - Make Streatham's town centre more diverse and resilient to macro-economic forces by opening new spaces for experimentation and support the area to become a place where people try new things
 - To diversify the local economy and create new enterprise opportunities for a growing local population, work with London's best providers to develop new workspaces to support entrepreneurs
 - Harness the opportunities presented by metroisation and further consolidate development around Streatham Hill
- 1.13 This document also discusses how the strategy can be taken forward by different partners and how success can be measured.
- 1.14 The work is underpinned by a separate Technical Evidence Base, which provides a detailed overview of the area's economy, challenges and the town centre performance.

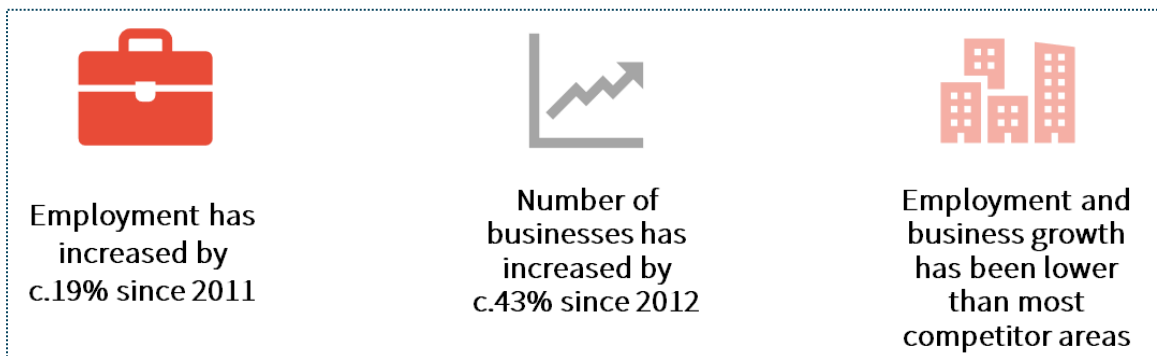


challenges it needs to overcome. A summary of some of the key messages is provided in the box below.

High Level Characteristics

- Streatham’s economy has grown in recent years, but not as much as in competitor town centres
- Streatham primarily provides a local service and amenity function
- The area is characterised by an increasingly young and professional population
- The town centre is relatively healthy, but there are several opportunities for diversification and growth
- Workspace is under threat, despite evidence of demand
- Streatham benefits from a range of leisure, cultural and community assets, but there are gaps in provision
- The public realm has improved in recent years, but the town centre still does not perform well against measures of Healthy Streets
- There are several development opportunities that could be investigated and progressed

Streatham’s economy has grown...



- 2.2 The economy in Streatham has grown significantly over the last decade. Employment has increased by c.19% since 2011 and the number of businesses has increased by c.43% since 2012. There are now 2000 businesses in the area, employing approximately 11,000 people.
- 2.3 While this is positive, employment growth has not been as high as in many of the comparator areas considered over the same period. It was higher in Tooting (39%), Dalston (32%), Brixton (25%), Walthamstow (22%) and Peckham (19%). It has, however, been higher than the London and Lambeth averages of 15% and 11% respectively.
- 2.4 Similarly, business growth has been higher in Dalston (59%), Brixton (55%), Walthamstow (52%), Tooting (44%) and Peckham (42%). It is similar to the Lambeth average of 42%, but above the London average of 35%.

Streatham provides a local service and amenity function...

- 2.5 Streatham has a relatively broad employment base, but most is found in lower-value sectors. While more could be done to increase the proportion of higher value roles, this trend is not unexpected for an outer London town centre.

- 2.6 Public Administration, Education and Health account for the largest share of employment and these activities have experienced significant growth in recent years. This is partly explained by the presence of several NHS office functions, as well as a high concentration of primary schools. Employment is also high and has grown for Retail, Financial & Professional Services and Hospitality, Leisure & Recreation.
- 2.7 Employment has fallen in recent years for higher-value ICT, Media and Creative Activities, despite the sector having the highest number of businesses in the area. This may link to the high proportion of sole traders in Streatham and the freelance nature of the sector.
- 2.8 Even though outer London town centres tend to have a higher proportion of lower value sectors, GVA per employee in Streatham is £50,508 which is lower than several of the comparator areas considered - Angel (£67,905), Walthamstow (£58,768), Dalston (£56,459), Brixton (£52,991). Productivity is, however, higher than in Peckham (£47,487) and Tooting (£32,038).

Streatham is characterised by an increasingly young and professional population...

		
<p>There is a greater proportion of working age people in Streatham relative to London</p>	<p>53% of residents are qualified to NVQ 3 and 4 level</p>	<p>Over 50% of Streatham's area is classified as being home to 'City Vibers'</p>

- 2.9 Streatham has a resident population of around 66,000 people. The population is relatively young with a higher proportion of people aged 25-44 than the London average. The population has grown by 13% over the last five years, which is significantly higher than for Lambeth and London.
- 2.10 Streatham's residents are relatively well qualified, with 43% of residents holding a degree level qualification or higher (NVQ4+). This is higher than the London average of 38%, but slightly lower than the Lambeth average. 53% of residents have A-Level qualifications or higher (NVQ3+) which is also higher than the London average. Streatham also has a broad occupational profile with residents working across a range of different roles.
- 2.11 Data from the Greater London Authority (GLA) indicates that over half of Streatham's areas are dominated by young, highly qualified professionals and full-time students with disposable incomes (grouped under the GLA's 'City Vibe' classification).

Streatham's high street is relatively healthy, but there are opportunities for diversification...

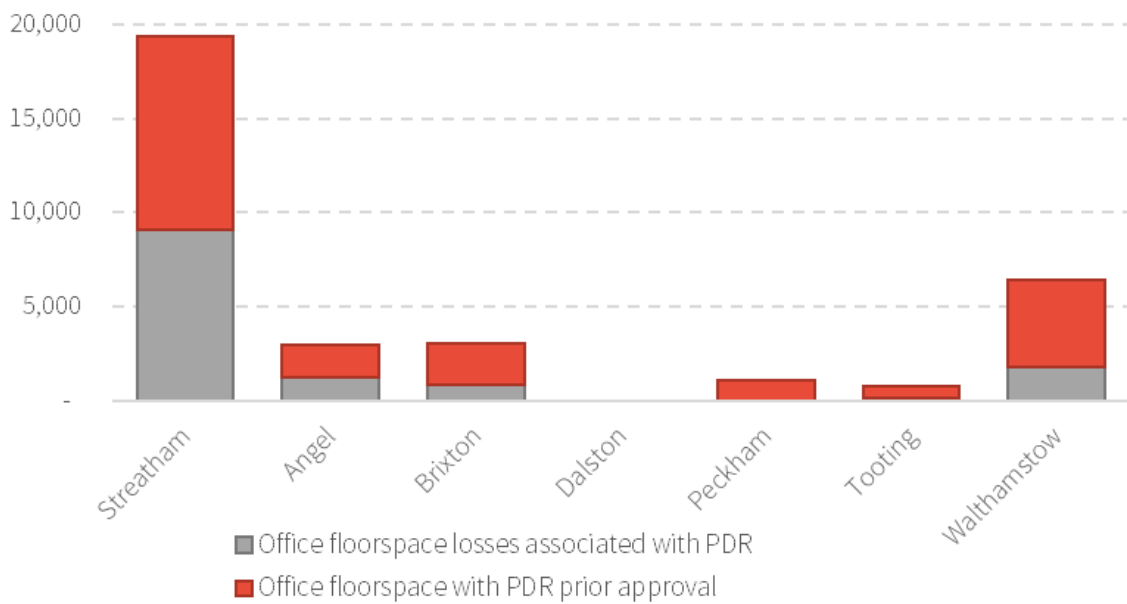
- 2.12 Streatham town centre comprises of 428 retail (i.e. convenience and comparison goods) and retail service (i.e. cafes, restaurants and takeaways) units. Since 2012 retail floorspace has grown by 3% and the amount of vacant floorspace has fallen by around 12%. Only 10% of retail units are now vacant, which is below the UK average.

- 2.13 Analysis of Streatham's retail offer shows that comparison goods representation is broadly in line with the national average. Provision of cafes and restaurants is also strong, accounting for around 52% of all units in the area (above the UK average of 38%).
- 2.14 There is, however, a clear gap in the high street offer in relation to footfall generating clothing and footwear retailers. Representation of several other types of comparison goods retailers (which includes jewellery, sports goods, cycling, toy and pet shops etc.) is also below average. This partly explains why Streatham loses footfall to neighbouring town centres like Brixton and Croydon.
- 2.15 It is also important to note that other town centres with similar demographic profiles have a more diverse retail and leisure offering. Brixton and Peckham, for example, have a similar proportion of young professionals and students, but have a more developed and distinctive retail offer relative to Streatham. In the case of Brixton, its retail offer differentiates by having a broader range of higher-profile comparison goods retailers such as H&M, TK Maxx and larger branches of retailers such as Sports Direct and JD Sports. Peckham's retail offer is more closely aligned to that of Streatham, but again includes a slightly stronger range of attractors such as Primark and the leisure uses at Peckham Levels.

Streatham's workspace is under threat, despite evidence of demand...

- 2.16 If Streatham is to maintain its broad sector profile and move toward a higher value economy, it is important that sufficient workspace is available. Since 2013 however, the area has lost around 9,000 sq. m of office floorspace and c.30% of the total remaining floorspace already has PDR prior approval (see figure below). This is despite already low office vacancy rates (<1%).
- 2.17 Locations where Streatham has lost office space to residential uses include:
- Norwich House, Streatham High Road
 - The Print House (former South London Press), Leigham Court Road
 - Hopton House, opposite Streatham station
- 2.18 The area also has a limited number of workspaces to support small and medium size businesses. The workspaces identified via the Technical Evidence Base work include Artist Studio Company Streatham Hill, Hideaway Workspace, Vinters Studios, Sunnyhill House and meeting/rehearsal space at the Streatham Youth and Community Trust's Hall on Welfield Road. This is despite 14% of the businesses registered in Streatham being owned by sole traders and 21% of residents being self-employed.
- 2.19 If any additional workspace is lost it could have significant impacts for employment in Streatham which would have subsequent impacts for the vitality and vibrancy of the town centre itself.

Figure 2.1 Permitted Development Rights 2013-2016 (sq. m.)



Source: GLA Town Centre Health Check

Streatham benefits from a range of leisure, cultural and community assets, but there are gaps...

2.20 Streatham’s town centre is supported by a range of leisure, cultural and community assets which help create a diverse local offering. Example assets include the Odeon, Hideaway Jazz Bar, Streatham Ice Rink and Leisure Centre, Streatham Tate Library, Streatham Space Project and Streatham Common. These provide significant value to the town centre and act as an attractor to people visiting the area.

2.21 Given that town centres are changing and there is an increasing need for them to offer a rounded experience, there is an opportunity to increase the number of leisure, cultural and community assets in Streatham to attract more people to the area and build resilience. There is also potential for further growth in the early-evening economy as identified in the Draft Local Plan. There are currently gaps in the offering ranging from an independent arts cinema to a local art gallery. As noted in the GLA’s *Accommodating Growth in Town Centres* study, a shift towards a broader mix in town centres:








‘... can have wider implications on the performance of the town centres in question: residents and visitors spend longer in the centre, undertake ‘linked trips’ between leisure and other uses and increase their dwell-time in a centre’.

The public realm has improved in recent years, but the town centre still does not perform well against measures of Healthy Streets...

2.22 Significant investment has been made in the appearance of Streatham’s public realm over the last ten years. Barriers to movement across the High Road have been removed, while planting and street furniture have been successfully introduced at select locations along the high street.

2.23 While these interventions have improved the quality of the environment and visitor experience, some parts of the town centre still do not perform well against indicators of Healthy Streets (due in large part to the extent of road traffic). The Healthy Streets approach was developed by Lucy Sanders, a public health and transport specialist, and

provides a set of indicators that can be used to assess the quality of the streetscape. A high-level assessment of some of the Healthy Street indicators is set out in the table below. The observations were made between April and May 2018 and represent a qualitative assessment of Streatham's environment.

Health Streets Indicator		Assessment
	Easy to cross	Cluttered and confusing pedestrian crossings: While some junctions have been improved, some pedestrian crossings remain cluttered and are not always on desire lines.
	Street greening	Quality of street greening: Planting in select locations has improved the quality of the public realm in these select locations. This needs to be maintained, supported and added to, in order to avoid it becoming tired and bare.
	Air Quality	Air Quality: The high street is a heavily trafficked route with high pollution levels. Attractive side streets provide respite. Intensive greening on the high street is needed to mitigate poor air quality and noise.
	People feel relaxed	Dominant vehicular traffic: Improvements have been made through road infrastructure changes and greening efforts. Significant vehicular traffic does however remain constant across the high street and further noise and visual mitigation measures are needed. Streatham High Road is currently being considered as a potential Low Emission Neighbourhood (LEN) and this opportunity should be capitalised on.
	Places to stop and rest	Focused public realm interventions: The standard of paving along the main high street is generally good owing to a number of recent focused public realm interventions which tend to be adjacent to local assets or new development. New public realm provides spaces for people to congregate or rest within the town centre. There is however a lack of public seating provided along the high street itself.
	People feel safe	Back street environment - The high street has a number of pleasant residential side streets that add significant character to the area. Other side streets, particularly where there are development opportunities, such as Gleneldon Mews and Station Approach are less welcoming and can contribute to a feeling of insecurity. There is a north-south focus to the high street. How people move east-west across the high street should also be considered.
	Things to do and see	Active forecourts - A large number of food and drink businesses have active forecourts with table and chairs, which contributes to the vibrancy of the high street and invites people to travel down and use it.

- 2.24 Some areas of the High Road are more in need of intervention than others. Discussions with inStreatham and the council highlight that residents and businesses frequently report that the dip between Gleneldon Road and Streatham Station needs improved and enhanced public realm. The quality of the environment is perceived to be poor and it is difficult to cross the busy road safely and easily.

There are several development opportunities that could be investigated and progressed...

- 2.25 While a number of the development sites identified in the 2009 Masterplan have been brought forward, several have not come to fruition (including developments in each of the Central, Hub and Village 'Quarters').

- 2.26 There is an on-going opportunity to identify priority sites that can be developed, including re-evaluating those that have not yet come forward from the Masterplan. Priority opportunities should be identified by the council and the feasibility and viability of bringing these different development sites should be investigated.
- 2.27 The on-going development of the Local Plan presents a significant opportunity for the council to focus, catalyse and influence development and this Investment and Growth Strategy, with its accompanying documents, can serve as an important point of reference for policy decisions.

Looking Ahead: The Case for Action

- 2.28 While the evidence demonstrates that Streatham is on a positive trajectory in relation to a number of economic indicators (e.g. business growth, employment growth, retail floorspace growth, retail vacancy change etc.), it also highlights that there are various challenges facing the local economy and significant competition from competing town centres.
- 2.29 If partners do not respond to this, it is likely that competitors will pull ahead and attract greater investment. This is partly because many of Streatham's local competitors already have significant emerging regeneration and development plans and a stronger investment story (e.g. in Brixton, Croydon and West Norwood). Other town centres are also likely to benefit from significant infrastructure upgrades planned across London (e.g. Crossrail, Crossrail 2, Northern Line Extension, West London Orbital etc.).
- 2.30 Intervention is also important to ensure that the town centre remains resilient and sustainable in the face of macro- and micro-economic forces that threaten town centres. These include online shopping, out of town shopping centres, the recent collapse of several multiples and the shift towards town centres as places for experiences and leisure. Moving forward the most successful town centres will be those that recognise and respond to these changes and are places where people can go to experience a broad range of different things.
- 2.31 Partners also need to respond to a range of challenges relating to social and economic inclusion, in particular employment, income and housing affordability. It is important that interventions attempt to tackle issues of inclusive growth, ensuring that Streatham is a fairer and more prosperous place.



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3. Streatham's Next Ten Years

Vision

Streatham will become a better and fairer place. It will attract significant new investment and development which will continue to improve and diversify the town centre. It will celebrate its unique identity, in a way that galvanises the local community to take action and pride in their town centre.

Objectives

	1. Challenging Perceptions and Attracting Inward Investment	Purpose: To challenge and influence perceptions that are currently holding Streatham back in order to attract inward investment and visitors to the area.
	2. Diversifying and Strengthening the Town Centre Offering	Purpose: To diversify and improve the town centre in an attempt to (a) attract people from further afield, (b) adapt to rapidly changing retail trends and (c) build resilience in the town centre by supporting existing local businesses.
	3. Providing Space for Growth and Enterprise	Purpose: To provide sufficient workspace to stimulate a vibrant and diverse local economy and to generate enough footfall to support shops, restaurants, cafes and facilities in the town centre.
	4. Providing Spaces for Better and New Experiences	Purpose: To improve existing public spaces to encourage visitor experience, create healthier streets, encourage dwell time and attract people to the area.
	5. Progressing Development Opportunities	Purpose: To identify and progress suitable development opportunities. The Council can play a number of different roles in this process from shaping planning policy to directly intervening and delivering mixed-use schemes.

- 3.1 The achieve the vision five objectives have been identified following an assessment of the results of the Technical Evidence Base and consultation with the council, InStreatham, businesses and delivery partners (see above). They also respond to consultation undertaken with local residents and businesses as part of the Issues Consultation for the draft Local Plan (see box below).
- 3.2 Further detail on these objectives and possible associated activities are set out over the next five chapters.

Draft Local Plan Issues Consultation

As part of the Regulation 18 requirements for the draft Local Plan, a survey was undertaken with residents and businesses in Streatham to understand their views about the area. A Town Centre Workshop was also undertaken in November 2017 with stakeholders from Streatham Action and inStreatham to gather views on a range of topic areas. This strategy responds to those issues that relate to the economy and composition of the town centre.

Objective 1: Challenging Perceptions and Attracting Inward Investment

Issue and Opportunity

- 3.3 Economic indicators (related to business growth, retail vacancies, employment growth etc.) illustrate that Streatham town centre has experienced positive change in recent years. The town centre is home to a range of high street retailers, retail services (i.e. restaurants, cafes, bars etc.) and leisure/cultural facilities. The area also has a relatively young and well-educated population that is driving change and diversification.
- 3.4 Consultation with key stakeholders, however, indicates that Streatham still suffers from negative perceptions and this change is not widely recognised. This may be holding back potential investment and development. A better and co-ordinated approach to place marketing and inward investment could help to overcome a number of challenges the area has faced, including:
- Development opportunities not coming forward
 - Retail offer that could better serve the changing demographic profile
 - Under-representation of higher-value sectors versus the London average
- 3.5 The results presented in the accompanying Technical Evidence Base provide stakeholders with an opportunity to challenge in-grained perceptions and attract inward investment. Results can be used to emphasise the change occurring and to identify and celebrate positive aspects of Streatham. Challenging perceptions should also help to help unlock many of the other opportunities presented as part of this Investment and Growth Strategy.

Response

- 3.6 Partners need to work together to challenge perceptions and actively promote Streatham.
- 3.7 Efforts should seek to highlight the area's strengths and its recent evolution to local residents and businesses. The focus should be on encouraging local people to visit Streatham instead of other local town centres (e.g. Brixton, Balham, Clapham, Tooting etc.).
- 3.8 It should also involve attracting developers, retailers, businesses and entrepreneurs to the area. This will require soft market testing and the development of an agreed and consistent approach to messaging and identifying opportunities.
- 3.9 While there is much to celebrate and promote now, other activities and actions set out in this strategy will add value and strengthen this work over time (e.g. those set out in the Unlocking Development Opportunities and Diversifying and Strengthening the Retail Offering sections). Any activities undertaken should be dynamic and respond to changes over time.

Priority Actions

Short-Term - Local Place Marketing: Develop a local place marketing approach that provides regular, consistent and relevant content to people living in the local and wider area. The aim should be to attract people to use and visit the town centre rather than going to competitor areas. The approach should promote local heroes and businesses using social media, local publications, flyer drops etc. There are a range of local strengths that should be communicated through a series of targeted campaigns (e.g.

related to the food, health/beauty and leisure/recreational offer). Heart Streatham, a monthly independent magazine, currently already showcases the diverse range of cuisines available by featuring local restaurants, shops and services.

Lead: InStreatham

Examples: [Heart Streatham](#) (local magazine and website focused on Streatham business and services); [Peckham Peculiar](#) (local newspaper, website and blog focused on people in Peckham) and [Dulwich Diverter](#) (local newspaper focused on people and businesses in Dulwich).

Short-Term - Soft Market Testing: Annual soft market testing should be undertaken with retailers, workspace providers and developers in order to understand their appetite to locate in Streatham and, if so, what their requirements and needs are. The findings should be used to inform other objectives and actions set out in this strategy. It will be important to reflect on the findings of the Technical Evidence Base to establish a list of target organisations that will help to improve and deliver growth in the area.

Lead: InStreatham

Example Consultees: [Metrobank](#) (expanding bank chain), [400 Rabbits](#) (south London pizza restaurant), [TK Maxx](#) (anchor shop with south London presence), [3Space](#) (workspace provider), [Meanwhile Space](#) (workspace provider) and [Igloo](#) (developer)

Short-Term - Inward Investment Marketing Materials: Work with partners to develop inward investment marketing materials for Streatham. These should utilise this strategy and the evidence presented to highlight the area's strengths and opportunities to developers, retailers, business and entrepreneurs. While reflecting on current strengths and opportunities (see the Unlocking Development Opportunities and Strengthening the Retail Offering sections), the approach will need to be dynamic and respond to annual soft market testing and opportunities that emerge over time. This should work should conform to and feed into the refresh of the wider Lambeth Now inward investment campaign.

Lead: LBL

Example: [Lewisham London, Catford](#) (inward investment campaign which includes promotional pages for Catford town centre) and [Lambeth Now, Vauxhall](#) (Lambeth's Inward Investment campaign)

Objective 2: Diversifying and Strengthening the Town Centre Offering

Issue and Opportunity

- 3.10 Streatham town centre is performing well when assessed against some town centre performance criteria:
- Representation from the food and beverage sector is increasing, reflecting trends which have been seen across many comparable centres in London and nationally in recent years

- The retail offer of the centre benefits from a reasonable split between national/multiple and independent retailers
- There is some evidence of more specialist/independent retailers opening in the centre, but this does not appear to have come at the expense of the ability of the centre to meet day-to-day shopping needs
- The vacancy rate is below the UK average and has decreased in recent years
- There is some evidence of positive investment in the centre through the opening of new businesses, investment from national retailers (e.g. Aldi and M&S), and the opening of cultural spaces such as the Streatham Space Project
- The town centre benefits from a proactive Business Improvement District (BID) which has assisted in delivering a range of improvements to the centre and promoted initiatives to attract footfall, such as annual food and film festivals

3.11 However, there remains scope for Streatham to further improve its performance, particularly in terms of the amount of spend it captures from the local area. Particular issues of note include:

- Streatham should be enabled to better respond to its changing demographic profile and needs to capture a greater proportion of the retail and food/drink spend currently being spent in nearby locations such as Brixton, Balham and Tooting
- Streatham lacks an 'anchor' retailer which would help to drive footfall and pull in spend from an area beyond Streatham's immediate local catchment and it has a retail offer that caters towards day-to-day shopping needs only - the planned development of Westfield Croydon will put further pressure on Streatham's ability to retain non-food shopping spend
- There is an opportunity to attract additional cultural and leisure uses (e.g. an independent cinema operator)

Response

3.12 Stakeholders need to work together to ensure that Streatham's town centre adapts to macro-economic trends, reflects the needs and requirements of its changing demographic and continues to improve.

3.13 This will depend, in part, on the ability of LBL to support a robust planning policy framework that enhances its retail core and allows for the introduction of new and complementary 'main town centre uses' (as defined by the NPPF) where appropriate elsewhere in the centre. Stakeholders should seek to:

- Diversify the town centre offer
- Support entrepreneurs to set up and stay in the area
- Ensure the town centre reflects shifting demographics and consumer behaviour
- Strengthen the existing retail cluster in Streatham Central and identify a new specialism for Streatham Hill

3.14 In line with the draft London Plan, the LBL should also ensure planning policy and practice encourages the delivery of additional residential capacity within the town centre boundary. This should not come at the expense of commercial diversification and growth but should be encouraged where it will improve the area and help increase footfall.

Priority Actions

Short term - Planning Levers: Drawing on the evidence presented as part of this work, LBL should use the upcoming Local Plan review to define a clear planning strategy for Streatham town centre. Planning actions should include:

- Reduce the extent of the Primary Shopping Area in Streatham Hill to encourage a broader mix of uses whilst maintaining a core of retail (see box below for justification)
- Review the Town Centre boundary to ensure its extent is fit for purpose and provides enough flexibility for development around its edges
- Continue to define a Primary Shopping Area in Streatham Central to protect the core retail function but review whether the minimum A1 threshold is appropriate
- Develop policies that support the amalgamation of retail units within Streatham Central Primary Shopping Area in order to protect the core retail function of this area and encourage additional multiple/higher profile retail operators to the centre
- It is important to note that the proposed boundary changes will have no immediate impact on existing businesses. The impact of this will only be seen should a change of use planning application be submitted. Existing businesses will not be affected.

Lead: LBL

Medium term - Experimentation: Public sector partners should explore the potential to acquire long-term leases on vacant retail units which can then be sub-let over short timescales to entrepreneurs. They should be used to test the viability of starting new businesses or scaling up existing ventures. Multiple units could be opened with each focusing on different themes, including:

- Food (i.e. scale up and test space for restaurateurs)
- Arts and crafts (i.e. gallery and retail space for artists and makers)
- Fashion and beauty (i.e. space for specialists to sell products and treatments)

An operator such as 3Space, Retail Revival, Mill Co or Meanwhile Space should be considered to support this. Such a programme would help diversify the high street, give the council the ability to curate the local offer and support local entrepreneurs.

Lead: LBL and InStreatham

Examples: [Maida Hill Place](#) (kitchen and restaurant space for aspiring restaurateurs and bakers in the Harrow Road area of Westminster), [Green Rooms](#), Wood Green (scale up space for restaurateurs and a gallery space and hotel for artists/performers), [Pengetout](#), Penge (former retail space in Penge run by Retail Revival for local artists and makers to sell their products) and [Central Parade](#), Walthamstow (temporary retail, co-working and studio space in Walthamstow run by Meanwhile Space).

Medium term - Night Time Economy: Working with a range of departments at LBL (e.g. licensing and noise), develop an approach for the enhancement and management of the early evening economy in Streatham. This should focus on encouraging new businesses to the area and mitigating the negative impacts associated with a growing night time economy. The approach should tie in with the draft Local Plan's ambitions related to the early evening economy in Streatham.

Lead: InStreatham (with LBL)

Examples: [Beckenham Purple Flag Status](#) and LLDC Night Time Economy SPG

Rationale for Reducing the Extent of the Streatham Hill Primary Shopping Area

Much of Streatham Hill is currently defined as a Primary Shopping Area. The extent of this should be reviewed and reduced to help diversify the local offer and build on the non-retail assets in the area. The main reasons for this are:

- Macro-economic conditions are making traditional A1 retail less viable and flexibility is required to ensure areas remain vibrant
- Town centres need to diversify and have a more experiential offering to attract consumers to use them – a rigid policy focus on A1 does not actively support this
- Flexibility should encourage other businesses to locate in the area (assuming they have active frontages) which should help to drive footfall (e.g. gyms, food and beverage and workspace)
- It will help to free up key development sites, including around Streatham Hill station, which could support residential and commercial growth

There are, however, a few larger A1 units which make a significant economic contribution to the local area. These should be retained within a smaller Primary Shopping Area boundary.

Objective 3: Providing Space for Growth and Enterprise

Issue and Opportunity

- 3.15 The amount and availability of workspace in Streatham has fallen significantly in recent years. Office market trends indicate that vacancy rates have fallen to around 1% and almost 9,000 sq. m. of space has been lost since 2013 via Permitted Development Rights (PDR). Qualitative research also shows that the town centre does not have a notable concentration of workspaces for small and medium size businesses.
- 3.16 Despite low vacancy rates and anecdotal local demand for workspace, a further 9,000 sq. m. of office space is at risk due to prior PDR approval according to the GLA. If workspace continues to be lost it is likely to have negative implications for the town centre as workers provide important morning, daytime and evening spend¹.
- 3.17 Protecting or increasing the provision of workspace can also deliver a number of social, economic and financial benefits. These include:
- Employment opportunities for local residents, sometimes in higher value sectors
 - Additional fiscal benefits (e.g. business rates and CIL) that can be reinvested in the local area

¹ A [recent report](#) from Centre for Cities underlines the role of commercial and office space in town centres by demonstrating that there is a correlation between higher office space provision and lower retail vacancy rates.

- Space for self-employed residents and entrepreneurs to scale and grow their businesses
- 3.18 The opportunity exists to re-orientate perceptions of Streatham and promote it as a viable place to start and grow businesses. Low rental prices, relatively good connections to London and access to services makes it a viable location for businesses that struggle to afford to locate in Zones 1 and 2 or want to move out of the city centre. The workforce is also becoming increasingly flexible and Streatham town centre can capitalise on this by providing workspace for people to work nearer their homes.
- 3.19 At the moment, however, the market is not providing enough good quality workspace that can be exploited by businesses and intervention is therefore required to help address this market failure. High level discussions with workspace operators indicates that they would be interested in taking on and managing space in Streatham, but it is unlikely that they would target the area without a clear and low-risk opportunity presenting itself.

Response

- 3.20 Partners need to work together to protect workspace in Streatham and increase provision where appropriate.
- 3.21 The types of space provided should respond to the growing and evolving economy. High potential sectors including ICT, Media and Creative Activities as well as Financial and Professional Services.
- 3.22 The council's priority is to grow creative and digital industries as set out in its new *Creative and Digital Industries Strategy for Growth*. The council's vision for the sector is as follows:
"We want Lambeth to be at the forefront of London's dynamic creative and digital economy. By pioneering an integrated approach to industry partnerships, workspace, skills, culture and lifestyle we will encourage and accelerate inclusive growth in our communities. Working with the grain of Lambeth's distinctively radical and open creative spirit we aim to grow productive clusters of collaboration and innovation".
- 3.23 As well as responding to economic priorities, intervention needs to ensure that the supply of floorspace matches evolving business needs. This is particularly true for sectors like ICT, Media and Creative Activities (i.e. 'office focused' sectors), which tend to require high quality space close to the town centre and public transport infrastructure.

Priority Actions

Short Term - Planning Levers: Consider bringing forward an Article 4 Direction to protect the remaining B1a office in the town centre (subject to further analysis of stock). This would help retain existing office space and will be important if Streatham is to become a place where people want to start and grow businesses.

Lead: LBL

Examples: Brixton Town Centre (London Borough of Lambeth) and Twickenham Town Centre (London Borough of Richmond)

Medium Term - Workspace Policy: Introduce an affordable workspace policy as part of the Draft Local Plan to ensure that new mixed-use and commercial developments have an element of affordable workspace. The borough would benefit from a unified strategy across the whole borough, with specific policies and aspirations for town centres like Streatham.

Lead: LBL

Examples: Policy DM16 of the [London Borough of Hackney's Development Management Local Plan](#) (policy states that Hackney will seek 10% of new floor-space within major commercial development schemes and within major mixed-used schemes in the Borough's designated employment areas to be affordable workspace)

Medium Term - Deliver More Workspace: LBL should seek to deliver more workspace in Streatham through one or more of the following mechanisms:

- Diversifying, re-purposing or redeveloping existing council owned assets (e.g. building on Station Approach)
- Acquiring leases on commercial units (including vacant retail space) to use as workspaces (e.g. units above Aldi)
- Ensuring future mixed used developments include an element of workspace as part of s106 agreements
- Offering loans/grants to workspace providers interested in taking on commercial space alongside rate relief incentives

Workspace delivered in the town centre should focus, at least in part, on the high-value and high-potential sectors of ICT, Media and Creative Activities and Financial and Professional Services. Given Streatham's Zone 3 position and the area's population characteristics, it would benefit from workspace facilities that support people to both work and live (i.e. with creche, fitness or wellbeing facilities). Space should be provided for small and medium sized businesses as well as for sole traders.

Lead: LBL (with workspace providers and developers)

Examples: [Huckletree West, White City](#) (workspace in White City with a kids studio and a regular programme of events for parents), [V22 Dalston](#), Dalston – Workspace Creche (workspace in Dalston which provides space for artists and freelancers with creche facilities attached and included in the price), [Yonder E17](#), Walthamstow (workspace in Walthamstow which also has yoga, climbing, events and café facilities) and [Rose Lipman, Hackney](#) (workspace in Hackney run by Mill Co which has artist studios alongside theatre, café and event space)

Objective 4: Providing Spaces for Better and New Experiences

Issue and Opportunity

- 3.24 Significant investment has improved the public realm, road layout and traffic flow in places along Streatham High Road. However, vehicular traffic remains dominant and a poor environment within parts of the town centre continues to lead to under-utilised public spaces on and off the high street. This risks discouraging people from spending time and money in the area.
- 3.25 Incomplete road improvements and confusing crossing points also create a difficult environment for pedestrians and cyclists to travel through the area. Addressing this issue

will encourage people to opt for more sustainable modes of transport, whilst also increasing footfall for the businesses along the high street.

- 3.26 Many of the side and back streets are also underutilised and there is an opportunity for them to become key local routes and destinations, which accommodate small businesses and public activities. There are thirty side streets connecting to the length of high street within the study area. This provides an opportunity for potential closure of a number of these roads (which tend to be low trafficked) to introduce new public spaces adjacent to the high street, providing moments of relief. This is an approach utilised on many important high streets in London, including Oxford Street and Northcote Road.
- 3.27 There are also opportunities to build on the Streatham Street Manual which provided a clear set of deliverable projects, of which a small number have been delivered. Networks and partnership working between stakeholders and landowners should be further developed in order to unlock opportunities to deliver projects set out further projects within the Manual.

Response

- 3.28 Stakeholders need to work together to improve the pedestrian experience and capitalise on the opportunities presented by Streatham's side streets and the recommendations set out in the Streatham Street Manual. A range of potential benefits can be delivered relating to footfall, placemaking, dwell time (the amount of time people spend in a place), safety and air quality.
- 3.29 The aspiration of such activity should be to achieve the Healthy Streets indicators. The key indicators to be considered in Streatham are:
- Easy to cross
 - Street greening
 - Air quality
 - People feel relaxed
 - Places to stop and rest
 - People feel safe
 - Things to see and do

Priority Actions

Short-Term and Medium-Term - New Public Spaces and Activities: Work alongside local community groups to create a programme of temporary road closures to enable public spaces to be created within low-trafficked side street locations at off-peak times. The programme should identify suitable locations for a range of different activities, including public events, market stalls and 'parklets'. Given the characteristics of the population, this could involve engaging London Play in identifying suitable opportunities to set up temporary Play Streets for children. As the temporary programme is delivered, LBL and InStreatham should work with landowners and key stakeholders (e.g. TfL and Network Rail) to establish locations for permanent road closures and develop proposals for new space and amenities which incorporate new greening and furniture. The map overleaf provides an overview of potential sites and locations.

In line with Lambeth's Transport Strategy, also investigate opportunities to free up space for other uses (such as bicycle parking, greening and creation of more social spaces)

and work with TfL to improve cycling infrastructure, including progressing plans for Cycle Freeway Route 15.

Lead: LBL and InStreatham (with community groups, TfL and Network Rail)

Examples: [Tooley Street Parklet](#), Southwark (miniature modular park as part of Team London Bridge's Fresh Air Squares initiative), Northcote Road, Battersea (permanent road closures used for street food vendors and pedestrian dwell time), [Play Streets](#), Hackney (temporary play spaces in different parts of Hackney) and [Geelhandplaats](#), Antwerp (permanent closure of low trafficked streets to creative public space with opportunities for play)

Short-Term and Medium-Term - Animate Established Spaces: Over the short-term develop a programme with community groups to activate spaces that have already been established through projects delivered via the Streatham Street Manual. These could include:

- Streatham Hill - With Streatham Space Project now open on Sternhold Avenue and Leigham Court Road and Car Park still holding potential, new activities could be introduced across this area.
- Streatham Library - Significant improvements to the civic space at the Library could be continued out into the public realm if Pinfold Road was to be calmed or closed off to vehicular traffic.
- Streatham Green - The pedestrianisation of Babington Road above Streatham Green, as well as the green itself, holds potential for further activation.

Over the medium-term there is an opportunity to create a development and management plan for Gleneldon Mews, in support of activities that activate the public realm and provide an amenity space away from the heavily trafficked high street. Gleneldon Mews is home to a range of businesses, artisans and light industrial uses in B1c use class. The unique character of the mews and the size and style of units make it an important and characterful part of Streatham with the potential to become home to a cluster of creative businesses. There is a need to safeguard existing uses and encourage more B1c uses here.

Lead: InStreatham (with TfL and Network Rail)

Medium-Term – TFL Healthy Streets proposed works: TFL has plans to reallocate road space away from general traffic to cyclists, pedestrians and buses. This includes plans for a segregated cycle lane and widened footpaths. These plans are proposed to go out to public consultation in early 2020; it is considered that they have huge potential to transform the environment of the high street.

Lead: TfL

Medium-Term - Explore Opportunities for Streatham Hill Theatre: Undertake an opportunity analysis and appraisal to explore the feasibility of refurbishing and rejuvenating the old Streatham Hill Theatre (currently Beacon Bingo). This should look at owner appetite, funding opportunities, lease structures, operating models etc. It will also need to identify potential occupant organisations or theatre production groups, as

well as a broad scope of community uses outside of operating hours. To be successful it will need to accommodate a range of uses and performance types, including rehearsal and community spaces for hire, street-front activation and concessions that operate across the day. Successfully restoring this building would bring significant improvements to the public realm and historic/cultural fabric of the area, as well as delivering against a number of other objectives presented in this strategy (e.g. Strengthening and Diversifying the Town Centre).

Lead: LBL

Examples: [Granada Cinema](#), Walthamstow (London Borough of Waltham Forest are purchasing Grade II listed cinema and plan to re-open as theatre with Soho Theatre), [Everyman Cinema](#), Crystal Palace (former Rialto cinema which closed down in Crystal Palace is being refurbished and restored by Everyman) and [Hackney Empire](#), Hackney (refurbished theatre and music hall in Hackney)

Figure 3.1 Potential locations for new public spaces and activities



Potential locations for activities

- Opportunity for side street public space
- Opportunity for temporary parklets
- Established space to be animated

Objective 5: Unlocking Development Opportunities

Issue and Opportunity

- 3.30 A number of the development sites within the 2009 Masterplan have been brought forward (including development of the Ceasar's/Megabowl site and the Destination Streatham Hub), but others are yet to be realised.
- 3.31 Notwithstanding this, Streatham has experienced a significant volume of developer activity in recent years and continues to attract market interest because of its location, relatively good connectivity, vibrancy and affordability.
- 3.32 The promotion of appropriate, curated development in Streatham can play an important role in supporting inclusive growth, investment and economic activity, but this should not be at the expense of what make Streatham and its communities unique.
- 3.33 These opportunities are not limited to traditional development. There is potential to re-purpose a number of under-used assets in Streatham in bold and exciting ways, in order to facilitate grass-roots investment and operator-led models, which support local vitality, animation and local socioeconomic drivers.

Response

- 3.34 There are several exciting opportunities to unlock development in Streatham and further opportunities may also come forward in future. Partnered action will be essential to realise the full potential of development-led growth and investment over the short, medium and long-term. Partners should take a proactive and innovative approach to encouraging development and investment, which builds upon the key strengths and abilities of each party and the partnered approach that is emerging in Streatham.

Priority Actions

Short-Term: Cultivating Exciting and Engaging Socioeconomic Uses: LBL is recognised as a leader in delivering and facilitating quick to market, innovative and community-centric models of development (such as PopBrixton and 3Space International House). LBL should work with local partners to facilitate the development and mobilisation of socioeconomic focused solutions for Streatham's under-used assets that are in keeping with the local character and geared to local priorities.

- **Priority intervention:** LBL should work with local stakeholders (including freeholders, leaseholders and key intermediaries and advocates) to agree and secure key sites and assets within Streatham for potential socioeconomic uses. This strand of activity should be undertaken in close concert with the activities under objectives three (Providing Space for Growth and Enterprise) and four (Providing Spaces for Better and New Experiences) in order to deliver a joined-up approach to growth. Opportunities to deliver meanwhile projects on council-owned sites should also be explored. External funding may need to be sourced to support the development and mobilisation of projects and LBL may seek to work with specialist, third party operators as it has successfully done previously.

Lead: LBL

Examples: [3Space International House](#), Brixton (meanwhile workspace run by 3Space in council office block which is due to be redeveloped in five years),



HATCH
REGENERIS

The logo for Lambeth, featuring a stylized yellow and orange graphic above the word "Lambeth".
Lambeth

[Mercato Metropolitan](#), Elephant and Castle (an outdoor food market and workspace focused on providing space for small scale farmers, local producers and the community) and [RoofEast](#), Stratford (bar, cinema and park on the roof of the Stratford Centre's car park run by Urban Space Management)

Long-Term: Direct Participation in Development: While limited in quantum, LBL's direct ownership of land and assets presents a range of strategic opportunities for direct participation in development. Some existing interests have the potential to unlock wider, comprehensive development and these opportunities should be actively explored. Furthermore, LBL has established the Homes for Lambeth (HFL) group of companies, which is an important addition to the council's toolkit for delivering housing that meets the needs of Lambeth's residents. Opportunities for HFL to directly undertake development in Streatham should also be actively explored.

- **Priority intervention:** LBL should open a dialogue with Homes for Lambeth about its potential interest in taking an active role in progressing key development opportunities within Streatham. This should lead into the development of an agreed business case for LBL and Homes for Lambeth both individually and collectively, which would lead to the inclusion of supported development opportunities within Homes for Lambeth's business planning cycle. Homes for Lambeth is one of a number of tools available to LBL to support development and housing delivering and other direct delivery options should also be explored.

Lead: LBL

Examples: [Homes for Lambeth](#) is progressing direct delivery of sites and its first development will be open to tenants on [Lollard Street, Lambeth](#) in early 2019

Medium to Long-Term: Redevelopment of Streatham Hill Station: In November 2017, the Government announced it was investigating the possibility of transferring some of the Southern Rail's routes to TfL after the franchise expires in 2021. TfL has since produced a Business Case that was submitted to DfT which considered the 'Metroisation' of South London to drive housing growth. The Business Case set out that Streatham Hill Station will become part of the London Overground Network and would connect to Clapham Junction and Crystal Palace. The station is currently challenged by capacity issues with one principal access via footbridge causing severe ingress and egress issues at peak times. In addition, the station has a short platform. Given the strategic importance of this station and the development potential in and around the station significant potential exists to support growth through re-development of this site.

- **Priority intervention:** LBL should open a dialogue with TfL and other key stakeholder organisations (such as Network Rail) about working together to promote comprehensive redevelopment of the site that would facilitate and potentially cross-subsidise station investment and renewal (e.g. through over station development), whilst delivering significant housing numbers, new facilities and much need new public realm to support growth.

Lead: LBL



HATCH
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Examples: [West Hampstead Station Redevelopment](#) (West Hampstead Overground station is being redeveloped as part of a wider housing scheme being led by Ballymore)

KEYWAY
WORKSPACE
STORAGE UNIT

NUMBER	STATUS
1	Available
2	Available
3	Available
4	Available
5	Available
6	Available
7	Available
8	Available
9	Available
10	Available
11	Available
12	Available
13	Available
14	Available
15	Available
16	Available
17	Available
18	Available
19	Available
20	Available
21	Available
22	Available
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48	Available
49	Available
50	Available

HIDEAWAY
WORKSPACE

KEYWAY
WORKSPACE
STORAGE UNIT

Keyway Workspace
100% secure storage
24/7 access



4. Delivering and Measuring Success

Delivering Success

- 4.1 Delivering continued growth and positive change in Streatham will depend on collaboration between different stakeholders. Implementation of the 2009 Masterplan has been led by LBL, but due to the changing socio-political context partnership working is becoming more important and relevant. Engaging with the local community and stakeholders is also vital in delivering inclusive and sustainable growth.

Streatham Steering Group

- 4.2 InStreatham and other partners have highlighted that there is appetite for a locally representative delivery group. A Streatham Steering Group should therefore be set up to provide a platform for debate, discussion, planning and the resolution of issues. The group should have a number of key roles, including:

- Ownership and delivery of Investment and Growth Strategy
- Development of actions in Investment and Growth Strategy
- Develop a platform to discuss emerging ideas and opportunities with landowners and influencers
- Monitoring and reporting progress of Investment and Growth Strategy to ensure feedback is captured

Through such a structure, ownership over growth priorities can be shared and promoted.

- 4.3 In order to be successful, the group would require seed-funding and organisational support from LBL. The group should be co-ordinated and managed by LBL and InStreatham, but its success would depend on representation and input from local businesses, residents, important landowners and influencers (e.g. Network Rail and TfL). Other areas and BIDs, such as We Are Waterloo, provide potential models for a stakeholder structure.

Role of the Council

- 4.4 Even though resources are increasingly constrained, the council still has a key role to play in the delivery of growth in Streatham.
- 4.5 Stakeholders will continue to look to LBL to set planning policy that is responsive to Streatham's context. Planning and policy officers should look to build upon existing and emerging programmes. LBL will also need to continue its advocacy work at the local and national policy level to communicate the benefits of Streatham and broker opportunities to secure investment.
- 4.6 The council should also continue to leverage funding through the planning system. Successes such as the Streatham Space Project should be documented and built upon.
- 4.7 There are also a range of other funding sources that the LBL should seek to secure. LBL's success with DEFRA's Air Quality grant scheme, for example, presents an opportunity to incorporate environmental and air quality proposals into Streatham's growth plans. The grant scheme expects businesses and local authorities to work closely to identify needs and demand for co-ordinated local solutions. There are also additional rounds of the GLA's Good Growth Fund opening which the council should look to explore.

- 4.8 Lambeth was the first London council to declare a climate change emergency. It has also just produced a new [corporate carbon reduction plan](#). While the council can potentially use planning and regulatory powers to help address this issue, it does not have the power or the solutions to significantly reduce carbon emissions across Streatham as a whole acting alone. This document acknowledges the many people, organisations and businesses in Streatham that are already exploring smarter, greener ways of working and living, such as the BID's recent trial of a cargo bike that businesses can use for local deliveries.
- 4.9 Other key roles of the council include:
- Day-to-day oversight of elements of the Investment and Growth Strategy
 - Co-ordination of the Streatham Steering Group
 - Use of power and influence to bring key stakeholders to the table
 - Direct delivery of projects and developments where identified
 - Management of internal governance processes

Role of the BID

- 4.10 InStreatham was established in 2013 after nearly 80% of local businesses voted in support of the initiative. The BID was recently re-confirmed with a 2018 re-ballot and an increase of support to 83%.
- 4.11 InStreatham has ambitions to raise £1.5m of additional investment into Streatham over the next five years (to 2023). The objectives and actions set out in this strategy presents an opportunity for the organisation to focus their support on particular areas and clusters of activity. The strong Technical Evidence Base can also potentially unlock some of the challenges faced when engaging stakeholders such as TfL and Network Rail.
- 4.12 InStreatham are well placed to build on past success and should use this strategy to drive forward the actions assigned to them. They can also work through the Streatham Steering Group to identify area priorities and potential additional funding sources. InStreatham should be empowered by the LBL and the Streatham Steering Group to be the organisation that front this Investment and Growth Strategy and holds other stakeholders to account. They will be the main point of contact for local residents/businesses so will need oversight of progress and propositions from other partners.





Local Engagement and Consultation

- 4.13 Local people should be consulted and engaged as part of the development and implementation of this Investment and Growth Strategy. This is to ensure that activity reflects that their aspirations and delivers inclusive and sustainable growth.
- 4.14 Partners should seek to ascertain their aspirations for the area and what they think would drive footfall and improve the town centre offering. The community should also be consulted to understand what they think are the area's main strengths that should be celebrated and what their priorities for intervention would be. Where possible, interventions that engage with and provide opportunities for the local community should be prioritised. Several actions set out in this strategy require direct participation from local people and businesses. Inward investment activity should focus on targeting businesses that have a strong track record of engaging with local communities and contributing to their locale.

Measuring Success

- 4.15 Building on the Technical Evidence Base, it is important to track change against a range of indicators to measure and understand Streatham's evolution over time.

- 4.16 Given the dynamic nature of London’s socio-economic position and the pace of change across many of its town centres, measuring change requires a commitment from partners to monitor data and agree what success looks like.
- 4.17 By accurately evidencing change, the council and partners will be able to demonstrate the success of interventions delivered and their impact over time. In so doing, this can further promote the council’s track record and help to leverage funding and attract inward investment.
- 4.18 High streets like Streatham High Road are also important sites of social value, delivering social, economic and environmental value to both local businesses as well as high street visitors. To ensure future investment is supporting these inter-twined strands of value, it is important to develop a monitoring framework to guide activity.

Economy	Demographics	Town Centre Health	Commercial Space
			
Number of additional jobs created	Decrease in Job Seekers Allowance Claimants	Improvement in Venuescore Ranking	Increase in the amount of office space
Number of businesses started	Increase in Household Earnings	Improvement in Venuescore Marketspace	Increase in office rents
% of sole traders		Decrease in vacant retail floorspace	Change in office vacancy
Number of people in working in higher value sectors		Increase in number of creative, cultural or leisure assets	

- 4.19 Measuring change will involve fully utilising the public and private datasets available and ensuring a consistent approach is taken to data collection and analysis. The table above details a range of exemplar indicators for monitoring across a range of themes.
- 4.20 More detail on several of the indicators featured above are provided in Appendix A, where the baseline position is provided, as well as the data source, frequency of data release and any considerations that are required.
- 4.21 Alongside the quantitative metrics used to understand success, there is a range of qualitative data that can be used to understand stakeholders’ perceptions of Streatham as a place. A bi-annual survey could be used to capture sentiment from residents, town centre users and businesses across a range of indicators relating to things like public realm, Healthy Streets, quality of high street offer, quality of public services and the local business environment. Given that the Technical Evidence Base for the strategy did not capture qualitative data related to all of these, it is important that a baseline position for qualitative sentiment is captured as soon as possible for success to be accurately monitored.
- 4.22 Assessment against these indicators should occur on a bi-annual basis, where data is collected and analysed against the baseline position. The assessment could be coordinated and delivered through the Streatham Steering Group, which will be spearheaded by the council and BID, with input from residents, businesses and other authorities.

Appendix A - Measuring Success

A.1 Each of the tables below detail the data sources that can be used to measure success, providing an overview of the current baseline position, the data source, how this is collected and how frequently this can be collected.

Economic Indicators

Table 4.1 Number of additional jobs created	
Baseline Position	11,000
Data Source	BRES
How Collected	Secondary Data – Employment
When	Annual release in October
Potential Issues/Considerations	Annual release can cause lag in the data

Table 4.2 Number of businesses started		
Baseline Position	2,000	550
Data Source	UK Business Count	Companies House Business Incorporated
How Collected	Secondary data – local units	Secondary Data – Registered Address
When	Annual Release - October	Live dataset
Potential Issues/Considerations	Annual release can cause lag in the data	Issues with business address registrations can skew the data

Table 4.3 Proportion of Sole Trader Businesses	
Baseline Position	290
Data Source	UK Business Count
How Collected	Secondary Data - Employment
When	Annual release - October
Potential Issues/Considerations	Annual release can cause lag in the data

Demographic Indicators

Table 4.4 Decrease in Job Seekers Allowance Claimants	
Baseline Position	3,550 (1.1%)
Data Source	Nomis - Jobseeker's Allowance with rates and proportions
How Collected	Secondary Data - NOMIS
When	Collected monthly
Potential Issues/Considerations	This is not an official measure of unemployment, but is the only indicative statistic available for areas smaller than Local Authorities.

Table 4.5 Increase in Household Earnings	
Baseline Position	£38,500
Data Source	GLA - Household Income Estimates
How Collected	Secondary Data - NOMIS

When	Released every two years
Potential Issues/Considerations	There is a lag in reporting given the infrequency of the data publication

Town Centre Health Indicators

Table 4.6 Improvement in Venuescore Ranking	
Baseline Position	Rank 355
Data Source	Venuescore
How Collected	Secondary Data - Javellin Group
When	Every 2-3 years
Potential Issues/Considerations	Shows relative performance and is therefore not a direct measure of performance

Table 4.7 Improvement in Venuescore Marketplace	
Baseline Position	Lower Middle
Data Source	Venuescore
How Collected	Secondary Data - Javellin Group
When	Every 2-3 years
Potential Issues/Considerations	Shows relative performance and is therefore not a direct measure of performance

Commercial Property Indicators

Table 4.8 Number of businesses started		
Baseline Position	17,238sqm	219,000sq ft
Data Source	Valuation Office Agency Data	CoStar
How Collected		Secondary Data - paid access
When	Secondary Data - released every five years	Live Data Set - with time series included
Potential Issues/Considerations	Frequency of data is an issue for monitoring	Small sample size can effect results

Table 4.9 Increase in office rents	
Baseline Position	£25 per sq ft
Data Source	CoStar
How Collected	Secondary Data - paid access
When	Live Data Set - with time series included
Potential Issues/Considerations	Small sample size can effect results - Office rent increase needs to be considered alongside change in office supply.

Table 4.10 Change in office vacancy	
Baseline Position	1%
Data Source	CoStar
How Collected	Secondary Data - paid access
When	Live Data Set - with time series included
Potential Issues/Considerations	Small sample size can effect results



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www.regeneris.co.uk

London: 0207 336 6188

Manchester: 0161 234 9910