

# PEABODY'S PLAN FOR THAMESMEAD 2018 - 2023

Updated May 2019



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# Introduction

Peabody's mission is to help people make the most of their lives. To achieve this we have four Group priorities:

- Develop and deliver reliably good modern services
- Build and maintain the best quality developments
- Work with local communities and build long-term partnerships
- Grow and use our position of influence to create positive change.



Thamesmead was built in the 1960s, planned as an ambitious 'New Town' for London. It was intended to be a utopian city, a place that brought together people from all walks of life and provided them with a new way of living. Unfortunately, that potential was never fully realised.

Now Thamesmead is at a turning point. Work is underway, but there's still much to be done.

Making great places is a journey, not a destination. As we go on that journey, and the delivery of major projects begins, it's critical for us to have a clear strategic direction for Peabody's investment into the town.

We launched Peabody's Plan for Thamesmead in 2018. The Plan sets out our 30-year vision, mission and describes the 'whole place' approach we have developed. We set ourselves five goals for the next five years to ensure we keep a firm focus on delivering tangible, visible improvements for residents. Peabody is making a long-term commitment to Thamesmead and to ensure we learn the lessons along the way and show the impact we are having the Plan is underpinned by a 5-year evaluation.

Every year we revisit the plan to reflect on where we are on the journey and set a new plan for the 12 months ahead. This will be informed by the feedback we receive from our evaluation team. In 2019, this update to the Thamesmead Plan centres on how we make sure the changes happen in the right way, expanding our whole place philosophy to focus on the benefits and outcomes we want to achieve with the people of Thamesmead.

Realising Thamesmead's potential is a shared endeavour. Our work has been born out of the many conversations with people living in Thamesmead. We also value and work closely with our partners at Bexley and Greenwich, GLA and TFL.

As London continues to rapidly expand it needs places like Thamesmead more than ever. The impact of the housing crisis is being felt more than ever. Now, more than ever, it is time for Thamesmead.

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# Section 1: Peabody's Plan for Thamesmead

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## Vision

**Peabody's 30-year vision is for Thamesmead to realise its potential to be London's new town.**

***Thamesmead in 2050:*** More than 100,000 people are now proud to call Thamesmead home. It's seen as a place you want to grow up and old in, a place to put down roots.



There's space for everyone in Thamesmead. The area offers homes of all shapes, sizes and tenures, bringing together people from different walks of life. The homes are comfortable, the neighbourhoods feel safe and secure, and the town feels well managed and cared for.

In Thamesmead, you live in the landscape. Parks, waterways and nature are woven into everyday life. The town offers an escape from the hustle and bustle of London, with space to play and breathe.

Thamesmead is a place to meet. Getting into and around Thamesmead is easy. There's plenty of reasons to visit, from cafes, bars and shops to a flourishing arts and culture scene.

Activity in Thamesmead is home-grown. "Made in Thamesmead" is a badge worn with pride. It's a place of opportunities where you can find purpose and make the most of your life.

Living in Thamesmead, you feel like you belong. The town's identity has evolved from its unique heritage, and its future is built by the collective energy of the people who live here and care for it.

## Mission

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**Peabody's mission is to improve, grow and look after Thamesmead for the long-term.**

***That means:***

We will use our expertise as place makers, patient investors and stewards to make a lasting contribution to the physical, social and environmental wellbeing of the area, for the community today and for future generations.

# **Taking a Whole Place approach**

**To fulfil Thamesmead's potential as a great town, we will take a 'whole place approach'.**

Places are complicated. Everyone knows a great place when they're in one and can sense it's more than just the buildings. The different aspects of place are inextricably linked and if one part isn't working it has a ripple effect. Beautiful new homes can suddenly feel isolated and impenetrable because they are disconnected from the surrounding area. Transformational projects to improve the environment can slowly erode into disorder and disrepair if they are not looked after. Ultimately, it's the strength of the community that can make, or break, a place.



**Our work is holistic, joining up the regeneration, investment and management of the whole town.**

We've distilled the whole place approach into four strategic themes: Pride and Aspiration, Designing for People, Stewardship, Made in Partnership that provide structure and focus, setting out what you'll see as we make Thamesmead a great place. In 2019, a Thamesmead Place Manual will be developed to illustrate how we achieve these outcomes. This will be used alongside the Peabody Design Guide to evaluate and assess all projects in the town.





# Strategic themes

## Theme One: Pride and Aspiration

Raising expectations for what Thamesmead is and what it can be.

<i>Outcome</i>	<i>What you'll see...</i>
<b>Sense of attachment to the area and community</b>	<ul style="list-style-type: none"><li>● High profile, unusual and exciting celebrations of Thamesmead, bringing people together and harnessing the creativity and enthusiasm of the community.</li><li>● People feel like they belong and want to settle in Thamesmead.</li><li>● People are inspired to be active in their community, and have a strong sense of civic pride.</li></ul>
<b>Excitement about the future</b>	<ul style="list-style-type: none"><li>● Public perception shift in what Thamesmead is known for, both within the town and externally.</li><li>● Interim and temporary interventions are used to reactivate underused spaces and inspire people about the future.</li></ul>
<b>Connections between the past and future</b>	<ul style="list-style-type: none"><li>● Strong symbols of identity. Redundant buildings are brought back to life, and spaces that are important for residents are valued.</li><li>● Community stories and memories are preserved. Learnings about Thamesmead strengths (and weaknesses) are carried into future plans.</li><li>● Thamesmead's landmarks are refurbished, and become visitor destinations.</li></ul>
<b>A place of choices and chances</b>	<ul style="list-style-type: none"><li>● People sense Thamesmead gives you the chance to live a happy, prosperous and purposeful life; it's a place where potential can be realised.</li></ul>

## Theme Two: Designing for People

Creating active, vibrant spaces. Improving the life in between buildings.

<i>Outcome</i>	<i>What you'll see...</i>
<b>Connected spaces</b>	<ul style="list-style-type: none"><li>● Healthy streets and places that prioritise walking and cycling.</li><li>● Compact, direct and logical routes between and around neighbourhoods that are easy to navigate and knit together the old and new.</li><li>● Better connections between key districts, with a clear hierarchy of major and minor routes.</li><li>● Better public transport – DLR, rapid transit buses and a new pier for the Thames Clipper.</li></ul>
<b>Lively, playful and productive places</b>	<ul style="list-style-type: none"><li>● Public spaces that invite people to use them, giving passers-by a reason to stop. No more barbed wire, iron bars and signs telling people not to play.</li><li>● Residents and visitors enjoy spending their free time in Thamesmead, at any time of the day and evening.</li><li>● People choosing to be outdoors. Natural spaces that are protected, improved and merge into neighborhoods.</li><li>● Neighbourhoods have a centre of gravity. There is a varied leisure offer from local independents and national brands. Enterprise is encouraged, and a range of employment options.</li></ul>

<b>Design that prioritises the human experience</b>	<ul style="list-style-type: none"><li>● Spaces feel warm, informal, personable and attractive. Spaces feel safe.</li><li>● Design focus is on experience at eye height, on the small spaces, short distances - the details you see when walking past.</li><li>● Public art is woven into communal space to tell the story of Thamesmead and connect with residents.</li><li>● There is quality ground floor, with active uses, and plenty to look at and experience.</li></ul>
<b>Inclusive neighborhoods</b>	<ul style="list-style-type: none"><li>● The area remains affordable compared to London. There is room for people from all walks of life, in housing that is tenure blind.</li><li>● Living expenses are reasonable. Estate and service charges are affordable for residents. There are retail and leisure options to suit all budgets.</li></ul>

## Theme Three: Stewardship

Looking after the long-term.

<i>Outcome</i>	<i>What you'll see...</i>
<b>Well managed and cared for</b>	<ul style="list-style-type: none"><li>● Thamesmead is cleaner, brighter and tidier.</li><li>● The quality materials used in new schemes have aged gracefully, and are easy to repair and maintain.</li></ul>
<b>Self-sustaining financial model</b>	<ul style="list-style-type: none"><li>● Careful management of resources, long-term responsible investment.</li><li>● Thamesmead generates sufficient revenue to maintain the environment effectively.</li></ul>
<b>Fit for the future</b>	<ul style="list-style-type: none"><li>● Spaces are designed to be adaptable as they evolve. We make contingency plans to help future proof them.</li><li>● Intelligent infrastructure such as super-fast broadband and electric car stations.</li></ul>
<b>Sustainability</b>	<ul style="list-style-type: none"><li>● Reduced carbon footprint and resident fuel poverty, maximising energy efficiency standards.</li><li>● Minimise waste during construction and achieve a reduction in embodied carbon footprint.</li></ul>

## Theme Four: Made in Partnership

Thamesmead is a shared endeavour, made by collective energy.

<i>Outcome</i>	<i>What you'll see...</i>
<b>Making change is a collaborative process</b>	<ul style="list-style-type: none"><li>● People living and working in Thamesmead playing a part in shaping its present and future.</li><li>● People who get involved consider themselves to have a valued voice whose concerns and aspirations are considered and understood.</li><li>● All partners leading the process of change are instilled with hope, have a shared belief and confidence things are changing for the better. They have a collective responsibility.</li><li>● Everyone's view is treated equally, showing mutual respect for different opinions.</li></ul>
<b>A continuing, two-way community dialogue</b>	<ul style="list-style-type: none"><li>● Peabody gets out and talks to people. The community know where to bring an idea or raise a concern.</li><li>● There's an active, two-way exchange of information and knowledge about the past, present and future.</li></ul>
<b>Peabody is transparent, responsive and open to change</b>	<ul style="list-style-type: none"><li>● People know what's happening in their area. Peabody tells a clear story, and are honest about what can and can't be done.</li><li>● Consultation is done to influence a decision. We'll only ask where there is a possibility of change.</li><li>● There'll always be open channels for expressing opinions.</li></ul>

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**People of  
Thamesmead  
get to sit in the  
designer seat**

- Projects are a shared problem to solve. We will use innovative, accessible design tools that mean the people in Thamesmead can help us find solutions.
  - We will test everything with users to check it works - before, during and after it's made.
  - The existing Thamesmead community are 'VIPs'; people who have been involved get to try out new improvements first.
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# Principles

**Peabody has five core values: caring; ambitious; collaborative; empowering and trusted.**

From these, we have distilled a set of Thamesmead principles. They describe how we apply those values in Thamesmead.

Peabody Values	Thamesmead principles
<b>Ambitious</b> We're ambitious for our customers, for our communities and each other	<b>Think long-term and prioritise quality</b> Always plan for the full lifecycle
<b>Caring</b> We're caring in the way we work, and how we treat the people we work with	<b>Put people first</b> Work with empathy
<b>Collaborative</b> We work collaboratively with each other, and with partners and stakeholders to deliver more for our customers	<b>Continuous learning</b> Use evidence and intelligence to plan. When delivered, test and check with the people who use it
<b>Empowering</b> We support and empower our customers and colleagues to help them realise their potential	<b>Celebrate Thamesmead's strengths</b> Work to improve its weaknesses
<b>Trusted</b> We're trusted to keep our promises: we do what we say we will	<b>Considerate change</b> Making places is a journey, as well as a destination. Manage the process so it minimises disruption.



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## Section 2: Five goals for five years

Thamesmead has been waiting a long time. We want to make tangible, visible improvements to kick start change in the area.

At the start of the Plan for Thamesmead, we set ourselves FIVE GOALS for FIVE YEARS.

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**Goal 1:  
Lived  
Experience**

- Sort out the basics.
- Make Thamesmead feel well managed and cared for.

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**Goal 2:  
Growth &  
Regeneration**

- Revitalise the built environment.
- Build new homes, leisure and commercial spaces to broaden the town's offer.

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**Goal 3:  
Landscape**

- Improve the quality and use of the natural spaces.

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**Goal 4:  
Culture**

- Make great culture part of everyday life, and use it to put Thamesmead on the map.

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**Goal 5:  
Community**

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- Help people be happier, healthier and wealthier.

# What we will deliver by 2023

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The following section of the Thamesmead Plan describes what we will do next to turn these goals into tangible realities.



# Goal 1: Lived experience

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This is about sorting out the basics. Making Thamesmead feel well managed and cared for, ensuring people have comfortable homes that are well maintained, with access to great communal, shared spaces. To achieve this, we will:

## ***Deliver reliably good management services for the town:***

- Continue to upskill and resource our Caretaker Plus Service
- Repair communal areas and reduce anti-social behavior
- Work with the two local authorities to streamline and align our services across the town

## ***Refurbish and maintain the homes that we own:***

- Complete window replacements and concrete repairs to South Thamesmead blocks
- Replace kitchens, windows and bathrooms as part of our Decent Homes standard
- Ensure homes are safe, providing fire safety works

## ***Improve the public spaces on our estates:***

- Renovate the multi-use games area on Wolvercote Road
- Demolish the Parkview wall at Yarnton Way, and provide a beautiful new landscape
- Transform the major public routes through the Parkview and Southmere estates
- Improve a major route into the Moorings through lighting and artwork in a key underpass
- Enhance the linear park on Claridge Way in the Moorings
- Undertake repairs to existing lighting columns, and develop a long-term replacement strategy
- Transform the public space outside the Byron Close arches

## Goal 2: Growth and regeneration

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Under this goal, we will revitalise the area by developing new homes, and replacing those that are no longer fit for purpose. We will activate underused spaces, create new leisure and community facilities and campaign for better transport links across the town.

To achieve this, we will:

### ***Build quality new homes:***

- Build 525 homes in Southmere Village
- Complete 66 new homes at the Reach in West Thamesmead
- Secure a developer for the West Thamesmead Gateway site to deliver a minimum of 1,550 new homes
- Build 66 new homes at 500 Abbey Road
- Replace Binsey Walk with at least 300 new homes and Coralline Walk with at least 500 new homes, undertaking safe demolition of the existing buildings
- Create a compelling masterplan for the Lesnes Estate (Wolvercote Road and Coralline Walk area); if the Wolvercote Road scheme goes ahead, help residents to find a new home, making sure everyone can stay in the area if they wish to

### ***Make spaces for leisure in South Thamesmead:***

- Provide new boating facilities on Southmere Lake, and improve the quality of the water and environment to activate Southmere Park
- Activate the Crossquarter site with a temporary leisure, retail, culture and community hub
- Successfully curate the new commercial spaces in Southmere Square, to create a new civic centre for the estate
- Create a long-term strategy for Dashwood Square; animate the space in the meantime

### ***Activate and bring back into use underused community spaces in the Moorings:***

- Co-design the new Community Learning and Enterprise Hub at Arnott Close
- Refurbish the remaining arches in Byron Close Arches and facilitate active use of the spaces
- Bring the Titmuss Avenue Office back into use
- Explore the feasibility for additional maker space in Titmuss Avenue
- Renew our commercial portfolio, with a new long-term strategy:
- Continue to manage our commercial portfolio, including the long-term liabilities
- Develop a strategy for improving the industrial and commercial property on offer

### ***Pave the way for future growth:***

- Progress a joint-venture to bring forward the Waterfront Project and progress the Masterplanning process
- Support TfL in the Outline Business Case process for strategic transport investment, including the DLR extension
- Review feasibility studies for the Old Golf Course, activate the site in the meanwhile
- Bring forward development on Broadwater Dock
- Consider future uses for Dashwood Square in South Thamesmead
- Complete a social infrastructure modelling tool
- Complete cultural infrastructure plan
- Complete a review of the provision of physical infrastructure
- Continue to progress the Place and Making Institute concept
- Contribute to the overall Opportunity Area Planning Framework and transport strategy led by the GLA and Bexley and Greenwich councils



## Goal 3: Thamesmead's landscape

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We want to make the most of Thamesmead's beautiful natural spaces, improving the quality of the parks and waterways so they can be better used. To achieve this, we will:

### ***Deliver quick fix projects to improve the quality of the parks and waterways:***

- Work with Thames 21 to install floating reed beds in the canals
- Launch the INCATCH programme on Thamesmead's waterways
- Trial wildflower meadows

### ***Activate the landscape and increase participation:***

- Deliver our outdoor education programme, run from Tump 53, whilst developing a long-term business plan for the facility
- Recruit a Community Gardener as part of the CLEVER Cities programme
- Develop Thamesmead runs: 5K & 10K
- Initiate a Parks forum
- Deliver comprehensive improvements in and around Southmere Lake
- Pilot interventions to test new planting, wayfinding and art

### ***Finalise future strategies, work with our partners and move to a stewardship model:***

- Launch a new Green Infrastructure strategy
- Complete a feasibility study into ways to improve the A-Bridge
- Create a Ridgeway Partnership and identify future funding bids
- Complete a Green Waste facilities phase 1 study
- Work with partners to upskill our approach to estate management
- Apply to the Big Lottery Heritage Fund





## Goal 4: Culture, arts and heritage

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Buildings don't make a community, culture does. We will make great culture part of everyday life in Thamesmead, using it to celebrate Thamesmead's identity, raise Thamesmead's profile and create confidence and excitement in the future.

To achieve this, we will:

### ***Put Thamesmead on the Map:***

- Create a compelling place branding and marketing strategy that celebrates Thamesmead, builds confidence and tells the story of the area's future
- Deliver innovative festivals and major events that are specific to the area and raise our ambition and profile
- Promote Thamesmead on Film, working to establish Thamesmead as a major filming location

### ***Bring communities together:***

- Develop and sustain the monthly Thamesmead Culture Forum
- Deliver a community fund in partnership with the Peabody Community Foundation team that supports local cultural activity
- Build a network of local delivery partners
- Make sure filming in Thamesmead benefits the community
- Deliver the annual Thamesmead Festival, in partnership with the community
- Curate high quality exhibitions in the TM information hub, showcasing local and regional artists

***Make Thamesmead beautiful:***

- Weave public art into our investment plans, including temporary artworks and permanent commissions across the neighbourhoods

***Make space for culture and homes for artists:***

- Create a network of cultural venues that are easy to reach and create jobs for local people
- Adapt empty or under-used spaces buildings for cultural uses, including artists' studios, pop-up shops, exhibition venues and cultural event locations
- Make provision for culture and artists in our master planning and development schemes
- Support partnership with Bow Arts at the Lakeside Centre



## Goal 5: People and community

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The people of Thamesmead are its greatest asset. We want to support residents to be happier, healthier and wealthier. We will work with organisations across the UK to create local opportunities, support future generations and the most vulnerable, using our facilities as places where people can come together.

To achieve this, we will:

### ***Provide opportunities to people to improve their financial circumstances:***

- Continue to deliver our Reconnect service, providing direct support, five days a week
- Develop the Thamesmead Portal, giving access to range of skills, employment and community opportunities
- Deliver the Made In Thamesmead programme to support new and established entrepreneurs in the town
- Work with our network of partners to offer a variety of opportunities throughout the year

### ***Help children and young people achieve their potential:***

- Support stronger families and a great start for children by working with parents, children's centres, schools and local authorities
- Grow tomorrow's leaders through our Young Ambassador and Young Leader programmes
- Support young people to access education, training, enterprise and employment through the delivery of local opportunities and targeted case work for those needing intensive support

***Make Thamesmead an active and healthy community:***

- Develop opportunities for people to be active and engage in sporting activity
- Build on the successes of Now's the Time and design chances to be active into the public realm
- Work with public health teams to promote community health & wellbeing. Bring in new services and support reduced instances of poor health across areas of high concern

***Ensure there is exceptional services for all, including the most vulnerable***

- Ensure existing community spaces are more accessible, well used and managed
- Stimulate growth in the local community and voluntary sector
- Build the capacity and capability of local groups through our community funds

# What's been achieved so far?

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The following section summarises what's been achieved since the launch of the Thamesmead Plan in 2018, against each of the five Thamesmead Goals.

## Goal 1. Over the last year, we improved the lived experience by -

### Targeting damp, mould and condensation issues in homes

- We installed 3,000 interventions in 277 homes to tackle problems with damp, mould and condensation
- For all homes identified we provided energy advice from our in-house team. In addition, for medium risk homes, a smart heating controller and, where appropriate, a new heating boiler; for high-risk homes, we also applied an anti-mould paint and a new centralised mechanical extract ventilation system
- We estimate high-risk householders will save an average of £981 per year

### Resourcing up our environmental services team

- We employed 10 new staff for our environmental services team. The total caretaker and multi-trade teams are on track to complete more than 7,000 pieces of work this year
- Some of the new team are working on an enhanced Caretaker Plus programme. After the changes were brought in 78% of residents surveyed scored the standard of cleaning on the block between 1-8, compared to a baseline of 38%; 84% of residents thought their caretaker did a good job; and 100% of all residents said they couldn't think of anything we do that wasn't working
- We brought communal repairs and drainage services in house. The team inherited 200 broken or boarded windows. When surveyed, 93% residents said they'd seen a reduction or now had no broken windows; 58% said they'd seen a reduction in repairs waiting to be fixed and 92% said repairs were carried out quickly and efficiently

## Starting to replace the windows on 19 tower blocks in South Thamesmead

- The contractors procured and construction works on site

## Designing and piloting public realm improvements on our estates

- To get the views of residents, we have tested a series of pilots in Southmere and Parkview We also attained planning permission for the first phase of the permanent works and are due to start the improvement works later in 2019
- In the Moorings, we completed the first improvements to Arnott Close, opening access to the canal side
- We facilitated a Moorings artist-in-residence, who worked with residents to relaunch the community newspaper, The Earwig
- Commenced a co-design park improvement scheme in Claridge Way, including a trial use of Virtual Reality in the design process
- Over in West Thamesmead, we completed Gallions Park play space, a new destination natural play space





## **Goal 2. Over the last year, we activated the growth of the town by:**

### **Getting design and construction underway on the first new developments**

- We have almost reached practical completion on the first new homes in West Thamesmead at the Reach, which will bring 66 new families to Thamesmead and provide a new amenity space for the area
- The designs were completed for Southmere Village, with works starting on the first 130 homes in phase 1A. We also finished the designs for the new Bexley Library, following an international design competition, which we've now submitted for planning permission
- Following the purchase of 498 Abbey Road, we have nearly finalised the design of a 66 homes scheme at the combined 498/500 Abbey Road site, responding to the feedback from local consultation to improve the design
- Completing design work for a new Boating Club on Southmere Lake, including feasibility studies for lake improvements

### **Progressing the redevelopment of parts of the South Thamesmead estate**

- We helped people living in Binsey Walk, Coralline Walk and Evenlode House find new homes, so we can bring forward those areas for redevelopment
- Starting the masterplan for the Lesnes area in South Thamesmead, working with the South Thamesmead Neighbourhood Forum

## **Supporting the Moorings Neighbourhood Plan, co-designing new spaces**

- Working collaboratively with the newly established Moorings neighbourhood forum, creating a shared vision for the future of the neighbourhood
- Successful application to Mayor of London's Good Growth Fund for a new Creative and Enterprise Hub in the Moorings; initiating the project that will see a transformation of Arnott Close, the Byron Close Arches and public realm in between

## **Planning for the future**

- Launching the Waterfront project and securing a new Joint Venture preferred partner
- Conducting feasibility studies on future opportunity areas, including Broadwater Dock, the old Golf Course and Dashwood Square. Completing the first stage of town-wide infrastructure and utilities studies
- Supporting the process of creating the Opportunity Area Planning Framework

## **Managing our commercial portfolio - masterplanning the future**

- Efficient management of our existing commercial portfolio
- Ongoing maintenance of our long-term liabilities, including progressing projects such as improving the river frontage, Sienna Embankment, Abbey Sluice Flood wall, and Broadwater Dock
- Completing an Industrial and Commercial Masterplan



## **Goal 3. Over the last year, we looked after the landscape by:**

### **Activating the landscape**

- Supporting a nature reserve in the Moorings, Tump 53, to remain open by taking on the responsibility for running the centre
- Continuing our partnership with Thames 21, installing five floating reed beds across Thamesmead
- Supporting improvements to the Thames Path by Greenwich and Bexley Councils

### **Planning for the future**

- Commissioning a comprehensive green infrastructure strategy, that will provide us with a roadmap for making long-term improvements to the landscape
- Being a partner in the EU Horizon 2020 CLEVER Cities grant



## Goal 4. Over the last year, we helped culture happen through:

### Celebrating Thamesmead's 50th anniversary

- Hosting Fly By Night celebration, an outdoor performance of lit pigeons flying in east Thamesmead as part of the World War I Centenary: five performances, part of three high profile festivals
- Commissioning a site-specific performance of A Beautiful Thing, reimagining the iconic Thamesmead play and film, in the original architecture of the town performed by a community cast
- Delivering the 50th Anniversary Birthday party, a community celebration set next to Southmere Lake attended by 5,500 local people and featuring 100 local performers as well as 400 people in a community carnival all shaped by a nine-person Resident Steering Group
- A range of additional community programmes, including: the launch of RTM (Radio Thamesmead); Fifty: Fifty exhibition of local artists; Sounds of the Street – celebrating young talent; First Waves: 50 Years of the Race Relations Act with Houses of Parliament; "The Town of Tomorrow: 50 Years of Thamesmead" photography book; Thamesmead Community Archive with HLF funding and the Thamesmead Children's Charter
- Developing and launching the Thamesmead 50th Fund in partnership with PCF, which channeled £50,000 into 23 local community projects
- Establishing the Thamesmead Culture Forum which meets monthly across Thamesmead and is attended by approximately 25 residents each month
- Developing and launching a new Thamesmead Brand

## Goal 5: Over the last year, we supported Thamesmead's residents be happier, healthier, wealthier by –

- Supporting 173 Thamesmead residents to gain employment.
- Providing enterprise development training for 86 people and delivering 11 pop up markets throughout the year
- Helping 117 people in gaining qualifications, including 12 Thamesmead residents who achieved Level 5 qualifications in Futures Trading - four of which now work in the financial sector
- Working with Greenwich Cooperative Development Agency and schools to deliver two projects aimed at tackling school holiday hunger, providing lunch as well as arts & crafts and sporting activities for 170 children. To complement these programmes we ran two bus trips to Southend for 85 children
- Launching an intergenerational scheme with four-year olds from Waterways Children's Centre regularly visiting older residents at the Lakeview Court care home to enjoy a range of music and craft activities together
- Working with a range of partners to deliver a full summer holiday programme, boasting a range of activity such as: cycling; cookery sessions; family fun days and indoor rock climbing. Overall, the programme engaged 433 children and 186 adults.
- Creating a new drop in and support service for young people in Thamesmead in partnership with Bexley Youth Service
- Partnering with London South East Colleges to host work experience placements for students throughout the year
- Creating opportunities for young people to gain skills in digital media by running half term holiday programmes in partnership with Ravensbourne University.
- Supporting 411 clients through our Positive Steps Thamesmead programme that connects residents to advice and support services locally, helping with money worries, immigration, housing, mental health and employment

- Engaging 3,500 people in sport and physical activity through the delivery of sports development programmes and events at our facilities, in schools and the community.
- Working with Bexley Voluntary Service Council and London Borough Bexley we launched a Black Asian Minority Ethnic (BAME) forum in October. The forum is supporting community groups with governance, safeguarding and funding
- Improving the look and feel of five of our community facilities: Jubilee; Birchmere; Broadwater; The Link and The Atrium, by giving them a makeover





## Delivering now, looking to the long-term

Our mission is to improve, grow and maintain Thamesmead for the long-term. That means retaining a balance between short-term delivery and long-term planning. In addition to the activities listed under each goal, we conduct research to develop new ideas and concepts, progress further opportunities and underpin our work. Some of the topics we will explore in 2019 include:

- Development of the stewardship financial model for Thamesmead, application of Natural Capital accounting and other business planning tools
- Contributing to the Healthy New Town network, working with the NHS to build best practice in healthy city design
- Contribute to major research project on systems thinking in natural environment, called Community Water Management for a Liveable London (CAMELLIA)
- Applications of new technologies and smart infrastructure
- Best practice environmental sustainability standards, applying Peabody's corporate sustainability commitments

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# Section 3: A profile of Thamesmead

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## The area

Thamesmead is in South-East London, spanning the London boroughs of Bexley and Greenwich: a peninsula on the river Thames that is downstream from Maritime Greenwich, just before Belvedere and Erith, and over the river from Barking Riverside. The area of Thamesmead measures at around 760 hectares, and Peabody owns around 65% of the land in Thamesmead.



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## Regional context

London is continuing to experience a boom in population growth which has been evident for more than twenty years. The fundamentals of economic opportunity and access to the attributes of a global city continue to drive growth from local, regional, UK and international sources.

The rising impact on values in multiple locations across London is well documented. The pressures on the housing market are equally so. Many locations that were previously affordable to typical London households are beyond the reach of many.

At the same time, it is now clear that London's housing market has swung inexorably to the east. Stratford, Ilford, Barking and Woolwich have all seen significant shifts in market dynamics, with new development schemes and growing populations. The continued growth of employment at Canary Wharf, Wood Wharf, Stratford and the Royal Docks will continue to underpin this shift. New infrastructure such as Crossrail and upgrades and new stations along existing lines will reinforce this long-term trend.

In April 2017, the London Borough of Bexley launched a consultation in to its Growth Strategy, which will see significant growth in the neighbouring areas to Thamesmead. Similarly, with the development of the Royal Arsenal in Woolwich, the regional momentum for growth is building.

## History

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Thamesmead has its origins in the post-war reconstruction of London. This period presented an opportunity to address the shortage of homes and provide alternative solutions to London's dilapidated inner-city housing. The publication of the Greater London Plan by Patrick Abercrombie in 1944 shaped the development of London over future decades, including an increasing emphasis on rebalancing the urban population from overcrowded central areas into new suburban developments and satellite towns.

In 1966, the newly-renamed Greater London Council (GLC) approved a draft master plan to deliver homes for 60,000 people over a period of ten to fifteen years. The original masterplan envisaged creating a mixed-tenure development, of which 35% of homes would be for private sale and 65% owned and managed by the GLC, with supporting infrastructure for a new

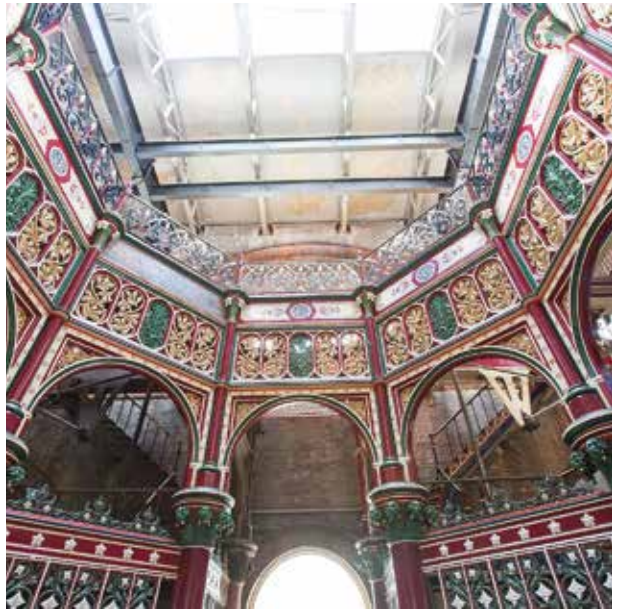
town. Housing would be developed in three stages and would employ modern industrial methods of construction featuring an on-site factory to manufacture the building materials.

Thamesmead's concrete housing stock and distinctive lakes, canals and green corridors form a lasting reminder of the original GLC development. This included a significant amount of open space for residents to enjoy, homes

which would be built above ground level to prevent the risk of flooding and the separation of pedestrians from traffic via a series of interlinked walkways. Surface water would be retained and diverted into lakes and canals leading up to a central riverfront marina which would provide the focal point of Thamesmead.

The 1966 masterplan for Thamesmead was never fully realised due to a multitude of factors - site constraints, reduced funding and political support, insufficient provision of facilities for residents, inconsistency in governance, and wider socio-economic circumstances.

While the new town masterplan is an important feature of the area, there are also many that predate this including: The Crossness Pumping Station built by Sir Joseph Bazalgette, which was opened in 1865; Lesnes Abbey, built in the 11th century; and the tumps, mounds of earth which were used as munitions storage for the Woolwich Arsenal during the late 19th and early 20th century, and are now converted to beautiful nature reserves.



In 1985, government took the decision to abolish the GLC and transferred ownership for Thamesmead to Thamesmead Town Limited (TTL) which was formally established in 1986, following a public vote. The organisation took the form of a private company limited by guarantee with no shareholders, operating as a 'community controlled housing company'.

In 2000, a new governance structure was put into place. This centred on the creation of three independent companies: Gallions Housing Association, to serve as a registered social landlord with responsibility of owning and managing homes; Trust Thamesmead, as a charitable trust with responsibility for community development and regeneration; and Tilfen Land, as a commercial company with responsibility for managing commercial and industrial property (with all dividends being paid to the Gallions and Trust Thamesmead as its sole shareholders).

When Peabody brought together these three organisations in 2014, it meant that much of the town's housing, community investment activities and land became owned by a single, well-resourced body for the first time in a generation.



# Housing

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Of the 16,000 households in Thamesmead, Peabody owns and manages around 5,200 homes. The area is split into roughly four areas – South, Central, North and West – within which there are nine neighbourhoods.

Housing across Thamesmead is varied. Development spans four decades, ranging from early modernist 1960s concrete homes in the South Thamesmead estate to more traditional suburban housing across north and west Thamesmead, built predominantly in the 1980s and 1990s, with some built later in the 2000s. The population density of persons per hectare in Thamesmead is 47, compared to the London average of 53.5 and compared to an inner London figure of 101 people per hectare.

In terms of tenure, we believe that roughly 38.4% of the households in Thamesmead are owner occupied, which is lower than the London average of 49.5%. The number of social rented households is 37.4% compared to the London average of 24.1%, and the number who rent from a private landlord is 21.9%.



# Landscape

Thamesmead has rich landscape, green spaces and waterways, which includes approximately:

- Five neighborhood parks totaling 57 hectares
- 75 hectares of greenways, pocket parks and other accessible greenspace
- 25 play areas and MUGAs (multi-use games areas)
- Seven kilometers of canals and five lakes
- 4.8 kilometers of river frontage
- 30,000 trees



This means that Thamesmead has more than double the amount of green space per person than the London average. Thamesmead's green infrastructure is a huge asset. There are, however, significant issues including poor access, low use, historically underfunded management and a relatively homogenous character. One very positive result of this is that biodiversity and habitat is rich in some areas where access or management have allowed nature to take its course and there are opportunities to enhance this.

# Commercial

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Peabody's commercial portfolio includes a large number of industrial and retail assets in Thamesmead that were formerly owned by Tilfen Land and a smaller portfolio of retail previously owned by Gallions Housing Association.

Our assets in Thamesmead include several commercial development sites:

- Veridion Park, a 42-acre site which has outline consent for 600,000 sq ft. of industrial development
- White Hart Triangle, a development site comprising four separate plots totalling 16 acres
- Cross Quarter 2, an interim development site totalling 5.5 acres close to Abbey Wood station.

In addition, there are industrial estates that offer long-term development opportunities:

- Nathan Way/Broughton Road, an industrial unit comprising 56 units
- Hailey Road, an industrial park in East Thamesmead comprising 32 units
- Business starter units, 12 starter industrial units
- Ground-lease portfolio, 21 units in north and east Thamesmead

There will also be mixed-use schemes coming through the development pipeline that will create additional commercial spaces.



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# Stay in touch

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