

THAMESMEAD 

A HOME FOR CULTURE IN LONDON'S NEW TOWN

**THAMESMEAD
CULTURAL
INFRASTRUCTURE
PLAN**

 **Peabody**

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FOREWORD



Justine Simons, OBE Deputy Mayor, Culture and the Creative Industries

Culture is London's DNA. Culture is who we are. Our theatres, music venues, museums and galleries are renowned across the world and give our capital its character and authenticity.

Every year London's creative economy generates £52 billion. One in every six jobs is a creative one and it's the main reason visitors come.

A critical part of the ecosystem is space. From artists' studios to libraries, rehearsal spaces to music venues, having the space to produce work is vital. It's stating the obvious, but without space to make creative work, there will be no creative work. As with many global cities, cultural infrastructure is under pressure here in London. So just as we plan for housing, transport, school places or hospital beds, we must also plan for culture. That's why the Mayor has published the first ever Cultural Infrastructure Plan to hardwire culture into our capital as it grows.

So, I'm delighted to see Peabody, London's oldest and largest housing association taking a lead in producing this Cultural Infrastructure Plan for Thamesmead. Making culture an integral part of a of this major regeneration scheme. It acknowledges that developers, local authorities, business, arts organisations, community groups and artists all play a part in shaping Thamesmead. By working together, it will not just be a good place to live, but a vibrant neighbourhood, one where residents benefit from culture on their doorstep.

The plan puts Thamesmead at the heart of the Mayor's vision for the Thames Estuary Production Corridor, a strategic cluster of world class creative production facilities along the Thames Estuary. The recommendations in this plan will ensure that cultural venues and creative facilities continue to thrive as the area grows over the next twenty years. It will contribute to London remaining competitive and attracting the best creative talent and importantly, that all our citizens get to enjoy the very best culture we have to offer.





John Lewis
Executive Director,
Thamesmead

We know that culture isn't an optional extra. It creates jobs, allows people to come together as a community, and enhances the sense of civic pride and belonging. Well-stocked libraries; local galleries and theatres; a cinema around the corner and festivals to take part in, all help to create a place where people want to be and where they feel at home. That is why we are proud to be the first in London to create an ambitious Cultural Infrastructure Plan which sets what cultural facilities we should be providing to ensure Thamesmead realises its potential as London's new town.

Peabody has the opportunity in Thamesmead to fulfil our mission to create a great place to live, at scale. We believe Thamesmead offers the potential for at least an additional 20,000 new homes, creation of thousands of new jobs, complemented by a new leisure, cultural and commercial offer.

As part of our long-term regeneration plans, as well as our long-term custodian

role as landowner and housing provider, Peabody has developed a plan for Thamesmead which places culture at the heart of it. A key aim is to create a network of cultural venues such as artists' studios, exhibition, music and performance venues, cinemas and making provision for culture within our development schemes, which will ensure that culture becomes a vital part of daily life.

Over the past three years Peabody's cultural ambition has already delivered new creative workspaces, such as the Lakeside Centre run by Bow Arts; an annual community festival; partnerships with international cultural organisations such as LIFT and GDIF festivals; TACO! a new contemporary arts space, gallery and bookshop; and, a community radio station. In 2018 funding was secured from the Heritage Lottery Fund to develop a community archive, including a programme of exhibitions and engagement activities that look to the past, while more recently we have been awarded £1m as part of the Creative People and Places programme from Arts Council England to empower local residents to make their own culture.

This work has shown us the effectiveness of culture in shaping and galvanising a place, and it has demonstrated that it delivers benefits across our local communities and beyond. Thamesmead now can – and must – play a leading role in affecting London's cultural DNA.

Most crucially, cultural life can't thrive without easy-to-reach spaces where culture can happen. We're committed to embedding those spaces into our development plans for Thamesmead, creating a network of cultural venues that will mean jobs for local people, and exciting things to do for everyone. Thamesmead will become a home for culture.

EXECUTIVE SUMMARY

WHAT IS THE THAMESMEAD CULTURAL INFRASTRUCTURE PLAN?

'A home for culture' is Peabody's Cultural Infrastructure Plan. It is the first in London to be published following the launch of the Mayor's Cultural Infrastructure Plan in March 2019. It is an inspiring and ambitious plan, rooted in robust evidence and clear delivery plans. It will serve as Peabody's blueprint for what cultural facilities we should be providing to create a culturally rich and vibrant new town for London with over 100,000 residents by 2030.

The Cultural Infrastructure Plan provides the opportunity to hard-wire culture into Thamesmead, by planning for culture in the same way as we plan for housing and transport. This means putting culture at the heart of everything we do in Thamesmead, supporting and connecting local talent as well as making space and opportunities for artists to come into the area. It also means helping to give Thamesmead a voice which can be heard across London to help build positive perceptions about the area.

WHY LONDON NEEDS THAMESMEAD

London is a world-leading city, with its cultural richness driving its amazing worldwide reputation. London desperately needs space for culture. This is where Thamesmead can help.

With the forthcoming arrival of Crossrail,

Thamesmead can offer London's creative industries the space they need to continue to grow. And with training, its young population can add diversity and energy to London's creative industries, which need more workers to fill the jobs of tomorrow. At a regional scale the Thames Estuary Production Corridor 'Vision to Action', published in 2019, cements a strategic role for Thamesmead as part of a world class cluster of cultural and creative production along the Thames Estuary.

Peabody's actions support both **cultural consumption** facilities and **cultural production** activities of the creative industries.

CULTURE CREATES COMMUNITIES - BUILDING ON SUCCESS

Looking at Thamesmead's neighbours, these opportunities for culture and communities are already growing. Woolwich Works is about to open at the edge of west Thamesmead, which will host some of the UK's leading arts organisations in a complex of renovated warehouses, creating over 400 jobs, alongside the Plumstead Power Station and planned development to the south of Thamesmead after £5.2m of investment. As part of the Thames Estuary Production Corridor, Bexley is beginning to explore the feasibility of becoming a major theatre-making centre, focusing on supporting the touring theatre industry.

In Dagenham the realisation of East Brook studios creates an internationally significant hub for film and television production. Thurrock is home to the High House Production Park, where the Royal Opera House builds its sets. And, further afield, the Queen Elizabeth Olympic Park is transforming Stratford into a world leading cultural destination with household cultural names such as the V&A, BBC, London College of Fashion and Sadler's Wells.

Thamesmead has the opportunity to benefit from and support these developing creative clusters, and to contribute into London wide strategies such as the Thames Estuary Production Corridor as it develops its own cultural voice, making sure that local needs are addressed, and bringing concrete, lasting benefits.

This Cultural Infrastructure Plan is a key deliverable of the objectives contained within the Thamesmead Plan. As a crucial part of these long-term plans for Thamesmead, the cultural strategy aims to put Thamesmead on the map through ambitious and high profile cultural experiences. While events are crucial in cementing Thamesmead as a cultural destination and culturally rich community, an event programme alone will not achieve the aim of making cultural a part of daily life. Only cultural spaces and embedded cultural uses can do this.

Attention and wider support is also provided through the Mayor of London releasing the London-wide Cultural Infrastructure Plan. It offers supplementary tools and advice to a range of stakeholders who can support culture in Thamesmead.

WHAT WE MUST DO TO MAKE THAMESMEAD A PLACE FOR CULTURE

Delivering enhanced cultural infrastructure will facilitate making great culture part of everyday life, using it to celebrate Thamesmead's identity and create confidence and excitement in the future, by:

- **Creating a network of cultural venues and facilities that are easy to reach, and which create jobs for local people;**
- **Adapting empty or under-used spaces and buildings for cultural uses, including artists' studios, pop-up shops, exhibition venues and cultural event locations; and**
- **Making provision for culture and artists in our master planning, green and blue infrastructure and development schemes.**

The Cultural Infrastructure Plan will help us to plan and deliver these spaces, while anchoring our ambitions into a wider London context and supporting partners to deliver the plan.

Fig. 1

RECOMMENDED ACTIONS

The following projects are the top five priorities that the Cultural Infrastructure Plan recommends are taken forward by Peabody and partners.

<p>1 Deliver a Cultural Centre at Thamesmead Waterfront: Build capacity, interest and partners for a new cultural space</p>	<ul style="list-style-type: none"> Secure the delivery of a large-scale culture space within a long-term strategy at <u>Waterfront</u>. Work with Joint Venture partners from masterplanning stages to begin exploring possibilities for a new cultural offer. 	<p>—→ Delivery: Explore specific anchor tenants as part of commercial strategy and develop funding strategy to include potential to raise funds externally for specific cultural uses, s106, CIL or other support.</p>
<p>2 Develop large scale creative production workspaces: Explore industrial and commercial sites for large scale cultural production</p>	<ul style="list-style-type: none"> Intensify industrial and commercial workspace to provide more space for creative production and supply chain businesses in <u>White Hart Avenue</u>, <u>Church Manor Way</u> and <u>Nathan Way</u>. Support partners in developing plans for a Production Campus at <u>Veridion Park</u>. Deliver grow-on studios for professional makers in commercial space in <u>Thamesmead</u>. 	<p>—→ Delivery: Explore opportunities for specific partners as part of commercial masterplan and scope potential to raise funds for specific partnerships.</p>
<p>3 Develop cultural meanwhile uses, starting at Corraline Walk: Trial uses and build capacity within local cultural organisations on interim use sites</p>	<ul style="list-style-type: none"> Introduce meanwhile activity and interim uses on Peabody-owned sites at <u>Corraline Walk</u>, post demolition in the form of semi-temporary structures. Explore similar meanwhile uses at <u>Cross Quarter</u>, <u>Former Thames View Golf Centre</u> and <u>Broadwater Dock</u>. Create and promote a space and skills directory <u>across Thamesmead</u> to match cultural providers with meanwhile sites. 	<p>—→ Delivery: Feed into meanwhile use briefs to include a cultural component. Work to secure partnerships with cultural organisations looking for meanwhile space and seek to secure external funding.</p>

<p>4 Deliver cultural and creative uses within forthcoming development sites: Use Southmere as the first site to test housing specific cultural uses, including Thamesmead Radio and Community Archive</p>	<ul style="list-style-type: none"> • Secure a permanent home for Thamesmead Community Radio and Thamesmead’s local history and community archive in <u>Southmere</u>. • Provide an arts/ community cinema in <u>Corraline Walk</u> as part of the planned commercial spaces. • Incorporate new landmark night-time, pubs and music venues within easy reach of residents at <u>Broadwater Dock</u> and <u>Waterfront</u>. • Provide new co-working space for creative businesses in <u>Binsey Walk</u> as part of the planned commercial spaces, and as part of a cluster of creative enterprise around the Lakeside Centre. 	<p>—→ Delivery: Explore cross subsidy of rents and viable delivery routes to ensure lower rent for community and place-shaping assets such as archive and radio. Seek partners to couple archive with café space.</p>
<p>5 Explore work/live housing for artists and low cost accommodation for touring creative companies and professionals: Consider partnerships and innovative models of provision</p>	<ul style="list-style-type: none"> • Explore how to incorporate low cost ‘tethered’ work/ live provision in forthcoming schemes. These would be separate and in addition to all planned affordable housing, and could include <u>Binsey Walk</u>, <u>Coralline Walk</u>, <u>Sedgemere Road</u>, <u>Broadwater Dock</u> and <u>Wolvercote Road</u>. • Explore partners to deliver an affordable hostel for touring creative companies and professionals working at the Production Campus <u>Veridion Park</u>. 	<p>—→ Delivery: Explore creating a partnership with a provider; Establishing an umbrella company that buys land and rents or leases it to groups of people; Leasing land through a trust; and/ or Establishing a cooperative or private company.</p>

We also call upon the Greater London Authority, Local Authorities, developers, cultural and community organisations, workspace providers, creative practitioners and others to support the delivery of cultural infrastructure in Thamesmead.



1.0 INTRODUCTION

HOW TO USE THIS DOCUMENT

This document covers **why** cultural infrastructure is needed in Thamesmead, **what** sort of infrastructure is needed, **where** action is required to deliver it and when this needs to take place to ensure it can be embedded into the 30-year regeneration programme in Thamesmead.

WHAT IS CULTURAL INFRASTRUCTURE?

Cultural infrastructure is the buildings, structures and places where culture is **consumed**; places where culture is experienced, participated in, showcased, exhibited or sold, or **produced**; places of creative production, where creative work is made, usually by artists, performers, makers, manufacturers or digital processes. Some infrastructure encompasses both.

WHAT IS THE CULTURAL INFRASTRUCTURE PLAN?

The Cultural Infrastructure Plan is an inspiring and ambitious plan, rooted in robust evidence and clear delivery plans. It will serve as Peabody's blueprint for what cultural facilities we should be providing to create a culturally rich and vibrant new town for London with over 100,000 residents by 2030.

The Cultural Infrastructure Plan includes three components:



- 1. Thamesmead Cultural Infrastructure Plan (this document)**
- 2. Baseline Evidence Report:** This includes a study of the current demographics and cultural assets in Thamesmead to form a baseline for projections about the area's future demographics and cultural propensity. The research involved a mix of qualitative and quantitative research methods, including a review of a wide-range of socio-economic data, detailed on the ground mapping, engagement with local creative and cultural stakeholders, identification of sites and opportunities, and a series of case studies of what Thamesmead can learn from elsewhere.
- 3. Officer Manual:** This includes detailed and practical information on how to secure and deliver short-term opportunities, work towards securing

longer-term and permanent facilities, and supports dialogue with partners. It includes specific project delivery advice. It will primarily be used by Peabody's Culture Team in Thamesmead to inform and guide delivery of the Cultural Infrastructure Plan.

1. Guidance on creating new cultural infrastructure as set out in the Cultural Facilities Design Toolkit;
2. New guidance on Section 106 agreements for cultural infrastructure which will be formalised as Supplementary Planning Guidance;
3. London-wide research and evidence; and
4. London-wide cultural infrastructure map.



More information here:

<https://www.london.gov.uk/what-we-do/arts-and-culture/culture-and-good-growth/cultural-infrastructure-plan>

Additionally, Thamesmead's Cultural Infrastructure Plan is supported by the Mayor of London's cultural infrastructure resources, which includes:



Local artist Ryadraws outside The Link, a community centre in central Thamesmead managed by the Peabody Community Foundation.



2.0 THAMESMEAD'S CULTURE NOW

This chapter includes an overview of Thamesmead's recent successes in making space for culture.

WHY LONDON NEEDS THAMESMEAD



London is a world-leading city, with its cultural richness driving its amazing worldwide reputation. It is estimated that by 2030, there will be ten million people living in London. This growth can put pressure on culture and heritage, which could pose a risk to local character and community cohesion¹.

London desperately needs space for culture. Its vibrant economy and increasing demand for property means

that artists and creative people are having difficulty finding space to work, practice and perform. Across London, artists' studios are being priced out, and creative people are making difficult decisions about whether to stay in the capital or find new places to call home.

Millions of tourists choose to visit the capital mainly for its cultural and heritage offer and trends are shifting. New public transport, quality accommodation and promotions are likely to encourage visitors to explore the outer London boroughs². 84% of Londoners think that the city's cultural scene is important in ensuring a high quality of life, whilst only a third of Londoners feel they make the most of the culture on their doorstep³. But in the past decade, London lost a quarter of its pubs, 35 per cent of its grassroots music venues and 58 per cent of LGBT+ venues according to recent studies supporting the Mayor's Cultural Infrastructure Plan.

Thamesmead can – and must – play a leading role in affecting London's cultural DNA. Peabody's actions support both **cultural consumption facilities and cultural production activities** of the creative industries.

-
1. GLA (2018) Cultural Strategy for London
 2. London and Partners (2017) A Tourism Vision for London
 3. Maggie's (2014) Press Release: Londoners are culture hungry in the capital

14,000
Film 'shooting days'

London has played a major role in countless films – including A Clockwork Orange and Beautiful Thing in Thamesmead – and is the world's third busiest film production centre with over 14,000 'shooting days', of which 40 in Thamesmead

250
Festivals

Over 250 festivals take place in London every year including the largest free festival the Mayor's Thames Festival, Europe's biggest street festival, the Notting Hill Carnival and Thamesmead's annual festival

£52bn
Per year

£52bn is contributed by culture and creativity to London's economy per year

1 in 6
Jobs

1 in 6 jobs in London are in the creative economy

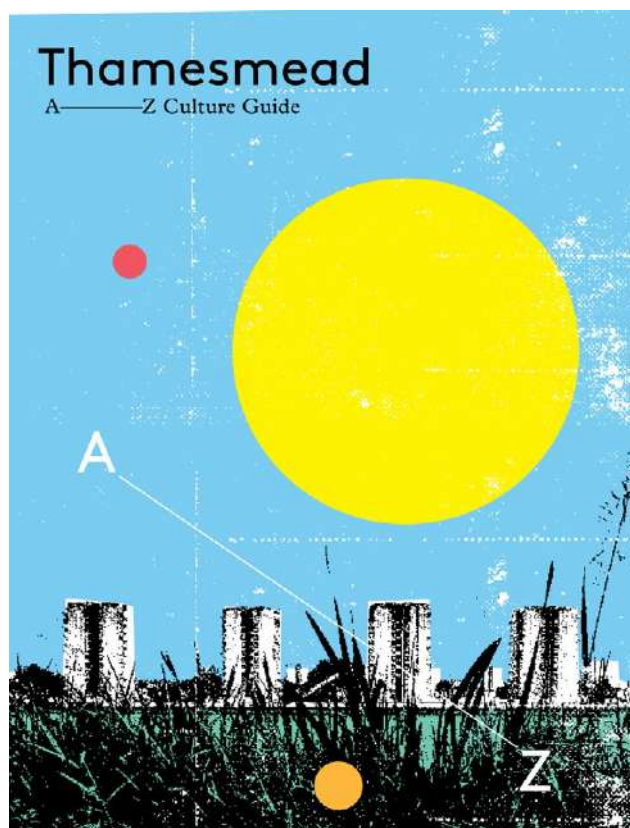
x4
Faster growth

The creative industries are central to London's prosperity and are growing four times faster than the wider economy

+£3.7bn
Additional GVA

The Thames Estuary Production Corridor 'Vision to Action' plan has set out +£3.7bn projected additional GVA and the creation of +50,000 jobs, alongside a future role for Thamesmead

THAMESMEAD A-Z CULTURE GUIDE



Published in 2017, the Thamesmead A-Z Culture Guide sets out an approach to culture based on principles of representing and celebrating the diverse communities of Thamesmead, making a direct impact now and creating a better Thamesmead in the future.

This has already led to tangible successes.

As part of establishing Thamesmead's cultural strategy, Peabody have developed

a year round programme of cultural events and activities, large and small, which have successfully focused on raising the profile of Thamesmead externally, changing its perceptions internally, and developing local audiences. These events have demonstrated that there is both an active local audience, and a range of audiences from further afield willing to travel to Thamesmead to experience targeted cultural events.

Highlights from the Thamesmead 50th anniversary programme in 2018 demonstrate this through events such as Fly By Night as part of the LIFT and 14-18NOW Festivals which drew an audience of 2,300 from places as far as Newcastle and Yorkshire, Beautiful Thing as part of Greenwich and Dockland International Festival which drew an audience of 1,500 from across London, and the Thamesmead 50th Festival which held an audience of 5,500 predominantly local residents.

These events also helped to secure positive and wide reaching media coverage, shifting preconceived ideas about Thamesmead and its cultural appetite and audiences.

While these events are crucial in cementing Thamesmead as a cultural destination and culturally rich community, an event programme alone will not achieve the aim of making cultural a part of daily life. Only cultural spaces and embedded cultural uses can do this.

CULTURE CREATES COMMUNITIES



With the forthcoming arrival of Crossrail, Thamesmead can offer London's creative industries the space they need to continue to grow. And with training, its young population can add diversity and energy to London's creative industries, which need more workers to fill the jobs of tomorrow.

At a regional scale the Thames Estuary Production Corridor 'Vision to Action', published in 2019, cements a strategic

role for Thamesmead as part of a world class cluster of cultural and creative production along the Thames Estuary. Through a year-long programme of activity which has included granular research into baseline conditions across the Thames Estuary, and consultation with over 200 local and external partners and stakeholders, Thamesmead is specifically identified as where 'cultural-led regeneration supports residential and workspace opportunities for creative freelancers and SMEs' and '... a focal point for maker collaboration and education in the Estuary.'

Recognising the area's history as a 20th century new town, Peabody is already considering how Thamesmead could become a platform for exploring the past and future of architecture, place-making and notions of home and community. In 2018 Thamesmead secured funding from the Heritage Lottery Fund to develop a community archive, including a programme of exhibitions and engagement activities that look to the past, while the Thamesmead Open, a significant new art commission in launched in spring 2020, seeks bold and ambitious new ideas for the future.

4. GLA/ SELEP (2019) Thames Estuary Production Corridor 'Vision to Action'



Over 40 local people have been trained to create their own radio programmes for RTM. FM, Thamesmead's new community radio station developed and run by TACO!

Fig. 2.1

BUILDING ON SUCCESS



THAMESMEAD FESTIVAL

Thamesmead's annual festival has already become an anticipated date in the diary for the local community and wider audiences, focused around Southmere Lake. Each year the festival has been underpinned by one ambitious and high quality artistic commission, starting with fireworks on the lake in 2017, a community carnival in 2018 which wove through the streets leading audiences to the festival, and an aerial performance of drummers in 2019.



ATTRACTING NEW AUDIENCES

The unique landscape and architecture has already attracted international artists and festivals to create new work for Thamesmead's 50th anniversary. Fly By Night by American artist Duke Riley saw 1,500 pigeons fly in formation above the golf course with lit LED's to commemorate Thamesmead's history as the Royal Arsenal and its role in WW1; the renowned LGBT+ story Beautiful Thing written and set in Thamesmead in the early 90s was restaged by Greenwich+Docklands International Festival at Binsey Walk flats in a supersized production with projection mapping, lighting and feel-good music score.

Both of these events brought wide audiences to Thamesmead from across the UK, and helped to promote Thamesmead in a new positive light, securing high profile coverage on Channel 4 news, the Guardian, Time Out, the Evening Standard and trending on Twitter.



THAMESMEAD COMMUNITY FUND

The Thamesmead Community Fund has enabled local community groups to hold their own fun days, fetes and street parties in an around residential areas, bringing informal activity out onto the streets. The Community Fund has already given £50,000 towards local community projects. The budget for the Community Funds comes from ring fencing all location filming fees earned in Thamesmead, ensuring that the community benefits from the film sector working on their door step.



SHARING SUCCESS AS FILM LOCATION

Thamesmead is already attracting significant activity from the film industry for films, TV, music and advertising. We have had high profile brands, music artists and actors all film in Thamesmead such as the BBC, Nike, Age UK, Skepta, and Jude Law to name a few.

For each film shoot that is booked, some form of work experience, work shadowing or informal paid work is secured for young local residents.



NEW ARTISTS' WORKSPACE

The new community of artists moving into the Lakeside Centre on Southmere Lake managed by Bow Arts have already begun to develop projects in an around the centre, working with local communities and activating spaces throughout Thamesmead.



NEW CULTURAL ENGAGEMENT

Peabody has already begun to develop cultural spaces in Thamesmead: Both TACO! and the Lakeside Centre (see overleaf) were existing spaces that have been refurbished for cultural uses. Although both have only been open for a year, they have delivered high levels of activities, engagement and cultural production, working closely with each other and making connections between cultural programming and sharing audiences.

This Cultural Infrastructure Plan should be seen as a means to building on these two spaces and developing a network of cultural spaces and build audiences together.

CASE STUDY



TACO! (the Thamesmead Arts and Culture Office) is a new artist-led project space, bookshop, gallery and radio station. It provides vital space for local and visiting artists to develop art projects with the local community. It opened in 2018 in Poplar Place in North Thamesmead. It is a not-for-profit organisation supported by Peabody, Arts Council England and Royal Borough of Greenwich.

Key facts:

- 5 year lease, first 3 years peppercorn and 2 years at 30% market rent
- Approx 50 sq metres
- Former office for Thamesmead energy system, disused for a number of years
- Set up as arts charity with board of Trustees
- Secured an additional £80,000 of external funding in first year from grant funding, Arts Council, Henry Moore Foundation etc.
- In first year delivered 5 exhibitions, 24 workshops and over 1,000 visitors

CASE STUDY



Lakeside Centre has been reopened by Bow Arts as a major cultural hub, supported by the Mayor of London's Regeneration Fund and the LEAP. It includes a gallery space, a community cafe, pop-up markets, an early years day nursery run by the YMCA, and 40 new affordable creative workspaces for local artists, designers and makers. There is also a space supporting SMEs and start up businesses.

Key facts:

- 30 year lease with 10 year lease breaks, peppercorn rent of £1,000/yr
- 1,300 sq metres
- Former community centre/restaurant
- Arts charity
- £1m investment from mayor of London through Good Growth Fund; £780,000 from Peabody, £465,000 from Bow Arts and £382,480 from Arts Council England

'WHOLE PLACE' PHILOSOPHY

The Cultural Infrastructure Plan forms one part of the 'Whole Place' philosophy for Thamesmead. It means as an organisation, Peabody will take a placemaking approach to the regeneration, investment and management of the whole town.

To take a placemaking approach means we need to address all the attributes of a good place, which we believe include:

- **Connectivity:** An area that is accessible and easy to get to and get through, which feels open and joined up with its surroundings.
- **Good governance and stewardship:** With active community participation, strong institutional partnerships and leadership with a clear vision.
- **Economic resilience:** A place where the economy mitigates the risk of economic turbulence, by being attractive to businesses and entrepreneurs, with a localised commercial offer that provides good jobs to an economically active population and where there are skills and learning opportunities for an aspirational community.
- **Healthy environment and quality homes:** Where there are a range of comfortable homes to rent and to own, surrounded by quality communal

areas, beautiful parks that are filled with activity, green spaces and waterways that provide opportunity for play, education and activity, and clean air to breathe.

- **Sustainability:** A place which considers and minimises its environmental impact, managing and conserving its natural resources for future generations using, amongst others, green infrastructure principles.
- **Strong community:** A thriving cohesive community, that is active, diverse and welcoming.
- **Distinct identity:** Where people feel pride and attachment to the area, with a strong sense of belonging.
- **Activities:** An area where there is lots to do, giving people a reason to visit and to return. This 'whole place' approach means we will address all these elements of place when considering and delivering our plans.

The Cultural Infrastructure Plan therefore interfaces with – and complements – other strategic plans for Thamesmead in order to integrate culture.

Key related plans have been identified below and this plan seeks not to duplicate recommendations.

► **RELATED PLAN**

Thamesmead Landscape and Green Infrastructure Plan (2020) A bold new framework for landscape and green infrastructure in Thamesmead.

► **RELATED PLAN**

Thamesmead Commercial and Industrial Masterplan (2019) A strategic vision for intensifying our commercial and industrial portfolio in Thamesmead.

► **RELATED PLAN**

Thamesmead Place Manual (2019) A single, comprehensive document which residents, local councils, delivery partners and other stakeholders can all use as both inspiration and instruction on our 'principles of place' in Thamesmead.

► **RELATED PLAN**

Thamesmead Community Infrastructure Investment A programme of planned investment in adapting existing community facilities for cultural uses or supporting additional uses to allow more people to participate in secular culture in its widest sense in Thamesmead.

► **RELATED PLAN**

Thamesmead Employment, Skills and Enterprise Support Programme
Supporting residents and businesses with clear pathways into skills and training opportunities to improve their economic prospects.



3.0 LESSONS FROM THE BASELINE EVIDENCE

This chapter includes a summary of findings from the Baseline Evidence Report related to Thamesmead's current and future population, economy, cultural activity, and cultural propensity. It also provides the foundations for investment in cultural infrastructure in Thamesmead.

METHODOLOGY

We Made That, Hatch Regeneris and Tom Fleming Creative Consultancy undertook a study of the current demographics and cultural assets in Thamesmead to form a baseline for projections about the area's future demographics and cultural propensity.

The research involved a mix of qualitative and quantitative research methods, including a review of a wide-range of socio-economic data, detailed on the ground mapping, engagement with local creative and cultural stakeholders, identification of sites and opportunities, and a series of case studies of what Thamesmead can learn from elsewhere.

GIS mapping & data analysis:

Cultural facilities and spaces were collected and collated in GIS to the building-level using Ordnance Survey base-maps as far as possible in coordination with available GIS information.

To provide a socio-economic baseline for the Thamesmead Study Area, Hatch Regeneris undertook detailed demographic analysis, considering the Study Area's demographic, labour market, employment and business economy performance against a set of comparator areas (six sub-areas, the London Boroughs of Bexley and Greenwich, London and England). In developing this

baseline, a wide range of socio-economic datasets were used, including:

- Census (2011);
- DCLG English Indices of Deprivation (2015);
- ONS Annual Population Survey (2018);
- ONS Business Register and Employment Survey (BRES – 2017);
- ONS Mid-Year Population Estimates (2016);
- ONS UK Business Count (2018);
- ONS Sub-National Population Projections (2016-based); and
- 2016-round GLA Projections (2017).

Housing impact modelling:

The baseline provided a starting point to forecast the effect of net additional proposed dwellings on the Thamesmead Study Area's economy using the Hatch Regeneris Housing Impact Model.

The model was used to collect base information on planned housing in the Greenwich and Bexley area within the Thamesmead Study Area (described below). Based on this information, population change was then estimated by studying past and current trends in average household size. Projections about the area's education and occupational profile were made by studying historic performance on labour market trends. Annual spending forecasts were also completed based on the local area's current breakdown of household expenditure (derived from Planning Evidence).

Audience profiling:

Based on the housing impact projections, Tom Fleming Creative Consultancy then developed a profile for the likely audience for cultural provision in the Thamesmead Study Area. This analysis focused on the demographic profile of these audiences (covering age, ethnicity, labour market status and income levels) and their relative propensity to consume or participate in different types of cultural activity, with consideration for both paid for and free forms of consumption.

Observational research & data gathering:

Statistical evidence can only reveal so much given constraints on the age and geographical coverage of the data. To support the baseline research, We Made That undertook detailed observational research, mapping and business engagement to gain a better understanding of potential businesses / partners that already exist within the Study Area and neighbouring areas.

Dialogue with operators and practitioners:

The plan has been developed with the Thamesmead Culture Forum and through ongoing work with our local cultural partners, supported by a series of interviews and dialogue sessions to support the above analysis.

We expect to undertake further consultation as we move forwards to delivery of the recommendations.

GROWING MOMENTUM FOR CULTURAL INFRASTRUCTURE

In comparison to other parts of London, the Thamesmead Study Area has relatively few cultural consumption and production facilities and only a small creative sector (150 jobs). At the same time, however, Peabody, Bexley and Greenwich are in the process of developing new assets—including the Lakeside Centre, Thamesmead Library, the Thamesmead Community Learning and Enterprise Hub, and the Plumstead Power Station. And baseline research indicates that Thamesmead’s creative sector is growing rapidly when compared to London as a whole.

In addition, there are a number of existing and proposed facilities beyond the study area boundary, in other parts of Bexley and Greenwich and in Thamesmead’s neighbouring boroughs. In Bexley, there is a cluster of higher and further education institutions, including the London South East Colleges: Bexley, Learning and Enterprise College Bexley, Rose Bruford College, and Bird College. In Greenwich, there are existing consumption facilities such as the Greenwich & Lewisham Young People’s Theatre and proposed facilities such as the Woolwich Works.

And across the river, in Barking and Dagenham, there are several new cultural assets in development, including the Ford Dagenham Heritage Centre, the East End

Women's Museum, and plans forming for Dagenham Film Studios.

By considering how Thamesmead's emerging cultural offer could complement these assets, the Cultural Infrastructure Plan can help establish Thamesmead's position as a cultural hub within London, the wider Thames Estuary and the southeast generally.

In addition, the local population is growing faster than the predicted growth of London as a whole. The types of people attracted to the area to live, work and play will undoubtedly change, as Thamesmead's transformation becomes a reality. This has implications on what cultural infrastructure is required and who will want to access it. We understand this to be the future 'cultural propensity' of Thamesmead and the Baseline Evidence Report describes the analysis and factors included.

Key indicators of growing momentum for cultural infrastructure include:

- Transport links improve over time, making the area more attractive to people that work in other parts of the capital and beyond in Essex and Kent, attracting a more diverse set of residents with higher propensity for culture;
- New workplace infrastructure and subsequent employment opportunities produces a number of cultural and

creative sector hubs that attracts an increasingly diverse workforce and residents to the area;

- The local cultural, retail, hospitality and leisure offer accelerates over time as key infrastructure comes on line and the Thamesmead brand achieves mass recognition;
- Perceptions of Thamesmead as a place in which to consume culture improve; and
- The choice of housing and the mix of viable ownership / rental schemes prove to be a compelling motivator to a broad range of people.

Over the next thirty years, it is expected that the groups most active in participating in cultural activity increase significantly. There is potential for these groups to experience a four-fold increase as population grows. They will contribute to the expected £66 million of additional spending on culture and recreation activities as a result of new households.

Fig. 3.1 Cultural facilities (existing and forthcoming)



● Existing cultural facilities

1. Crossness Pumping Station
2. The Link Thamesmead
3. Northern Arches
4. TACO
5. Lesnes Abbey
6. Excel Centre
7. Boleyn Cinema
8. Showcase Cinemas
9. The Broadway Theatre
10. Vue Cinemas
11. Erith Playhouse
12. Stagecoach Theatre Arts Bexley
13. Cineworld Cinema: London Bexleyheath
14. Greenwich and Lewisham Young People's Theatre
15. Carnegie Building

● Forthcoming cultural facilities

16. Lakeside Centre Thamesmead (Opening 2019)
17. Thamesmead Community Learning and Enterprise Hub (Opening 2020)
18. Plumstead Power Station Business Hub (Opening TBC)
19. Woolwich Works (Opening 2020)
20. East End Women's Museum (Opening 2021)
21. Ford Dagenham Heritage Centre (Opening TBC)



Luminary, an immersive installation by artists Heinrich & Palmer as Crossness Pumping station commissioned by Peabody, 2019

Fig. 3.2

THAMESMEAD TODAY

60%
BAME

A DIVERSE POPULATION

Thamesmead's population of 57,300 residents is far more diverse than London as a whole. Nearly 60% belong to a Black, Asian, or other minority ethnic group. And the largest ethnic minority group—people of Black, African, Caribbean, or Black British descent—is only slightly smaller (41%) than the area's White British population (43%).

48%
Degree-level

LOW SKILLS, HIGH DEPRIVATION

At the same time, most of Thamesmead's residents have low qualifications. Only 48% have a degree-level or higher qualification, which is four per cent lower than the London average. Thamesmead is also a relatively deprived area. Income deprivation is especially high, with some neighbourhoods falling among the most deprived areas in England.

10%
Lower employment than London average

LOW EMPLOYMENT AND JOBLESSNESS

Though Thamesmead has a similar working age population to London, many residents are not working. Of the 27,100 residents who are economically active, only 24,300 are in employment representing 64% of the area's working age population. This is 10% lower than the London average, and 12% and 9% lower than the Bexley and Greenwich averages respectively. Thamesmead also has somewhat high unemployment, with 10% of the total population (or 2,800 residents) out of work. This is 4% and 5% greater than the London and Bexley averages respectively.

55%
Lower-level occupations

LOWER-LEVEL OCCUPATIONS

Residents who are employed tend to work in lower-level jobs, with only 45% working in higher-level occupations (compared to 56% in London). The four sectors that account for 44% of the area's total employment are: health and social work (14%), information and communications (13%), construction (12%), and transportation and storage (5%). Business growth in each of these sectors grew faster between 2010-17 than the London average. There are only 25 businesses in the arts and entertainment sector registered locally. And the sector is under-represented, particularly when compared to London.

**150 jobs
represents a
small creative
sector in
Thamesmead**

**7%
Employees in
Greenwich and
Bexley work
in creative
industries**

**73%
of residents
belong to least
active groups
who consume
culture**

LIMITED CULTURAL ACTIVITY AND OPPORTUNITY

Today Thamesmead is a cultural cold spot, both in terms of activity and opportunity.

Cultural and creative activity in Thamesmead is relatively limited. The area has few cultural consumption and production facilities when compared to other parts of London. And as a local employer, the creative sector is small, providing only 150 jobs.

On the other hand, Thamesmead has great potential. Peabody, Bexley and Greenwich are in the process of developing new cultural assets—including the Lakeside Centre, Thamesmead Library, the Thamesmead Community Learning and Enterprise Hub, and the Plumstead Power Station. And baseline research suggests there is a larger creative workforce in the surrounding area. Using DCMS Creative Industries definitions, around 5% and 9% (or 5,700 and 12,400) of those employed in Bexley and Greenwich, respectively, work in the creative industry. Moreover, Thamesmead’s creative sector is growing rapidly when compared to London as a whole, albeit starting from a low baseline.

LOW PROPENSITY FOR CULTURE

In terms of cultural preferences and propensity for engagement, Thamesmead’s population is polarised. While 17% of residents belong to the most active cultural segment, 73% of residents belong to the least active segments. Those in the least active segments are unlikely to show much inclination to engage with a ‘traditional’ cultural offering (e.g. contemporary dance; ballet; classical music; or opera).

However, there are less conventional approaches (e.g. community and culturally-specific events in local and community spaces) that are likely to have greater traction with these groups and can, in some instances, act as a gateway to other more established art forms and experiences.

Fig. 3.3

THAMESMEAD TOMORROW

£66m
Additional
spending on
culture and
recreation

A GROWING POPULATION, WITH GREATER SPENDING ON CULTURE

By 2049, over 17,000 new homes will be built in Thamesmead, increasing the area's total population by 67% (from 39,400 to 96,700 residents) and the working age population by 61% (from 25,300 to 63,300).

During the same period, Bexley and Greenwich's populations are projected to grow by 23% and 26% (or 57,000 and 72,000 residents), respectively.

These new households are expected to generate a total spend of just under £500 million annually, of which £66 million could be spent on culture and recreation activities. Delivering the right cultural infrastructure will help ensure that as much as possible of this cultural spend is retained locally. In the cultural spaces we build, we also want to keep culture affordable and accessible to all.

42%
Increase in
number of
residents in
employment

MORE JOBS, HIGHER QUALIFICATIONS, BETTER OCCUPATIONS

Between 2019 and 2049, the number of residents in employment in Thamesmead is also expected to increase by 42% while the unemployment rate falls by one per cent.

Over the same period, there will be proportionately more residents in Thamesmead with NVQ 3 and 4 or higher qualifications (+83% and +79%, respectively) as growth in residents with higher qualifications outpaces growth of those with NVQ2 or lower and no qualification (+70% each).

Alongside this up-skilling of the population, the proportion of Thamesmead's residents in higher-level occupations will see an increase of two per cent.

14%
More diverse
than London
average

ENSURING CULTURAL DIVERSITY

Future cultural infrastructure needs to reflect the diversity of Thamesmead's population as it is likely to maintain its rich ethnic diversity. Cultural infrastructure needs to reflect the needs of this population. This is particularly true of the Black, African, Caribbean and Black British population in North Thamesmead.

+67%
**Growth in
population in
Thamesmead**

SUPPORTING THAMESMEAD'S EXISTING POPULATION

Though Thamesmead's population is expected to undergo a dramatic changes over the coming decades, cultural provision needs to consider the needs of the existing population, especially those living in its most deprived communities.

Targeted outreach linking residents with opportunities will also be needed, to ensure that residents living in Thamesmead's most deprived neighbourhoods benefit from increased cultural provision locally.

Increasing cultural participation among these communities has the potential to not only improve Thamesmead's economy through education and employment opportunities, but also health and well-being outcomes.

x4
**Increase in the
most culturally
active
population**

A NEW POPULATION WITH HIGHER PROPENSITY FOR CULTURE

Significant population growth over the next two to three decades has the potential to create a new and varied demand locally. As planned housing and cultural infrastructure developments start to come on stream in the near future and throughout the next thirty years Thamesmead will undergo a radical re-imagining. The types of people attracted to the Thamesmead Study Area to live, work and play will undoubtedly change as the proposed multi-faceted leisure offer and employment opportunities become a reality.

Most active population

Over the next thirty years, Thamesmead's most active groups are expected to increase significantly. In fact, there is potential for these groups to experience a four-fold increase.

Moderately active population

Over the same period, Thamesmead's moderately active residents are expected to maintain their percentage share (about 10%) growing in size but importantly not share. Growth will largely depend on housing availability.

Least active population

As Thamesmead's population almost doubles, the least active segments are expected to flat-line in terms of numbers and reduce in overall percentage terms.



4.0 RECOMMENDATIONS

This chapter includes commitments to support the delivery of the Cultural Infrastructure Plan through three objectives and five top priority actions for Peabody, along with potential areas of support from stakeholders.

WHAT WE MUST DO TO MAKE THAMESMEAD A PLACE FOR CULTURE

Delivering enhanced cultural infrastructure will facilitate making great culture part of everyday life. The Thamesmead Plan already describes how we should be using culture to celebrate Thamesmead's identity and create confidence and excitement in the future, by:

- **"Creating a network of cultural venues and facilities that are easy to reach, and which create jobs for local people";**
- **"Adapting empty or under-used spaces and buildings for cultural uses, including artists' studios, pop-up shops, exhibition venues and cultural event locations"; and**
- **"Making provision for culture and artists in our master planning, green and blue infrastructure and development schemes."**

As a crucial part of these long-term plans for Thamesmead, the cultural strategy aims to put Thamesmead on the map through ambitious, high-profile cultural experiences and entertainment. Embedding culture into all of our community and employment work also allows for informal learning opportunities, including ways to build a career or start a creative business locally.

We will continue to support local partners to develop the cultural ecology in Thamesmead. We recognise that achieving our ambitions will require us to actively grow organisations to a scale where they can co-deliver the Cultural Infrastructure Plan. New partnerships will be important in securing delivery of these plans, but successes to date - including exemplary partnerships such as those with Bow Arts and TACO! - should be sustained and expanded.

The Cultural Infrastructure Plan makes recommendations focused primarily on the 'hardware' required to deliver space and jobs. The recommendations and priority actions identified have been developed through:

- Capacity testing of quick- to medium-term development site opportunities;
- Area-based visioning to guide future development and programming; and
- Understanding how other Peabody assets can contribute to cultural infrastructure.

These are set out spatially with specific locations identified alongside existing uses and already foreseen development change. Continued coordination with forthcoming development, changes in the sector and wider economy will be critical in embedding cultural infrastructure successfully.

CULTURAL CONSUMPTION FACILITIES

Cultural consumption activities are the ways in which creative work is showcased, exhibited or sold. It follows that cultural consumption facilities are the physical environment in which these activities happen. Cultural consumption facilities include museums, galleries, theatres, cinemas, libraries, record stores and historic cultural sites. Each cultural consumption facility is assumed to have a related supply chain of creative and cultural production—the activities that make and supply the works showcased by the consumption facilities. These spaces are key in ensuring that creative activity is part of the 24hour economy.

Through the Cultural Infrastructure Plan, specific consideration is given to the following:

- Exhibition space for both creative practices and local heritage/ archives
- Performance spaces, including a variety of audience sizes, for:
 - Dance;
 - Theatre;
 - Film screenings;
 - Music;
 - Other multi-disciplinary rehearsal space
- Cinema(s)
- Multi-use spaces with flexible layouts which can be used by a variety of users, including community and local groups
- Flexible large scale spaces for immersive/ large scale productions and events
- Dedicated outdoor spaces for culture, such as amphitheatres, outdoor stages etc.

CULTURAL PRODUCTION FACILITIES

Cultural production activities relate to the making of work, typically by artists, performers, makers, manufacturers or digital processes. Creative and cultural production is a sub-set of all the activities that make up the creative and cultural sectors (as defined by DCMS). Examples of cultural production activities include:

- Rehearsing a dance performance;
- Building a theatre set;
- Recording and distributing an album; and
- Doing post-production on a film and television series.

Cultural production facilities are the buildings and spaces which accommodate these activities, typically workspaces. Production facilities include artist studio buildings, performing arts rehearsal spaces, music recording studios, film and television studios and industrial units used by creative and cultural businesses.

Through the Cultural Infrastructure Plan, specific consideration is given to the following assets:

- Artists' studios and other creative sector workspaces;
- Large scale production spaces;
- Theatre production spaces, including set-making, lighting, costume production;
- Music production and recording studios;
- Archive and storage; and
- Film studios.

Creative and cultural production does not exist in isolation and has a wider supporting ecosystem. This includes supply chain activities and skills outside of the creative and cultural industries (i.e. outside of the traditional definition of the creative sector). While not every business in these supply chain sectors will serve the creative and cultural economy directly, these are the types of activities that are known to provide materials, services and skills to the production and consumption businesses that make up the creative and cultural sectors. Mapping and understanding these supply chain activities will help to capture the future capacity in the wider economy to supply the growing creative and cultural industries.

OTHER 'EVERYDAY' CULTURAL ASSETS

In addition to cultural consumption facilities, there are additional facilities, spaces and assets that can contribute to bringing communities together to participate in secular culture in its widest sense. They are often also important locations for cultural production in many cases. For example, London's pubs are vitally important to the grassroots music scene and many offer theatre performances. Street art walls offer the opportunity for artists to develop their work, many becoming well recognised in the art market. These include:

- Skateparks
- Legal street art walls
- Pubs
- LGBT+ night-time venues

Peabody is already developing options for how existing community facilities can be adapted for cultural uses or intensified through additional use. This change and planned investment in community infrastructure should particularly target how they can be exemplary in supporting grassroots culture, LGBT+ and under-represented groups.

EMPLOYMENT, SKILLS AND ENTERPRISE

Supporting residents and businesses with clear pathways into cultural opportunities will improve their economic prospects. To enhance sight of and access to the opportunities, programmes should be delivered to improve local skills with sector input into current and future curriculum providing clear routes into the creative jobs, apprenticeships and training being made available locally.

Ensuring that employment, skills and enterprise opportunities associated with all delivery of physical infrastructure, creative contracts and activity in Thamesmead are made available to local residents and businesses will underpin engagement and in turn support local buy-in with new and exciting creative activity.

Underpinning both resident and businesses engaging with skills programmes and activity in Thamesmead is digital skills. We know that the world of work presents less structure than it has historically and that going forward ongoing learning is a key part of individual and business growth.

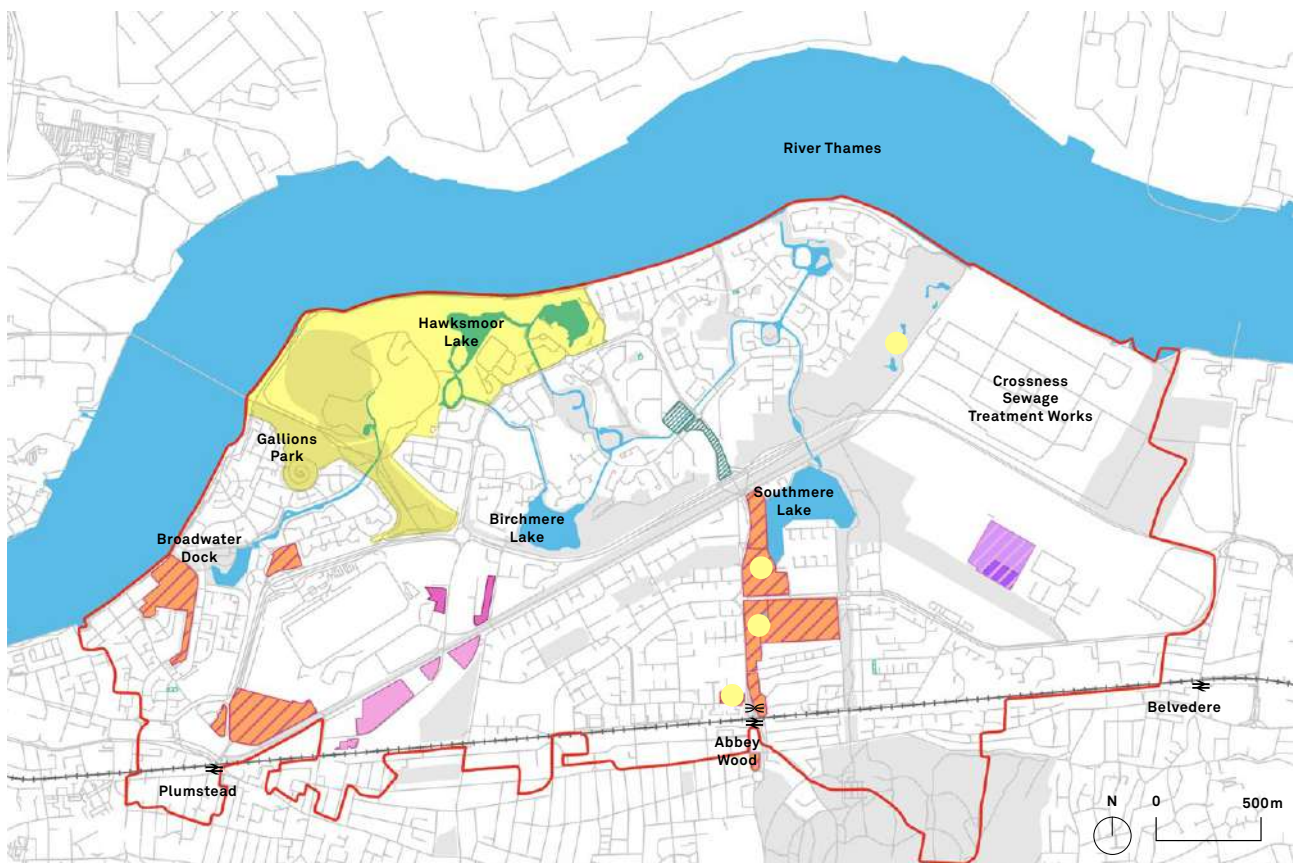
Individuals and businesses embracing technological advances stand to benefit by staying relevant and being able to access the opportunities comfortably. Thamesmead needs to provide the physical infrastructure and social infrastructure to facilitate this access.



Rima & McRae have specialised in bespoke finishes and applied arts for high-end commercial and residential interiors since 2001. They moved into their Thamesmead studio in October 2016.

KEY AREAS

Fig. 4.1 Areas for delivering objectives and priority actions



Key

- Deliver a Cultural Centre at Thamesmead Waterfront
- Develop large scale creative production workspaces
- Develop cultural meanwhile uses
- Deliver cultural and creative uses within forthcoming development sites
- Explore work/live housing for artists and low cost accommodation for touring creative companies and professionals
- Thamesmead Study Area
- Crossrail station
- National Rail station

TIMELINE FOR CHANGE

SHORT-TERM 2023

MEDIUM-TERM 2031

LONG-TERM 2038+

Develop cultural
meanwhile uses

Deliver cultural and creative uses within
forthcoming development sites

Explore work/live housing for artists
and low cost accommodation for touring
creative companies and professionals

Develop large scale creative production workspaces

Test and trial
future uses

Deliver a Cultural Centre at
Thamesmead Waterfront

Potential opportunity sites:

- Thamesmead Community Learning and Enterprise Hub
- The Reach
- Plumstead Power Station
- Southmere
- Binsey Walk
- 500 Abbey Road
- Abbey Place

Potential opportunity sites:

- Coralline Walk
- Sedgemere Road
- Broadwater Dock
- Wolvercote Road
- West Thamesmead Gateway
- Joint venture GLA site on White Hart Avenue
- Vacant land on White Hart Avenue (South and North)
- Vacant land on Church
- Manor Way
- Vacant land on Nathan Way
- Existing small business units in 119-121 Nathan Way

Potential opportunity sites:

- Waterfront
- Cross Quarter
- Former Thamesview Golf Centre
- Veridion Park



OBJECTIVE 1

Create a network of cultural venues and facilities that are easy to reach, and which create jobs for local people

THE CHALLENGE

In comparison to other parts of London, Thamesmead has relatively few cultural consumption or production facilities. It doesn't currently have enough cultural infrastructure and there is clear evidence there will be increased desire to consume culture in Thamesmead. Alongside the provision for new homes and social infrastructure, cultural facilities should also be delivered to meet the needs of a growing population.

Peabody – in partnership with others – needs to plan and phase new cultural infrastructure to attract visitors, cultural operators and creative businesses to the area and grow capacity for successful culture over time. Peabody should lay the groundwork for permanent provision by securing space and partners for delivery in the short-term and long-term.

Education, skills and pathways into employment will be important to Thamesmead's cultural evolution too. Festivals and events are already proving to be a point of entry for existing residents, but greater commitment to working collaboratively with sector partners across the wider Thames Estuary can boost new learning opportunities to build the creative workforce.

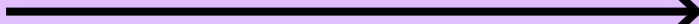
Increasing business support that focus' on the creative sectors and offering funding, training, advice and affordable


workspace will help Thamesmead's existing businesses take advantage of the growing creative industry. A new generation of cultural leaders will support growth and access into the sector. This 'home grown' talent will be important in sustaining Thamesmead's developing cultural offer.

New places of creative production, where creative work is made, will also be needed. In order to sustain and grow Thamesmead's creative sector, Peabody needs to support existing creative businesses; attract new cultural operators and creative enterprises to the area; and help existing residents get employment in the creative industries. There is capacity and potential for viable workspace intensification in Thamesmead. This should be harnessed to create jobs for local people.

Increasing the 'talent pool' by attracting new creative and cultural operators will be required in order to deliver a step change in Thamesmead.

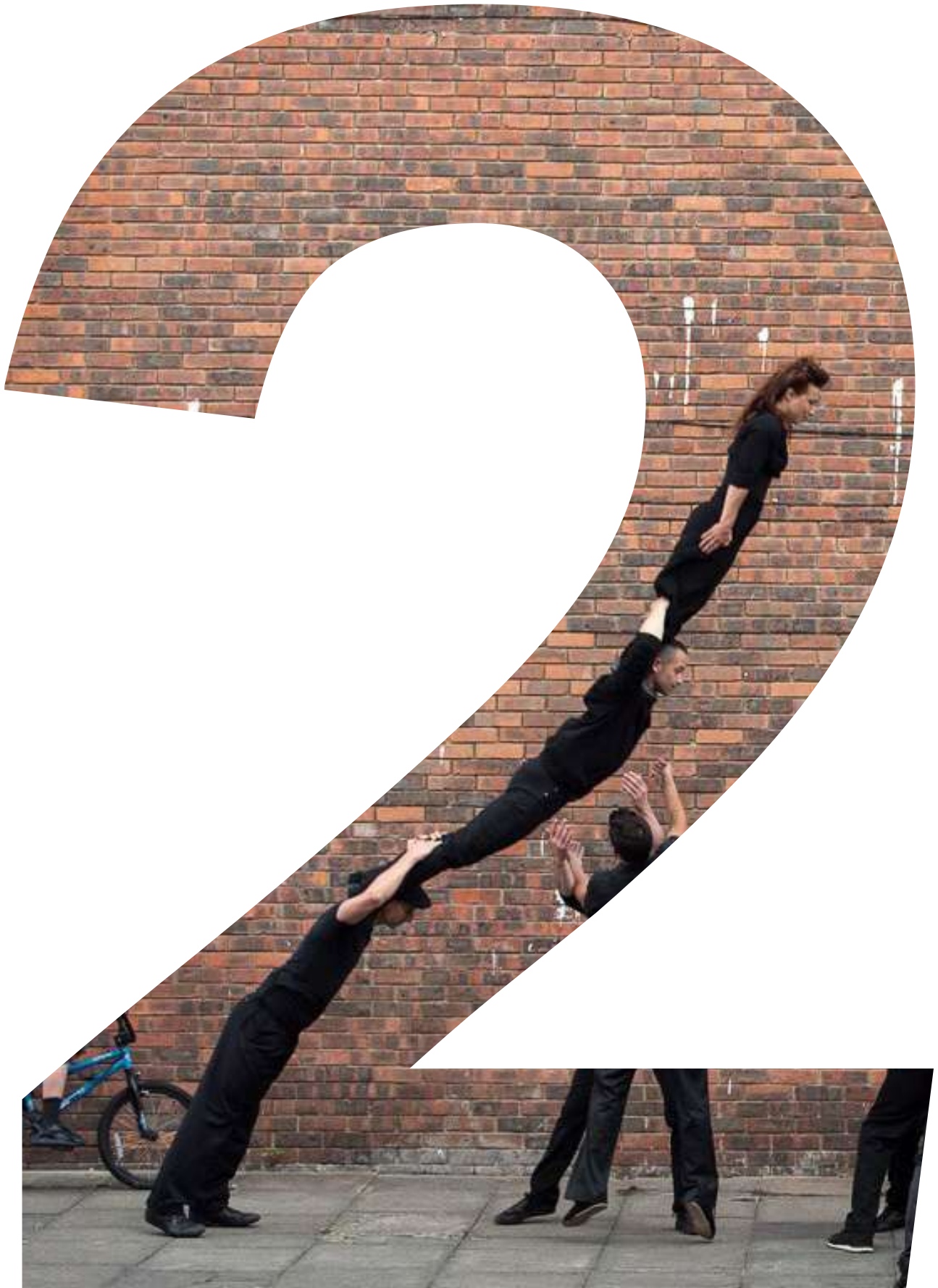
PEABODY WILL TAKE THE FOLLOWING ACTIONS:

Action	What	Where
<p>TOP PRIORITY Deliver a Cultural Centre at Thamesmead Waterfront: Build capacity, interest and partners for a new cultural space</p>	<ul style="list-style-type: none"> • Secure the delivery of a large-scale culture space within a long-term strategy at Waterfront: Undertake a feasibility study and development discovery phase with Joint Venture partners to test the local need and demand with regard to the provision of facilities such as a multiplex cinema, large scale performance space and music venue. <p>Using the baseline evidence, identify a clear brief for inclusion in development masterplan, which is developed in conversation with target partner organisations.</p> <div style="background-color: #e6e6fa; padding: 10px; margin-top: 20px;"> <p>DELIVERY </p> <p>Explore specific anchor tenants as part of commercial strategy and develop funding strategy to include potential to raise funds externally for specific cultural uses, s106, CIL or other support.</p> </div>	<ul style="list-style-type: none"> ○ Waterfront
<p>TOP PRIORITY Develop large scale creative production workspaces: Explore industrial and commercial sites for large scale cultural production</p>	<ul style="list-style-type: none"> • Intensify industrial and commercial workspace to provide more space for creative production and supply chain businesses: Supported by the Thamesmead Commercial and Industrial Masterplan (2019), provide small to medium manufacturing units with a mix of shared and dedicated yards, intensify existing small business units so they are suitable for start-ups and SMEs. • Support partners in developing plans for a Production Campus at Veridion Park: Identify viable commercial opportunities for large-scale production uses in tandem with sector engagement, skills programme and local supply chain. 	<ul style="list-style-type: none"> ○ Joint venture GLA site on White Hart Avenue ○ Vacant land on White Hart Avenue (South and North) ○ Vacant land on Church Manor Way ○ Vacant land on Nathan Way ○ Existing small business units in 119-121 Nathan Way ○ Veridion Park

Action	What	Where
Continued...	<ul style="list-style-type: none"> • Deliver grow-on studios for professional makers: Use existing assets or agreed workspace provision arising from mixed-use development to deliver workspace units for creative industries. Soft market test and broker opportunities with potential operators along with commercial viability testing on specific sites to target occupiers. <div style="border: 1px solid black; background-color: #e6e6fa; padding: 10px; margin-top: 10px;"> <p>DELIVERY </p> <p>Explore opportunities for specific partners as part of commercial masterplan and scope potential to raise funds for specific partnerships.</p> </div>	

STAKEHOLDERS CAN SUPPORT THESE ACTIONS, BY:

- Cultural organisations working with Peabody to generate support for a large-scale waterfront culture space in Thamesmead.
- Universities and colleges in Bexley and Greenwich meeting periodically to represent the needs of creative and cultural HE/FE education and graduates in finding routes into creative sector employment.
- Local schools in Thamesmead embedding culture as part of their curriculum so that clear routes into the creative jobs, apprenticeships and training are clearly available locally.
- Local Authorities in Bexley and Greenwich complementing the network of cultural venues and facilities through a range of delivery, planning policy, CIL, s106, funding support through low cost loans and licensing support.
- The Mayor of London and LEAP seeking to develop the next generation of cultural leaders in Thamesmead, with particular attention on the Young Londoners Fund.
- The Mayor of London and South East Local Enterprise Partnership supporting delivery of the Thames Estuary Production Corridor actions in Thamesmead.



OBJECTIVE 2

Adapt empty or under-used spaces and buildings for cultural uses, including artists' studios, pop-up shops, exhibition venues and cultural event locations

THE CHALLENGE

As a cultural destination Thamesmead is relatively unknown. And from the perspective of many Londoners, it is a geographically isolated place that is often known for anti-social behaviour. Over the next two decades, however, the area will undergo a transformational redevelopment programme that will result in 17,230 additional homes, an enhanced public transport network, and close to 25,000 new residents. With this radical change, there is an opportunity to reframe Thamesmead in the minds of Londoners and local residents.


Thamesmead has an abundance of space. And though much of this space is already earmarked for development, there are numerous opportunities to provide temporary or permanent uses in master plans, open spaces, and sites awaiting future development (which may remain vacant for years or even decades).

Interim and pre-development uses could be explored to provide creative workspace such as maker space, breweries and bakeries, as well as community facilities such as pop up cinemas, theatres and libraries. These offer the opportunity to provide doorstep access to 'everyday' cultural uses and strengthen community cohesion. Furthermore, interim uses allow the opportunity to test potential activities that might be successfully incorporated into long-term development.

This will help raise Thamesmead's profile as a place for culture. Peabody should continue to work with agencies to develop a coherent and consistent brand that communicates the area is open to cultural practitioners. Along with physical and digital assets (such as signage and websites) this will expand to include a programme of events designed to promote existing artists and make the area more attractive to potential newcomers.

It will be important to safeguard the aspects that were attractive at the outset. Ensuring that affordability of space to live, work and enjoy is sustained in the long-term will need to be carefully planned for in order to deliver good growth.

PEABODY WILL TAKE THE FOLLOWING ACTIONS:

Action	What	Where
<p>TOP PRIORITY Develop cultural meanwhile uses, starting at Corraline Walk: Trial uses and build capacity within local cultural organisations on interim use sites</p>	<ul style="list-style-type: none"> • Introduce meanwhile activity and interim uses on Peabody-owned sites: Develop proposals for uses that could be co-located with other planned uses, tie in existing local creative businesses, schools and community groups - laying the groundwork for successful permanent cultural provision. • Create and promote a space and skills directory: Provide an up-to-date listing of cultural production spaces (e.g. rehearsal, film location) and consumption spaces (e.g. exhibition, performance, screening) that can act as a single point of access for cultural operators or creative companies looking for temporary or permanent space. <div data-bbox="507 1182 1406 1424" style="border: 1px solid black; background-color: #e6e6fa; padding: 10px; margin-top: 20px;"> <p>DELIVERY </p> <p>Feed into meanwhile use briefs to include a cultural component. Work to secure partnerships with cultural organisations looking for meanwhile space and seek to secure external funding.</p> </div>	<ul style="list-style-type: none"> ○ Corraline Walk ○ Cross Quarter ○ Former Thames View Golf Centre ○ Broadwater Dock

STAKEHOLDERS CAN SUPPORT THESE ACTIONS, BY:

- TM Meanwhile Uses Steering Group meeting to coordinate and prioritise action.
- Community groups and cultural organisations coming forwards with ideas for creative use of derelict or underused spaces in Thamesmead.
- Developers and landowners engaging in dialogue with Peabody about related development in the area.
- Local Authorities in Bexley and Greenwich coordinating social infrastructure needs with Peabody's investment in Thamesmead.



OBJECTIVE 3

Make provision for culture and artists in our master planning, green and blue infrastructure and development schemes

THE CHALLENGE

Whilst the current mix of residents in Thamesmead contains a disproportionately high percentage of people that record very low levels of cultural engagement and participation, significant population growth over the next two to three decades has the potential to create a new and varied demand locally. Peabody has a pivotal role to play in expanding opportunities for cultural participation amongst its existing residents, and for its new population.

Increasing cultural participation among communities has the potential to not only improve Thamesmead's economy through education and employment opportunities, but also to improve the health and wellbeing of residents. There is great potential for engagement with 'everyday' culture to support Peabody's broader plans for social infrastructure such as the new library and community centre at Southmere, as well as the night-time offer.


Research by London's Night Time Commission found that 1.6m Londoners – a third of the capital's workers – usually work evenings and nights. It also found that two-thirds of Londoners are regularly active at night, including running errands and socialising and that there has been an increase in restaurants, cafes and takeaways open at night. Therefore provision for culture needs to plan for sociability, wellbeing and the economy at night.

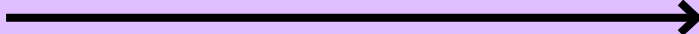
There are a number of planned residential-led and mixed-use development sites across Thamesmead due to be delivered in the next 5 years. These often include commercial units on the ground floor, which have the potential to host a wide range of uses.

Peabody will work with cultural organisations, operators and prospective tenants to 'seed uses' in these planned spaces, including: local history archives, high street radio stations, bean bag cinemas, space for dance classes, artists workspace and more. Specific design considerations need to be understood from the outset, and through subsequent design development, to allow for successful co-location with residential uses.

As part of the Thamesmead Landscape and Green Infrastructure Plan (2019), new public space programming guidance will be included for all public squares and open spaces, with provision for cultural uses within green and blue open space. For example, pop-up power, water and WC facilities could allow for the programming of cultural activities such as events, film screenings and performances.

PEABODY WILL TAKE THE FOLLOWING ACTIONS:

Action	What	Where
<p>TOP PRIORITY Deliver cultural and creative uses within forthcoming development sites: Use Southmere as the first site to test housing specific cultural uses, including Thamesmead Radio and Community Archive</p>	<ul style="list-style-type: none"> • Secure a permanent home for Thamesmead Community Radio, Thamesmead’s local history and community archive in Southmere: Develop plans for how ground floor units in planned residential developments in Southmere could host a range of commercially viable or subsidised uses, including the radio and archive. This could be run in the context of a café to aid viability and sustainability and/ or through co-locating with other uses such as recording studios or art gallery. • Provide an arts/ community cinema in Corraline Walk as part of the planned commercial spaces: Provide an arts/ community style cinema as part of a multi-use cultural centre with the potential for sale to a commercial operator. • Incorporate new landmark night-time, pubs and music venues within easy reach of residents: Deliver space for specific uses such at pubs and night-time venues in design briefs for future schemes at Broadwater Dock and Waterfront through close dialogue with operators. • Provide new co-working space for creative businesses in Binsey Walk: Provide co-working space targeted at creative businesses with meeting rooms and business support services as part of the planned commercial spaces, and as part of a cluster of creative enterprise around the Lakeside Centre. 	<ul style="list-style-type: none"> ○ Southmere ○ Binsey Walk ○ Corraline Walk ○ Broadwater Dock ○ Waterfront
<p>DELIVERY </p> <p>Explore cross subsidy of rents and viable delivery routes to ensure lower rent for community and place-shaping assets such as archive and radio. Seek partners to couple archive with café space and secure fit out costs externally.</p>		

Action	What	Where
<p>TOP PRIORITY Explore work/live housing for artists and low cost accommodation for touring creative companies and professionals: Consider partnerships and innovative models of provision</p>	<ul style="list-style-type: none"> • Incorporate low cost 'tethered' work/live provision in forthcoming residential development schemes: Explore best-practice models of tenancy that could deliver low cost housing in Thamesmead. This would be separate and in addition to all planned affordable housing, and attract new creative practitioners. • Explore partners to deliver an affordable hostel for touring creative companies and professionals: Explore the potential for delivering a hostel that would offer accommodation and amenities to visiting performers/ artists linked to new rehearsal space in Bexley and Woolwich Works. 	<ul style="list-style-type: none"> ○ Binsey Walk ○ Coralline Walk ○ Sedgemere Road ○ Broadwater Dock ○ Wolvercote Road ○ Veridion Park
	<p>DELIVERY </p> <p>Explore creating a partnership with a provider; Establishing an umbrella company that buys land and rents or leases it to groups of people; Leasing land through a trust; and/ or Establishing a cooperative or private company.</p>	

STAKEHOLDERS CAN SUPPORT THESE ACTIONS, BY:

- Local Authorities in Bexley and Greenwich complementing the network of cultural venues and facilities through supportive planning policy, s106, Community Infrastructure Levy, rate relief and licensing support.
- Cultural organisations coming forwards with operational models for partnering with Peabody to deliver identified cultural and creative uses.
- Commercial operators engaging in dialogue with Peabody about delivery of identified cultural and creative uses.
- The Mayor of London and LEAP seeking to support delivery of innovative, affordable cultural infrastructure in Thamesmead.

MAKING IT HAPPEN



The case for investment, partnerships, delivery and operational models will need to be developed and tested in order to ensure that the recommendations are realised.

The Officer Manual supports the identified priority actions. This contains detailed and practical information on how to secure and deliver short-term opportunities, work towards securing longer-term and permanent facilities, and supports dialogue with partners. It includes specific project delivery advice in response to both existing and proposed cultural facilities, considering both cultural production and cultural consumption.



Exbury Egg at the Lakeside Centre, as part of a partnership project with Fondazione Bevilacqua la Massa in Venice for 2019/20 Biennale.

IMAGES

- Cover, p58: Beautiful Thing at Binsey Walk for Greenwich+Docklands International Festival 2018, Camilla Greenwell
- p4, p38, p50: Les Voyages in The Moorings by Compagnie XY at Greenwich+Docklands International Festival 2019, Sam Buton
- p6, p59: Stephen Turner's Exbury Egg, care of Bow Arts at the Lakeside Centre
- p12, p54: Fly by Night at Greenwich+Docklands International Festival, LIFT and 14-18Now 2018, Victor Frankowski, Stu Mayhew
- p15: Photo Nina Mahandar
- p16: Thamesmead 50th Birthday Festival at Southmere Lake, Chris Arrondelle
- p20, p28, p46: RTM.FM TACO!
- p21: RTM.FM pilot and exhibition at TACO!, 2018
- p33: Luminary at Crossness Pumping Station by Henrich and Palmer, Tom Chaplin

CREDITS

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