
Pathways to The Thames Community Working Group

Handbook



Pathways to the Thames is supported and funded by:



Peabody is leading the long-term regeneration of Thamesmead. Our mission is to improve, grow and look after the town for the long-term. We're doing this in all kinds of ways, including working with residents to maintain and enhance Thamesmead's remarkable green spaces and waterways for everyone to enjoy.

Peabody will be managing the Community Working Group on the Pathways to the Thames project and will be responsible for ensuring plans are in line with our goals for Thamesmead.



Sustrans is a charity making it easier for people to walk and cycle. They want to see a society where people feel more connected to each other and their environment, are more physically active, and experience greater well-being. They work with local authorities, schools, workplaces and communities to help them redesign their streets and public spaces so that they are healthier, greener and more attractive places.

Sustrans is leading on the wider community engagement work and its in-house designers will be doing all the design work on the project.

SUPPORTED BY
MAYOR OF LONDON

The GLA (The London Mayor's Office) provided funding for the early stages of the Pathways to the Thames project. They will be overseeing the first stage of the work to ensure we adhere to their funding guidelines.

GLA representatives will occasionally come to our project meetings to follow the progress of the project.

Welcome

Welcome to the Pathways to The Thames Community Working Group.

Thank you for committing your time to this exciting new project. We are delighted to be working with you.

Since 2014 Peabody has been working with local people to breathe new life into Thamesmead. Our 30-year plan is all about growing and looking after Thamesmead for the long-term.

We understand how important it is to work closely with residents and community groups. Over the past year we have been trialling different ways to collaborate. In South Thamesmead, we recently completed a successful pilot as part of the South Thamesmead Garden Estate project. A group of 10 local people, called the Community Design Collective, joined the project team. Their input was invaluable, and we learned a lot through the process. This learning will help guide this new project, Pathways to the Thames.



It is exciting to have you involved in the very early stages of this work. This is a learning experience for all of us and there will be many opportunities for us to reflect on how things are going as the project progresses.

This booklet provides details about the project and what to expect over the next few months. It also covers some general, but important information that you will need to know. This includes information about the background to the project, your role, and what we will do to support the process. We hope the information is clear, accessible and on hand

for reference at any time. Of course, we will also be here to support you in this role and provide any more information you need along the way. The whole team at Peabody is looking forward to working with you. I am excited to see how the project develops and hope the experience will be interesting, fun, and rewarding for you too.

John Lewis
Executive Director
of Thamesmead

You can read more about the CDC and the STGE at shapingthamesmeadnow.org.uk



About Pathways to the Thames

From July to December 2022 Peabody and Sustrans will work with the local community to design a path from Southmere Lake, through the former golf course greenspace to the Thames.

The project aims to:



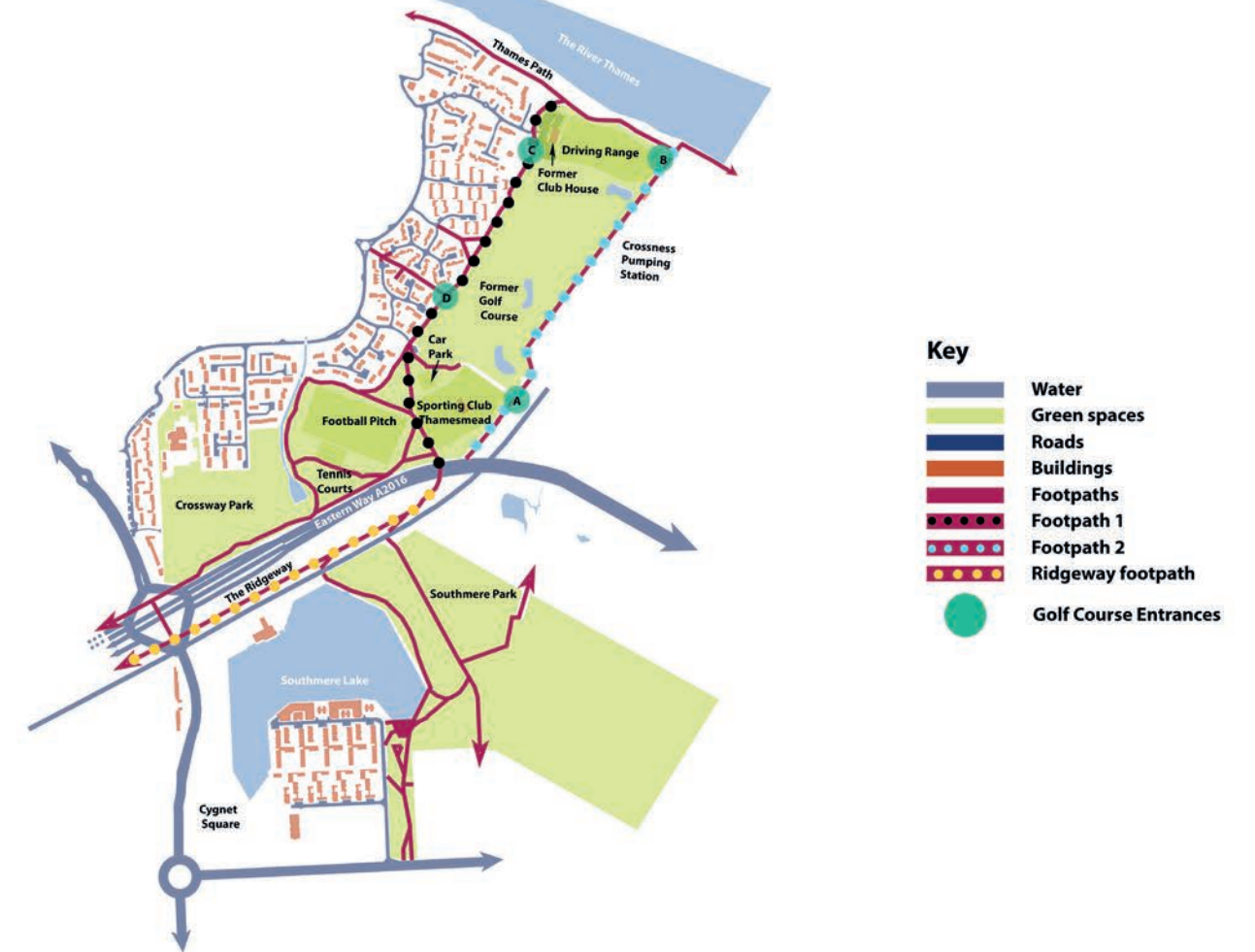
Make it easier to walk, wheel and cycle between Southmere Lake and the Thames Path.



Create an accessible path through the former golf course that people want to travel along.



Make more space for nature.



We want to work with the community to decide how to achieve these aims and figure out what else is important to include in the designs. Do people want places to play, hang out, or watch nature? What would make the route feel safe, interesting, and welcoming?

To do this, we want to hear from as many different people who have a connection to the area as possible. We will:

Reach out to local organisations and community groups to understand different people's visions, needs, hopes, and concerns.

Run pop-up events to hear from people who regularly visit the former golf course and Thames Path, as well as local people who rarely go or have never been.

Set up a Community Working Group. Peabody will recruit a small group of people with a connection to the local area (that's you!). All participants will be employed and paid the London Living Wage for their time, local knowledge and input.

This project is being delivered as part of Peabody's Plan for Thamesmead, launched in 2018, which outlines our approach to transforming Thamesmead's neighbourhoods. It sets out the five goals we've been working towards, one of which is to **improve the quality the landscape in Thamesmead and create more chances for people to use it.**

You can read more about our vision and ambitions in Living in the Landscape, a strategic plan that sets out how we want to make the most of Thamesmead's beautiful green spaces and waterways.

There is a lot more going on in Thamesmead outside this project. You might want to get involved in the Making Space for Nature programme. This programme aims to provide chances to get out in nature, learn about biodiversity, volunteer, or meet other residents and chat to landscape experts from Groundwork London and CLEVER cities. There is also a Making Space for Nature Community Fund, which offers grants up to £2,000 to bring local people's nature-based projects to life.

More information is included in the Appendix to this document or you can Scan the QR code to read more about:

Peabody's Plan for Thamesmead



Living in the Landscape



Parameters of the project

This project is at an early stage. We want your help to develop ideas and concepts for a new pathway to connect the Thames to Southmere Park, through the former golf course site.

Technically, this phase of the project is called **'RIBA Stage 1 and 2'**.*

See below for breakdown and explanation of stages which we use to manage projects such as this. You can visit <https://www.architecture.com/> to find out more.

This stage of the project will run from **July to December**, which will take us to the end of RIBA Stage 2.

Once at the end of RIBA stage 2, this part of the project with Sustrans will come to an end. Peabody will then commission a project team** to develop the designs, adding the detail on what will be delivered (RIBA stages 3 and 4). After that we would look to take on a contractor to carry out the work (RIBA stage 5).

Your input at this phase will help to create an **outline of the project** and **develop the concept designs**. There may be an opportunity for you to continue working with us on the project into the later stages to develop designs even further, should you wish to.

We will talk more about RIBA and their workplan in the workshops.

*RIBA stands for Royal Institute of British Architects. The work plan included here is the most commonly used method for construction projects in the UK. The plan covers all stages of a project from the planning stages right through to construction and completion. You can visit www.architecture.com to find out more.

**A typical project team would include Landscape Architects, a Quantity Surveyor, a Contract Administrator, a Principal Designer and may also employ specialists for example a lighting designer or ecologist.



RIBA Plan of Work 2020

The RIBA Plan of Work organises the process of briefing, designing, delivering, maintaining, operating and using a building into eight stages. It is a framework for all disciplines on construction projects and should be used solely as guidance for the preparation of detailed professional services and building contracts.

Stage Boundaries:
Stages 0-4 will generally be undertaken one after the other.
Stages 4 and 5 will overlap in the **Project Programme** for most projects.
Stage 5 commences when the contractor takes possession of the site and finishes at **Practical Completion**.
Stage 6 starts with the handover of the building to the client immediately after **Practical Completion** and finishes at the end of the **Defects Liability Period**.
Stage 7 starts concurrently with Stage 6 and lasts for the life of the building.

Project Strategies might include:
- Conservation (if applicable)
- Cost
- Fire Safety
- Health and Safety
- Inclusive Design
- Planning
- Plan for Use
- Procurement
- Sustainability

Planning Note:
Planning Applications are generally submitted at the end of Stage 3 and should only be submitted earlier when the threshold of information required has been met. If a **Planning Application** is made during Stage 3, a mid-stage gateway should be determined and it should be clear to the project team which tasks and deliverables will be required. See **Overview** guidance.

Procurement:
The RIBA Plan of Work is procurement neutral – See **Overview** guidance for a detailed description of how each stage might be adjusted to accommodate the requirements of the **Procurement Strategy**.
ER Employer's Requirements
CP Contractor's Proposals

	0	1	2	3	4	5	6	7
	Strategic Definition	Preparation and Briefing	Concept Design	Spatial Coordination	Technical Design	Manufacturing and Construction	Handover	Use
	Projects span from Stage 1 to Stage 6; the outcome of Stage 0 may be the decision to initiate a project and Stage 7 covers the ongoing use of the building.							
Stage Outcome at the end of the stage	The best means of achieving the Client Requirements confirmed If the outcome determines that a building is the best means of achieving the Client Requirements , the client proceeds to Stage 1	Project Brief approved by the client and confirmed that it can be accommodated on the site	Architectural Concept approved by the client and aligned to the Project Brief The brief remains "live" during Stage 2 and is derogated in response to the Architectural Concept	Architectural and engineering information Spatially Coordinated	All design information required to manufacture and construct the project completed Stage 4 will overlap with Stage 5 on most projects	Manufacturing, construction and Commissioning completed There is no design work in Stage 5 other than responding to Site Queries	Building handed over, Aftercare initiated and Building Contract concluded	Building used, operated and maintained efficiently Stage 7 starts concurrently with Stage 6 and lasts for the life of the building
Core Tasks during the stage	Prepare Client Requirements Develop Business Case for feasible options including review of Project Risks and Project Budget Ratify option that best delivers Client Requirements Review Feedback from previous projects Undertake Site Appraisals	Prepare Project Brief including Project Outcomes and Sustainability Outcomes , Quality Aspirations and Spatial Requirements Undertake Feasibility Studies Agree Project Budget Source Site Information including Site Surveys Prepare Project Programme Prepare Project Execution Plan	Prepare Architectural Concept incorporating Strategic Engineering requirements and aligned to Cost Plan , Project Strategies and Outline Specification Agree Project Brief Derogations Undertake Design Reviews with client and Project Stakeholders Prepare stage Design Programme	Undertake Design Studies , Engineering Analysis and Cost Exercises to test Architectural Concept resulting in Spatially Coordinated design aligned to updated Cost Plan , Project Strategies and Outline Specification Initiate Change Control Procedures Prepare stage Design Programme	Develop architectural and engineering technical design Prepare and coordinate design team Building Systems information Prepare and integrate specialist subcontractor Building Systems information Prepare stage Design Programme Specialist subcontractor designs are prepared and reviewed during Stage 4	Finalise Site Logistics Manufacture Building Systems and construct building Monitor progress against Construction Programme Inspect Construction Quality Resolve Site Queries as required Undertake Commissioning of building Prepare Building Manual	Hand over building in line with Plan for Use Strategy Undertake review of Project Performance Undertake seasonal Commissioning Rectify defects Complete initial Aftercare tasks including light touch Post Occupancy Evaluation	Implement Facilities Management and Asset Management Undertake Post Occupancy Evaluation of building performance in use Verify Project Outcomes including Sustainability Outcomes Adaptation of a building (at the end of its useful life) triggers a new Stage 0
Core Statutory Processes during the stage:	Strategic appraisal of Planning considerations Planning Building Regulations Health and Safety (CDM)	Source pre-application Planning Advice Initiate collation of health and safety Pre-construction Information	Obtain pre-application Planning Advice Agree route to Building Regulations compliance Option: submit outline Planning Application	Review design against Building Regulations Prepare and submit Planning Application See Planning Note for guidance on submitting a Planning Application earlier than at end of Stage 3	Submit Building Regulations Application Discharge pre-commencement Planning Conditions Prepare Construction Phase Plan Submit form F10 to HSE if applicable	Carry out Construction Phase Plan Comply with Planning Conditions related to construction	Comply with Planning Conditions as required	Comply with Planning Conditions as required
Procurement Route	Traditional Design & Build 1 Stage Design & Build 2 Stage Management Contract Construction Management Contractor-led	ER Appoint client team	ER Appoint design team	ER Appoint contractor	ER CP Pre-contract services agreement	ER CP Tender Appoint contractor	ER CP Appoint contractor	ER CP Appoint contractor
Information Exchanges at the end of the stage	Client Requirements Business Case	Project Brief Feasibility Studies Site Information Project Budget Project Programme Procurement Strategy Responsibility Matrix Information Requirements	Project Brief Derogations Signed off Stage Report Project Strategies Outline Specification Cost Plan	Signed off Stage Report Project Strategies Updated Outline Specification Updated Cost Plan Planning Application	Manufacturing Information Construction Information Final Specifications Residual Project Strategies Building Regulations Application	Building Manual including Health and Safety File and Fire Safety Information Practical Completion certificate including Defects List Asset Information If Verified Construction Information is required, verification tasks must be defined	Feedback on Project Performance Final Certificate Feedback from light touch Post Occupancy Evaluation	Feedback from Post Occupancy Evaluation Updated Building Manual including Health and Safety File and Fire Safety Information as necessary



Core RIBA Plan of Work terms are defined in the *RIBA Plan of Work 2020 Overview* glossary and set in **Bold Type**.

Further guidance and detailed stage descriptions are included in the *RIBA Plan of Work 2020 Overview*.

© RIBA 2020





How will decisions be made?

In every project, there are lots of decisions to make and opposite we have set out the general decision-making process for this project. We have listed out some of the parameters that have already been set and what decisions we expect will come up.

During the project, our aim is to be flexible in our approach and work collaboratively with you to come up with the best solutions. There will be a wide variety of decisions as we progress. We cannot map them all, and some may require a different approach. We value your input, are open to ideas, and keen to hear your suggestions if you think things could be more effective if we worked in a different way. As this is a learning experience, we would like to review the process with you as we go along.

Collaborative Design Process

Process facilitated by Peabody as landowner of site(s)



Wider engagement with Community to understand likes, dislikes, challenges and opportunities



Community working group to build upon wider engagement, decide on brief and set priorities



Design Team work with Community Group to develop designs using brief and priorities set by group



Concept designs will be drawn up in agreement with Community Group and Peabody

Decision making – what is everyone’s role?

Peabody

Set the initial project area (location) and the objectives for the project.

Sustrans

Applied for funding and received £40,000 grant from GLA to develop the plans and run engagement activities.

Created the plan for engagement with local people.

Landscape architects leading the design process.

Community Group and Community

Decides the priorities for the project.

Will help formulate and progress ideas with the Design Team.

Peabody

Will contribute ideas to the project.

Will make the final approval on the project designs, making sure the designs are feasible to take forward.

Will seek budget and approvals to develop the project further.

What principles have already been set in the project?

Location: The route will connect Southmere Lake to the Thames and will run through the former golf course area.

Accessibility: The pathway(s) must be accessible and make it easier for people to walk, wheel and cycle along.

Biodiversity: The designs need to increase biodiversity along the route.

Budget: Peabody have contributed an additional £40,000 to cover surveys, paying the community working group and community researchers.

What decisions are coming up?

What the pathway or pathways will look like.

Where these pathway (s) will be located within the former golf course.

How we can make sure the path is accessible.

How we will increase biodiversity and what wildlife we want to encourage.

What other priorities we want to be included in the design, like play or safety.

How we will incorporate community needs and hopes into the design.

What other improvements and activities could be included along the route and within the former golf course.



The Working Group's Role in the Project

Setting the Priorities

Initially we want to discuss what we have heard so far from the wider community around the area. We want to hear your thoughts, ideas and perspectives on that feedback. From this, we will **set out the priorities for the project.**

For example, one priority could be about feeling safe on the route. Or it might be important to have art or colour included. Or we could decide helping people to better find the route is the top priority.

Workshops

Once we have the priorities, we will come up with ideas for how we achieve this in a series of **design workshops.**

For example, this could be investigating which route people might take through the former golf course or thinking about what feeling safe might actually mean in practice.

We will give you a detailed workshop plan at the first session.

Wider Engagement Support

Spreading the word is one of the biggest challenges of any project and this is where you can help us. We will ask you to come along to some of our wider engagement events, support the team and talk to other members of your community. We will also ask you to spend some time collecting feedback from your neighbours and friends who might live in the area. This is your opportunity to share any opinions you might have heard from other people.

Review and Next steps

At the end of the project, we would love to hear your feedback. This is a relatively new way to work for us, and we will want to know your thoughts on how the process went. We will also want your input on the next steps and thoughts on how the Community Working Group could be involved.

Timeline

Discover Phase

RIBA Stage One

We'll talk to local people, community groups and organisations to understand how people currently travel between Southmere Lake and the Thames. We'll learn who travels through and visits the former golf course, including what people love about it and want to keep. We'll also learn why some people don't go there and what would make it a place that more people want to spend time in and walk through.

JULY	AUGUST
<p>Project Launch</p>	
<p>Community Working Group Local people apply to be part of the Community Working Group.</p>	<p>Community Working Group The new group gets together. They hear what other local people think about routes between Southmere Lake and the former golf course.</p>
<p>Wider community engagement Local people share their views through the online survey, writing comments on these boards, and attending advertised workshops.</p>	

Design Phase

RIBA Stage Two

We'll work with local people, community groups and organisations to design an accessible route. We'll consider improving existing paths, removing barriers and creating new paths. We'll also think about what else is important to include in the designs. Do you want places to play, hang out and watch nature? What would make the route feel safe, interesting and attractive?

SEPTEMBER	OCTOBER	NOVEMBER
<p>Community Working Group The group works with Sustrans designers, Peabody and local people to come up with a design.</p>		
<p>Wider community engagement Local people join design workshops and share their ideas for the route.</p>		
<p>Wider community engagement Online survey closes. Local people's comments are analysed. All findings will be shared with the Community Working Group and Peabody. This will help the final design to reflect the different ideas and needs of Thamesmead's diverse community.</p>		

Next Steps

Sustrans will draw up designs. Peabody will share the outcome of the community design process.

Detailed design work will continue in 2023. The project will start on site towards the end of 2023.

DECEMBER	JANUARY 2023
<p>Sustrans designers draw up designs</p>	<p>Peabody shares design with community</p>

While working with us

What to expect

Expectations of the group

Attend the meetings. We will help if there are things stopping you getting to the meetings. Please talk to us if you have any issues.

Be respectful to each other and the rest of the project team.

Complete tasks on time between meetings.

Ask for help if you need it.

What you can expect from us

A reasonable amount of notice for meetings and activities.

Support and guidance in how to complete the tasks.

Clear instructions of what we are asking you to do and when.

Respect for you and your opinions.

These expectations are set out in an Agreement between us on both sides, which you would have been asked to agree to.

Commitment

We ask that you attend every session where possible. This will be minimum of 10 hours a month for this stage of the project.

Pay

We will pay you the London living wage of £11.05 per hour for your time. This includes any time spent at meetings, workshops, and activities on site. If we ask you to do anything in your own time, we will pay you for that too.

We will ask you complete a timesheet and submit monthly, we will then pay you into your bank account.

Important Information

Equality and diversity

Peabody is committed to promoting equal opportunities and valuing diversity. We aim to make sure that everyone receives services that recognise issues of discrimination, as well as celebrating diversity.

Peabody has an equality and diversity strategy that pulls together all our equalities and diversity documents and includes new information on the nine strands of diversity. You can view our equality and diversity policy on the Peabody Group Website.

This document sets out how we will meet our statutory and regulatory equality and diversity obligations, as well as how we will raise awareness on diversity issues for staff, volunteers, and customers.

Health and Safety

As a paid member of the working group we ask that you:

Take reasonable care for your own health and safety and that of others who may be affected by what you do or do not do.

Co-operate, as far as necessary, to enable Peabody to meet its responsibility for the health and safety and wellbeing of all.

Not intentionally or recklessly interfere with, or misuse anything provided in the interests of health and safety.

Report to Sarah-Jane Day (contact Details below) any hazards you encounter or observe.

Not attend any meetings or activities while under the influence of alcohol or illegal drugs. Please inform Sarah-Jane if any prescribed medication you are taking may affect your health and safety or that of others.

Adhere to any risk assessment, which you will briefed on, while out on site.



Contact

What to talk to us? Any issues or questions? Your first point of contact is Sarah-Jane Day, Information and Engagement Manager.

You can contact her on the below details:

Email – sarah-jane.day@peabody.org.uk

Tel: 020 3828 3671

If Sarah-Jane is on leave, we will tell you who to contact while she is away.

Appendix: Other Projects in Thamesmead



This project is one of many being delivered across Thamesmead as part of the Thamesmead Plan. Below is a summary of some of the other projects which we have completed or are completing across Thamesmead.

Biodiversity Action Plan

The Thamesmead Biodiversity Action Plan (BAP) provides guidance on how local people can protect and enhance Thamesmead's priority habitats and species.

We are working with the Northwest Kent Countryside Partnership to deliver a series of regular volunteering sessions for local people at our community gardens across Thamesmead. Activities include habitat creation, woodland coppicing, wildflower planting and general tidying and maintenance to increase the amount of wildlife in the local area.

Scan here to find out more about these sessions here



Southmere

As you may have seen, we have been developing the old Tavy Bridge site over the last few years. At the end of the year, we will have completed the first phase which consists of 534 homes, a civic square, a library and 15 retail units. The Nest, which is the new library, will be open in the autumn. The upper floors are community spaces and offices, and are already open so do pop in to have a look.

The second phase of the development, on the old Binsey Walk site, has been submitted for planning. We hope to start construction in 2023. This phase will consist of 329 new homes.

After consulting and working with the community for several years, we are planning to continue the regeneration to include the Lesnes estate. This will happen in several phases between 2023 and 2030.

Scan here to find out more





Lakeside Centre

On the edge of Southmere Lake, this former nightclub has been refurbished and is now a thriving creative hub. With funding from Peabody and the GLA, Bow Arts have renovated the space and created 35 artists' spaces/studios, a community dark room, community garden, children's nursery with 60 spaces, along with a café, which is being run by the YMCA, as is the nursery.

Scan here to find out more



Boat Club – Southmere Lake

Construction is currently underway on a new boating and sailing club at Southmere Lake, which is scheduled to open later this year.

When finished the club will be managed by YMCA Thames Gateway, who already run the café and the nursery at the nearby Lakeside Centre. They will deliver a programme of activities including sailing, kayaking and canoeing, mainly for local schools and other young people in the area.



Moorings Sociable Club

The former social club in Arnott Close, now renamed the Moorings Sociable Club following a four-year refurbishment, has recently opened after years of being empty. The space was co-designed by the community, who had input in every aspect of the building including how the building was designed, the name and what type of activities people wish to do there.

Now open to everyone, the club has a café, a great hall, work and study spaces, play spaces and two outdoor terraces. Our Community Foundation (PCF) are also now located in the new office spaces on the ground floor.

Scan here to find out more



Waterfront

This is the biggest of Peabody's projects in Thamesmead, this large area of West/Central Thamesmead will be redeveloped to include 11,500 homes and over 1 million sq ft of commercial, retail, cultural and leisure space in a newly regenerated town centre.

The space, which has 2km of undeveloped river frontage will be unlocked by a DLR extension which will come under the river from Beckton.

This is a joint venture with developer Lendlease, and we are also working with partners such as TFL, Ministry of Housing, Communities and Local Government to develop the plans for the DLR.

Scan here to find out more



Culture Programme

Over the last five years Peabody has worked with local creatives, groups and community leaders, as well as partners from further afield, to develop a diverse and energetic cultural programme for Thamesmead.

The newly refreshed Thamesmead Culture Guide captures the momentum and activity of the area's culture scene over past five years and sets out what to expect for 2022, plus how you can get involved. QR code link.

This includes the Thamesmead Community Fund, which awards grants from £200 up to £2,000 to individuals and organisations to deliver cultural or community projects to benefit Thamesmead's residents. The money for the fund comes from the fees that Peabody earns through location filming in Thamesmead, and from the Peabody Community Foundation.

Scan here to find out more



Community Programme

The community programme is all about making local people happier, healthier and wealthier. This means we commission programmes and activities for families with young children, young people and the elderly, as well looking to improve health and well-being. We also run training courses and provide employment support for our residents. Part of our commitment to the people of Thamesmead is that they will benefit from the regeneration as much as possible.

Scan here to find out more



Made in Partnership

Working together, we can make Thamesmead an even better place to live. Partnerships are fundamental to achieving this. We often work closely with other organisations, including community groups, to bring in expertise and resources.

We also work closely with the London Borough of Bexley and the Royal Borough of Greenwich on all our projects.

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