

# People, Prosperity, Place

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**Lewisham Regeneration Strategy**

Mid-term review: July 2015

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# Foreword

**In 2008, in my introduction to the summary version of People, Prosperity, Place, I said that the coming decade would see the 'the biggest transformation of the area since Victorian times'.**

Take a look at the major developments in Catford, Lewisham, Deptford, New Cross and others across the borough and you will see that transformation well underway.

Lewisham has one of the fastest growing populations in the capital and the need for housing has never been greater. Developers are seeing the

opportunities of investing in Lewisham. I welcome the chance to work with developers who share our vision for a better borough and to bring positive benefits to Lewisham residents – existing and new – and local businesses.

We have seen new public spaces, leisure centres, schools and over 6,000 new homes created in the borough since this strategy was first launched.

The Council has begun building homes again and by 2018 we will have built at least 625 homes, including 500 new council houses. We are regenerating

some of our major existing estates and creating modern, secure housing for our older people. And we are finding new and creative ways to use our land and assets to support services and facilities for our communities.

We are in a very different world to that of 2008. But despite the political, economic, social and environmental changes that are continuing to unfold, this Council remains firmly committed to the regeneration and growth of our borough.

**Sir Steve Bullock**  
**Mayor of Lewisham**

# Introduction

**Initially published in 2008, Lewisham's first regeneration strategy – People, Prosperity, Place – set out the Council's vision for the regeneration of Lewisham until 2020, and the projects and plans which at the time were underway or planned to deliver that vision.**

This update revisits the context of the borough's transformation, reports on the Council's progress in delivering on the strategy's ambitions and outlines new and emerging opportunities from which we might benefit.

Our challenge is to ensure that the borough continues to grow bringing benefits for all those who live, work and learn here.

This document describes how the Council will use its resources and influence to drive positive and long-lasting transformation for our borough. It sets out:

- ▶ achievements flowing from the existing Regeneration Strategy
- ▶ the links to the Council's wider strategic aims

- ▶ the main development corridor and links that are the building blocks for regeneration both large and small across the borough
- ▶ ways in which the Council is working to drive growth and transformation of the borough particularly through the use of its own assets.

# Summary

## Private money for public good

Lewisham is changing. It is changing more quickly than we anticipated when we published People, Prosperity, Place in 2008. Lewisham is now projected to see the second fastest rate of population growth in inner London up to 2037 and the eighth fastest in London overall. The growing population in Lewisham and London is increasing pressure on our already stretched housing, schools and other infrastructure.

The pressure on housing in particular is acute. Lewisham has seen a big rise in the private rented sector. Land values, house prices and rental rates are all rising. Yet the borough remains an excellent value for money area of inner London and this is driving change.

This is also a time when public finances have been, and continue to be, under huge pressure. Central government spending

plans in response to the recession in 2008 have forced Lewisham Council to reduce spending on its net revenue budget by more than £100m since 2010.

Lewisham needs affordable homes, places for the rising numbers of school-age children, and 'green infrastructure' like parks and public spaces. The borough also urgently needs greater capacity and flexibility in its transport systems.

These needs can only be met with significant private investment.

## Progress since 2008

There has been a great deal of progress, bringing multiple benefits for the community, since this strategy was first published to respond to these challenges.

All five strategic regeneration sites, which are set, between them, to deliver over half

of the borough's new housing provision during the next decade, are moving forward. Our three main town centres in Deptford, Lewisham and Catford are being transformed.

Each year Lewisham is exceeding its targets under the London Plan to deliver new homes. In 2012/13, almost 1,800 new builds were completed in the borough – the highest figure for over a decade. The number of affordable homes completed has increased year-on-year and in 2011/12 Lewisham had the third highest number of affordable homes completed of any local authority area in England.

The Council is building. In January 2015 it completed its first new council homes for a generation. We have also continued our estate regeneration programme and there are currently two major housing-led projects on site – Heathside and Lethbridge in the north east of the borough and Excalibur in the south.

# Summary

Lewisham will complete one of the most ambitious school building and refurbishment programmes in the country, with the opening of the new buildings at Sydenham School in 2016. More than £300m has been spent on rebuilding or refurbishing over 20 of the borough's schools. Additionally, two brand-new schools have been built, and a number of primary schools have been expanded to provide much-needed extra places.

In transport, phase 1 of the London Overground extension, completed in 2010, saw six stations in Lewisham – New Cross, New Cross Gate, Brockley, Honor Oak Park, Forest Hill and Sydenham – become directly connected to the tube network for the first time.

Plans to extend the Bakerloo line through Lewisham received overwhelming public support and construction could now start within 10 years.

Major leisure developments have been completed:

- ▶ 2008 saw the opening of the extension to Wavelengths leisure centre in Deptford
- ▶ the redeveloped Forest Hill Pools opened in September 2012
- ▶ the flagship, and RIBA award-winning, £3.5m TNG youth centre in Sydenham opened in 2013
- ▶ the award-winning Glass Mill, a new £20m leisure centre in Lewisham town centre, was opened in June 2013.

The number of parks in the borough achieving Green Flag status (the benchmark national standard for parks and green spaces in the UK) has increased steadily, from 9 in 2008 to 15 (plus five Green Flag Community Awards) in 2015.

## The future

Developers are increasingly seeing the opportunities of investing in land and assets in Lewisham. The Council welcomes investment in Lewisham. We want to develop positive relationships with developers who share our vision for a better borough – one that is connected to opportunities in central London and beyond, with a stronger business base, supporting cohesive, mixed communities to maximise these benefits to Lewisham residents and businesses.

Lewisham is finding new and creative ways to use its own assets to provide a continuing income stream. We have land and assets we can use to provide a continuing income stream that we can use to support services and facilities for our communities. We can use our powers to reduce land speculation and maximise the benefit to communities.

# Summary

The Council has begun building its own housing stock again and will by 2018 build 625 new homes including 500 Council homes. Significant private investment is needed to meet the housing need that population growth is creating. Private investment will be providing 7,000 homes over the next five years, of which we expect at least 20% to be affordable homes.

At the same time public funding will continue to fall. The Council is expecting to have to make a further £95m savings from its revenue budget by 2018.

So this is our principal regeneration challenge – to ensure that more private money is used for public good, to provide what our communities need and what they have told us that they want. The Council is in a powerful position – we can use our planning powers, our role as a housing

authority and partner to other social landlords and our ownership of property and land in the borough to help direct private money to public good. And we can use good relationships with developers and private enterprise to encourage greater investment in our borough.



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Context

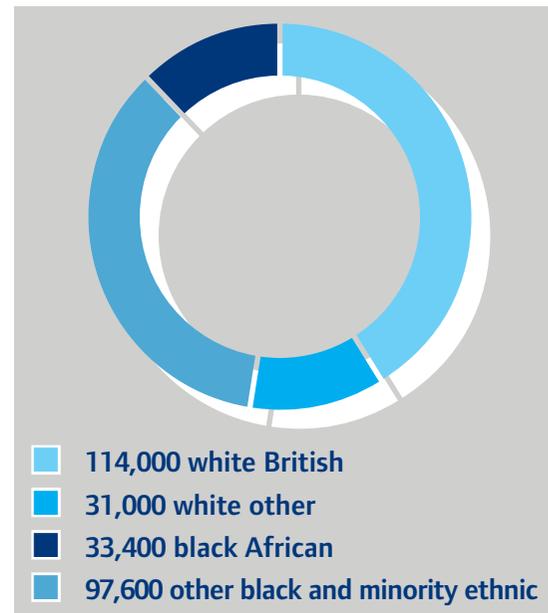
# Lewisham in numbers

## Population



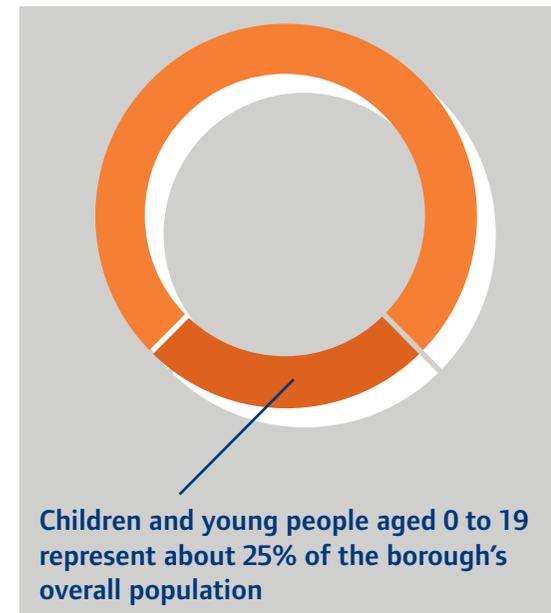
- ▶ Lewisham's population is just over 286,000.<sup>1</sup>
- ▶ The population of Lewisham is projected to reach 318,000 by 2021 (a rise of 43,000 since the 2011) and reach 352,000 by 2031 (a rise of 34,000 compared to 2021).<sup>2</sup>

## Diversity



- ▶ 145,000 residents (54%) describe themselves as White. Of these 114,000 (41%) describe themselves as White British, whilst 131,000 residents (46.5%) identify themselves as Black and Minority Ethnic. Of these Black Africans are the most numerous ethnicity representing 25.5%.<sup>3</sup>

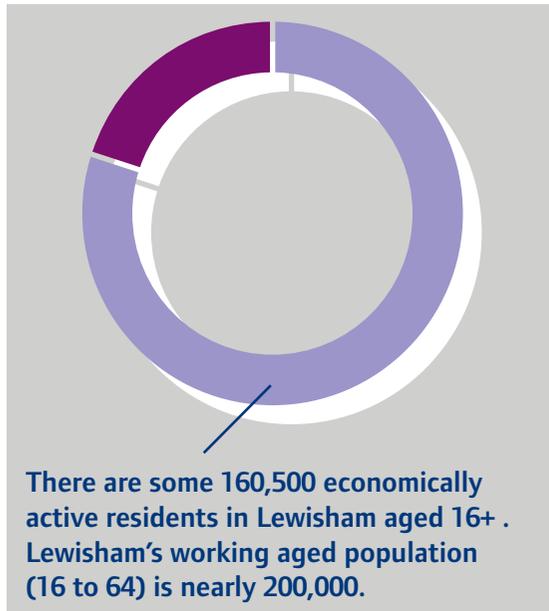
## Children and young people



- ▶ Children and young people aged 0 to 19 represent about 25% of the borough's overall population - some 70,000 residents.<sup>4</sup>

# Lewisham in numbers

## Economy

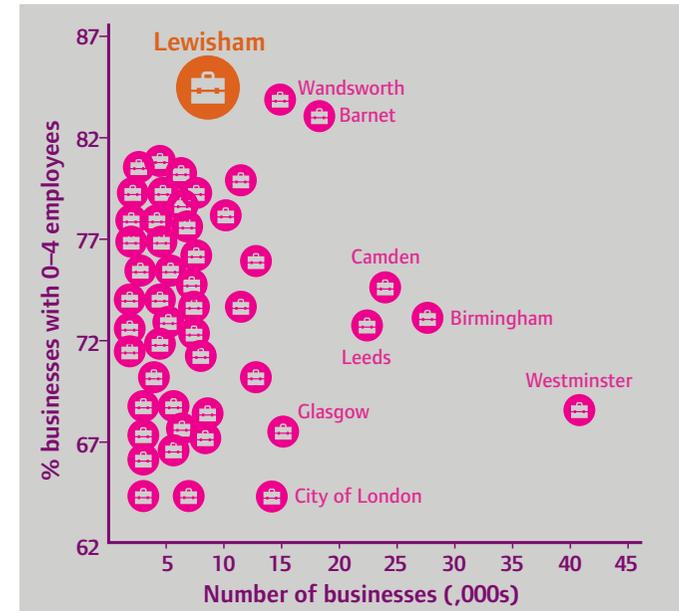


- ▶ Lewisham's working aged population (16 to 64) is nearly 200,000 and there are some 160,500 economically active residents in Lewisham aged 16+ .
- ▶ Lewisham has a comparatively small economy comprising some 82,000 jobs . The public sector is the biggest employer in the borough: public administration, education & health accounts for 40% of all employment.



Finance & other business services account for about 20% .

In total 8,825 active businesses operate in the borough. Most are 'micro businesses', with over 89% employing between 0-9 people . Lewisham has the second highest percentage of very small businesses (i.e. less than five employees) in the UK.



- ▶ Between 2001 and 2011, there was a 30% increase in residents working in media, sports and culture industries - the third fastest rise in London, behind Hackney and Tower Hamlets.

# Lewisham in numbers

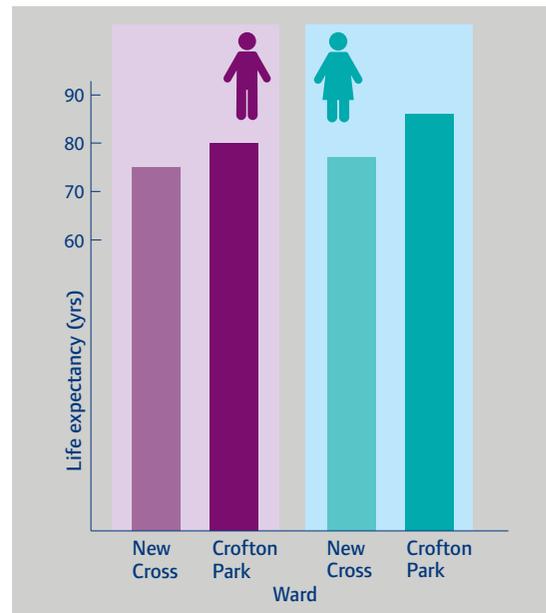
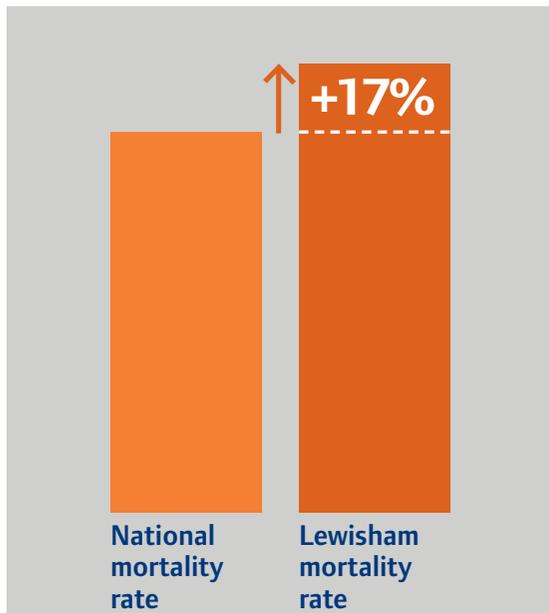
## Housing



- ▶ Of the 116,000 households in Lewisham, nearly 43% are owner occupiers. The rest rent, either from a social landlord or a private landlord. 31% of all households live in social housing, whilst the private rented sector comprises 24%. (The number who rent privately has doubled over 10 years, partly as a result of rising house prices.)
- ▶ At the start of 2008, average property prices in Lewisham stood at c£280,000. By March 2014, despite several years of recession in the intervening period, that figure had risen to c£319,000. (In comparison, the average price for a property in London in March 2014 was £414,000.)
- ▶ The median household income in Lewisham 2014 is £30,537, so the average home in Lewisham costs over 10 times the average household income.

# Lewisham in numbers

## Health



► Lewisham experiences significantly worse health outcomes than London and England. The Standardisation Mortality Ratio for All Cause Mortality in Lewisham is 117 compared to London (90) and England (100). That means that Lewisham has a 17% excess mortality rate compared to England as a whole.

► Health outcomes are variable across the borough. Recent data indicate that Life expectancy for males in New Cross, Sydenham and Lewisham Central wards is 75 years; five years lower than for males living in Crofton Park. Female life expectancy is New Cross is 77 years, 9 years lower than for females living in Crofton Park.

# Lewisham in numbers

## Green spaces and biodiversity

14% of the borough is parkland, as follows:

	Provision in hectares
Parks and Gardens	373.33
Metropolitan Sites of Importance – Natural and Semi Natural	16.88
Grade I Sites of Importance - Natural and Semi Natural	7.16
Grade II Sites of Importance - Natural and Semi Natural	3.85
Local Sites of Importance - Natural and Semi Natural	2.88
Green Corridors	90.49
Outdoor Sports Facilities (excluding golf course)	120.10
Amenity Greenspace	31.12
Provision for Children and Young people – stand alone provision	2.27
Allotments and Community Gardens	24.85
Cemeteries and Churchyards	53.18
<b>Borough total</b>	<b>726.11ha</b>



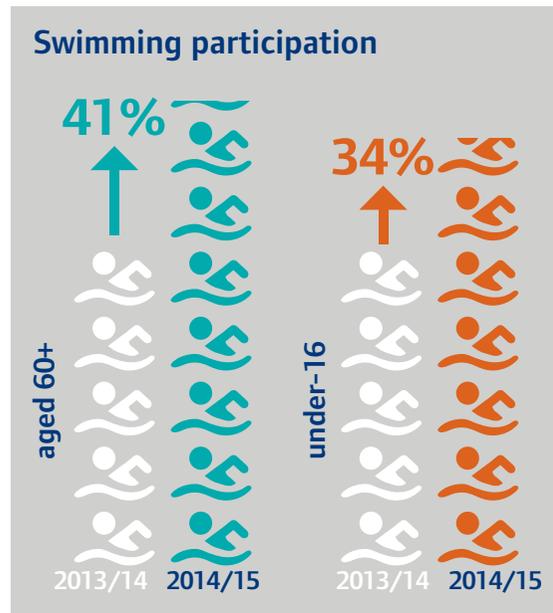
The borough of Lewisham is currently ninth in the country for the number of Green Flag awards given by the Keep Britain Tidy charity. Those parks and green spaces which have been given that accolade are: Deptford Park, Telegraph Hill Park, Brookmill/

Broadway Fields, Blackheath, Cornmill Gardens, Hilly Fields, Ladywell Fields, Manor Park, Manor House Gardens, Northbrook Park, Chinbrook Meadows, Bellingham Green, Mayow Park and Sydenham Wells Park. These are supplemented by five Community Green

Flags, for Devonshire Road Nature Reserve, Friendsbury Gardens, Grove Park Nature Reserve, Albion Millennium Green and Sydenham Gardens.

# Lewisham in numbers

## Sport and leisure



Lewisham leisure centres recorded over 1.5 million visits during 2014/15.

65,000 free swims (available to those aged 16 and under, or aged 60+) were taken in 2014/15. Participation of those aged 60+ was up 41% on the previous year, and under-16s was up 34% on the previous year.





# Lewisham in numbers

## Lewisham Council's asset base

Asset category	No. of assets
Operational assets	106
Schools	88
Commercial	179
Not Classified ('grey')	394
<b>Total</b>	<b>767</b>

## LBL Core Housing Portfolio (May 2015)

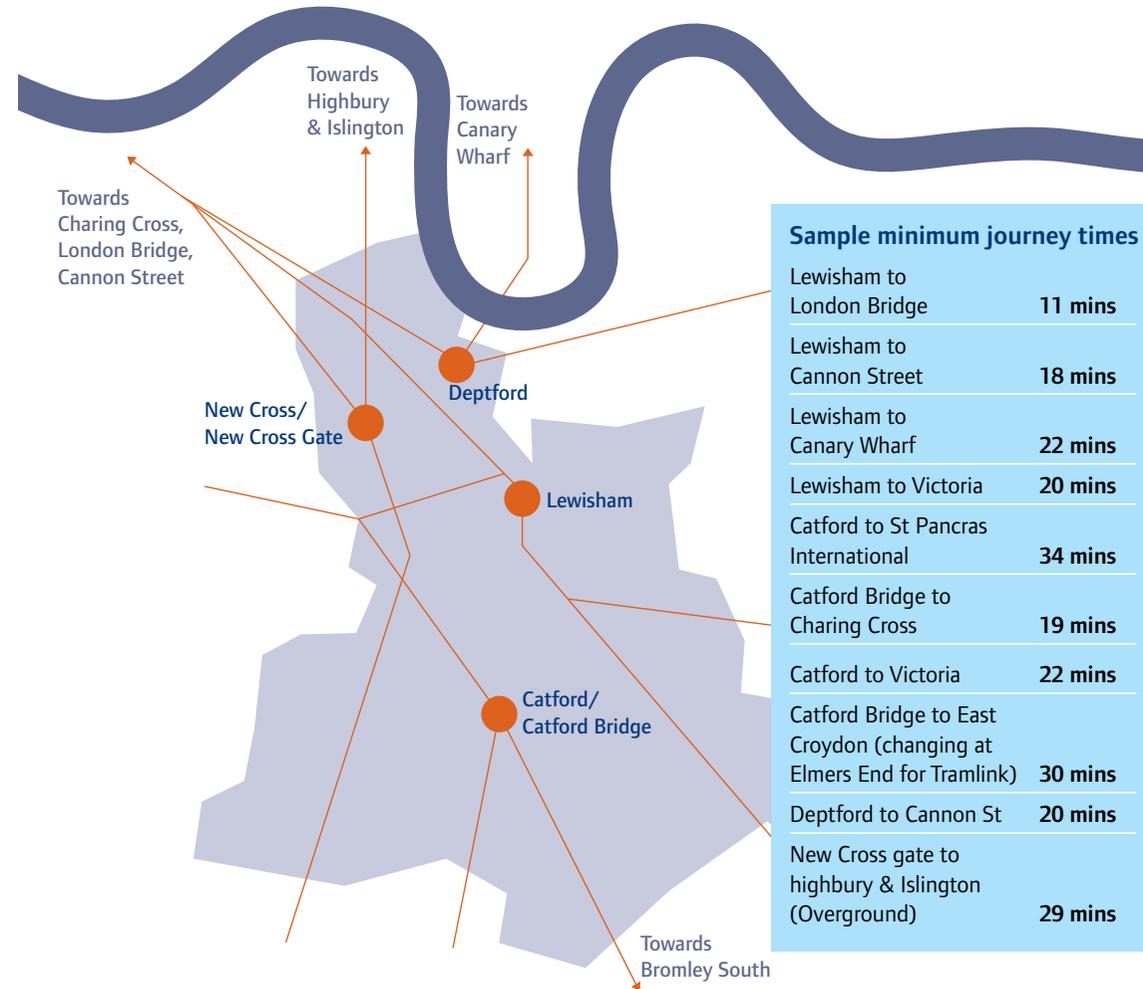
Provider	Tenanted properties	Leasehold properties
Lewisham Homes	12675	4997
Brockley PFI	1308	527
Ewart Road TMO	134	114
Fiveways	113	33
Excalibur	96	0
<b>Sub-total</b>	<b>14326</b>	<b>5671</b>
<b>Total</b>		<b>20,835</b>

# Lewisham in numbers

## Public transport

Lewisham has 20 mainline stations, 3 DLR Stations, and 42 bus routes.

Lewisham's location makes it attractive to people working in central London and other financial and commercial centres such as Canary Wharf. This connectivity drives the net daily migration of residents working outside the borough but also, through London's transport infrastructure, links Lewisham to the rest of the UK and beyond.



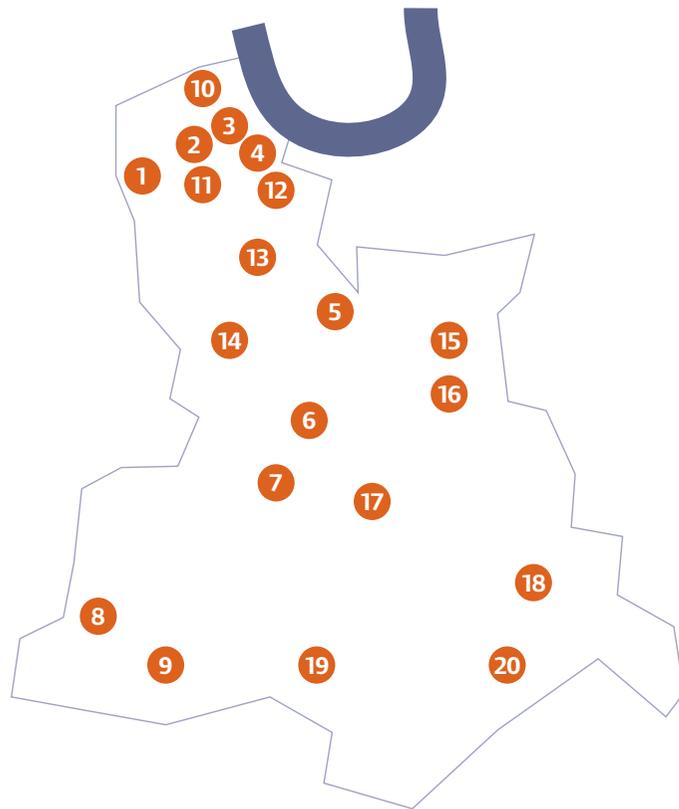




Delivery of People,  
Prosperity, Place

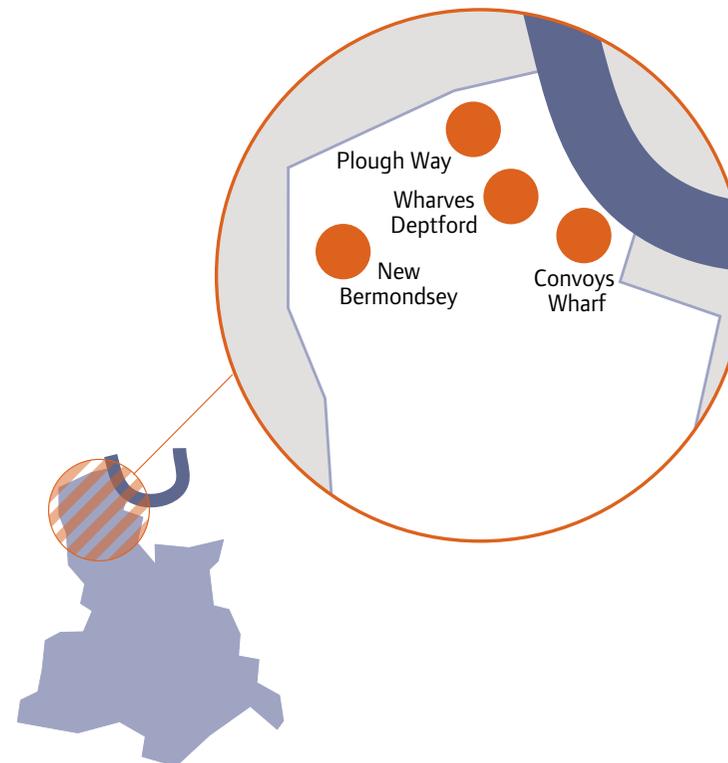
# An overview of progress up to December 2014

*Key projects delivered since 2008*



- 1. Kender 'Triangle'
- 2. North Lewisham Links route 1
- 3. Deptford Station
- 4. Deptford Lounge/Tidmill School
- 5. Glass Mill leisure centre
- 6. Ladywell Village
- 7. Ladywell Fields
- 8. Forest Hill Pools
- 9. Sydenham high street
- 10-20. Sample of BSF schools

*Four of the borough's five strategic sites are located in the north of the borough*



# Strategic sites

**Progress has been made on all five strategic regeneration sites promoted in the Council's Local Development Framework Core Strategy, which should, between them, deliver over 50% of the borough's new housing provision during the next decade.**

**Marine Wharf West** - part of the Plough Way strategic site – includes 566 new homes, plus space for shops and businesses and landscaping along the 30m wide former route of the Surrey Canal. The development is now in the final phase, where 2 commercial units with 90 homes are under construction with a target completion date of Q1 2017. The rest of the development including the Extra Care facility, commercial spaces and linear park is now complete and open.

**Marine Wharf East** - another element of Plough Way, has started construction for the redevelopment of an existing office building and adjacent land to provide 225 homes and commercial floorspace in two buildings of up to 10 storeys. The developer currently estimates completion of the scheme in late 2018. Also constituting part of Plough Way, the Cannon Wharf site includes 697 new homes (including two tall buildings of 20 and 23 storeys), a purpose-built replacement business centre, which is expected to create at least 80 new jobs on the site (25% more than previously), a children's

nursery, and landscaping along the former route of the Surrey Canal. Development has commenced on the final phase with the first phases now occupied. The scheme is being marketed as 'Greenland Place'. The Business Centre is occupied, having been purchased by Workspace earlier in 2015.

Plans for the Surrey Canal Triangle regeneration scheme, now known as **New Bermondsey**, are intended to provide a centre for sporting excellence, as well as an improved setting for Millwall FC, up to 2,400 homes and community facilities and infrastructure.

Negotiations with Millwall Community Scheme are ongoing. With a successful bid for Housing Zone designation, the scheme will receive £20m loan funding from the GLA to accelerate the delivery of the first two phases. Subject to detailed planning approval, the developer hopes to begin construction of the first phase of the scheme in 2016.

**Convoys Wharf** is the single largest development site in Lewisham. Plans were submitted in spring 2013 for a scheme that includes up to 3,500 homes, retail space and public amenities. In October 2013 the Mayor of London decided to 'call in' the planning application, and in March 2014 resolved to grant planning permission subject to the incorporation of Sayes Court Garden and the commissioning of a feasibility

## NEW BERMONDSEY

Plans for a centre for sporting excellence, up to 2,400 homes, community facilities and infrastructure.

## Strategic sites

study into the Lenox project. The Section 106 Agreement was signed in March 2015 and planning permission was granted at that time. The developer is currently working to clear planning conditions.

Lewisham Council granted planning permission for **The Wharves Deptford** (AKA Oxestalls Road) in spring 2012. The site was acquired by Lend Lease in 2014 who have received planning permission in March 2016 for a revised scheme of 1132 new homes, new commercial and office space, an extension to the Plough Way linear park, within buildings ranging from 3 to 24 storeys in height.



# Town centres

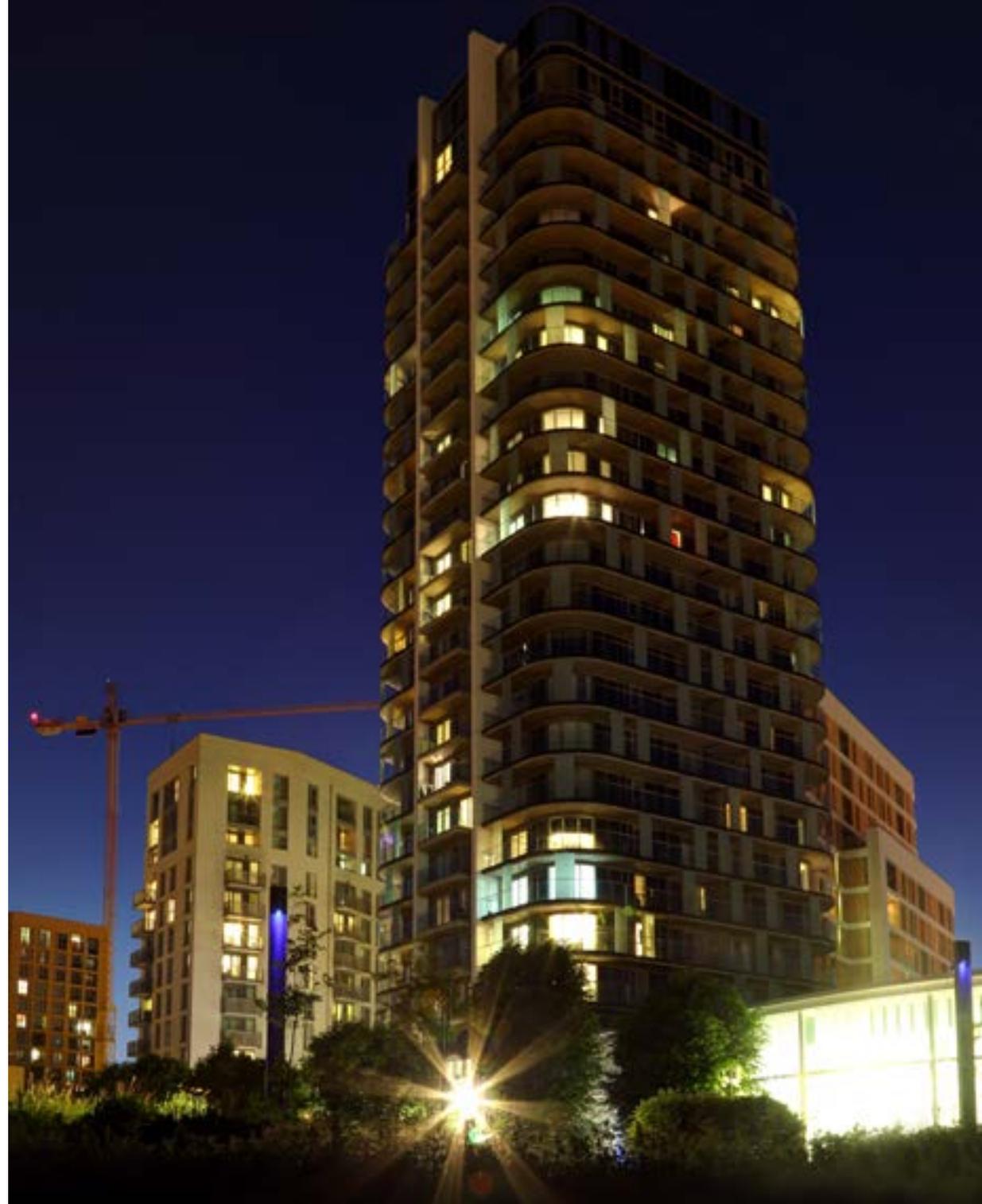
## Lewisham

The Renaissance development on Loampit Vale is now complete. The Glass Mill Leisure centre there received a London Planning Award in 2014.

The completion of Silkworks and Silvermill in 2012 created a new residential neighbourhood, comprising around 450 new homes, in the area north of Lewisham station.

Construction is underway on two developments on either side of Thurston Road. The former industrial estate site includes a building of between two and 17 storeys which includes non-food retail space and up to 400 one-, two- and three-bedroom homes, plus associated landscaping including car parking and cycle parking for residents and shoppers. Meanwhile, 52-54 Thurston Road is a part 9 / part 10 storey building with ground-level commercial units and 62 self-contained flats above.

The first commercial unit, Sainsburys, completed on 30 June 2015 and is expect to be trading by September 2015.



# Town centres

## Catford

In late 2013 the Council undertook a market exploration exercise, with the aim of engaging developers, investors and architects to get the market's view on the way forward for Catford. An architectural masterplan is now being developed for the delivery of the wider transformation of the town centre.

In 2010, the Council seized the opportunity to buy Catford Shopping Centre, thereby giving it greater influence over any future plans. The Council's aspiration remains the complete redevelopment of the Catford Centre and Milford Towers, however, within the context of the overall regeneration/transformation of Catford Town utilising the Council's other core ownerships; the Town Hall and Civic Suite and the Laurence House site. The re-housing of Milford Towers' secure tenants – which will make it easier for the Council to gain vacant possession of the Shopping Centre site at a future date – is progressing well; so far, around 80% have been re-located, and work is on-going with the remainder.

During the first half of 2014, Transport for London (TfL) carried out a study into the notion of diverting the South Circular (A205) behind Laurence House. This followed the publication in

2013 of the independent Roads Task Force report, as a result of which TfL started looking again at locations across the capital with a perceived imbalance between traffic movement and the surrounding public realm. The study – the scope of which was agreed by the Council – covers the potential impacts on local roads, junctions, 'pinch-points' where traffic tends to get congested, bus journey times, cycle routes and many other aspects of traffic or pedestrian movement. It shows that the initial design for the re-alignment has overall benefits, which justifies further design work.

The Council has appointed consultants to do a development study to advise on the best approach from a development/place perspective. With Catford's recent designation as a Housing Zone, and the £30m GLA investment that comes with that, scheme viability is much improved, as is our ability to deliver much needed affordable homes.

Work on a Catford Town Centre plan is expected to resume once the masterplan feasibility works have been assessed.

The £2.1 million makeover of Catford Broadway was undertaken with the intention of attracting more people to shop and socialise on the street. Improvements have included a brand new level 'shared' surface to improve accessibility and resolve issues such



## Town centres

as drainage, new lighting and seating, plus better facilities for the market and means of attracting new market traders.

A series of events were also laid on to encourage more people to shop and socialise in the town centre. These included a monthly specialist market which has now been incorporated into the permanent market, the Catford Broadway Supper Club – which often sold out - and its later reinvention as the Catford Canteen, a pop-up restaurant designed to put Catford to the ‘underground dining’ map and strengthen the evening economy.

### Deptford

The Council has been implementing a phased masterplan for the regeneration of Deptford town centre since 2007.

Deptford Lounge opened in January 2012. The development also includes a state-of-the-art primary school, occupied by Tidemill Academy, with which the community shares space and facilities, plus Resolution Studios which are 38 affordable apartments, nine studios for local businesses and an exhibition space. Deptford Lounge has won a clutch of awards and commendations, including Best Built Project Community Scale at the London Planning Awards 2012/13, joint winner in the Culture & Community category of the New London Awards 2012.

# Town centres

The town centre's image was significantly enhanced in 2013 with the completion of its brand-new contemporary station building with its steel framework and glass facades, and stair and lift access to both platforms. The redevelopment of the station has been funded by Lewisham Council and the National Station Improvement Programme.

Adjacent to the new station building, the Deptford Project (also known as Deptford Rise) will see the restoration of an historic Victorian carriage ramp, and the creation of a new public square, an eight-storey building containing 121 apartments and seven commercial units, and the refurbishment of the existing St Paul's House to provide affordable apartments and town houses and two ground floor restaurants. Construction of the scheme began early 2014.

The southern half of Deptford High Street has undergone a £2.1m refurbishment, with special attention being paid to Deptford Market. The monthly Giffin Square Food Fair, a related initiative, complements the market's usual offer, and has begun to attract visitors to Deptford from further afield. Following a successful Major Scheme bid to TfL, a project is being developed to re-design the northern half of the street. The project will remove traffic one-way to enable the

widening of footways and enhancement of the public realm to create new and attractive pedestrian links from Convoys Wharf to the town centre. Initial public consultation on the scheme for the northern half of the street will occur during 2015/16 and works on site during 2016/17.

## Sydenham

A busy A-road runs through most of Sydenham's main shopping area, however with backing from TfL the Council created a more pleasant environment for pedestrians and shoppers without adversely affecting the flow of traffic. The general appearance of the high street has been refreshed by brand-new paving, footways have been widened and some items removed to give an overall impression of less clutter, and street crossings have been repositioned to more logical locations.

## Sydenham Road

The Council also supported the Sydenham and Forest Hill Town Team in its bid to secure Portas Pilot funding to enhance local high streets. The Town Team bid for up to £80,000, which was supplemented by over £100,000 from the Council.

# Town centres

## Additional town centres

Improvements to the shopping area of Ladywell Village took place in 2013, including wider pavements and new seating and greenery, built on initial work commissioned by Ladywell Improvement Group. Meanwhile, the Council has worked with the community in Grove Park on designs to enhance the local environment.

# Education and youth provision

Over the past decade, in excess of £300m – a combination of central government and council money – has been spent on rebuilding or refurbishing over 20 schools. Additionally, two brand-new schools have been built, and a number of primary schools have been expanded to provide much-needed extra places.

The majority of these projects were funded through the Building Schools for the Future programme, an initiative by the previous government to replace, rebuild or renovate every secondary school in England over a 15-20 year period. Although the government cancelled the programme in 2010, all Lewisham's BSF projects had achieved financial close and so have been able to proceed. Lewisham is continuing to deliver one of the most ambitious programmes in the country, with construction now underway on the final two schools in the programme – Brent Knoll (2015) and Sydenham School (2016).

Schools built, rebuilt or otherwise improved during recent years include Trinity (2011), Beecroft Garden Primary School (2012), Tidemill Academy (2012), Addey & Stanhope School (2012), Deptford Green School (2012), Prendergast Vale College (2012), Abbey Manor College (2012), Gordonbrock Primary School (2012), Kender Primary School (2012), Kelvin Grove Primary School (2012), Christ the King College: Aquinas

(2013), Drumbeat (2013), Bonus Pastor Catholic College (2013) and Prendergast Hilly Fields College (2013).

## The New Generation

The flagship, and RIBA Award-winning, £3.5m TNG youth centre in Sydenham opened in 2013. The centre boasts a state-of-the-art recording studio with sound booth and mixing desk, an industry standard training kitchen which will be run as a social enterprise, a health and wellbeing suite, a large performance area complete with sprung floor, an indoor climbing wall and a large outdoor multi-use games area.

## School places

The changes occurring across the borough has helped drive a continuing rise in the number of children under five and this has led to an unprecedented demand for primary places in Lewisham's schools. The LGA forecasts that Lewisham will have to increase places by 20% just to ensure that every child gets a place.

This problem has existed for the lifetime of the Regeneration Strategy, but the Council has continued to meet its statutory requirements during this period. Over the past seven years,



# Education and youth provision

19 new forms of entry have been added to existing schools. Two secondary schools have each added two forms of entry primary provision to become all through schools. With each class representing 30 additional places, this is 690 additional permanent places a year and 4,725 places in total.

The majority of these projects were funded through the Building Schools for the Future programme, an initiative by the previous government to replace, rebuild or renovate every secondary school in England over a 15-20 year period. Although the government cancelled the programme in 2010, all Lewisham's BSF projects had achieved financial close and so have been able to proceed. Lewisham delivered one of the most ambitious programmes in the country, with completion of the final two schools in the programme – Brent Knoll (2015) and Sydenham School (2016).

The Council is currently developing a long-term strategy for additional school places to meet the projected demand up to 2030. A feasibility study is looking at the capacity for permanent school expansion/redevelopment across over 90 sites including primary, secondary, sixth form and SEN provision. The results of the study will be used to inform the drafting of a delivery programme for school expansions and the associated funding requirements.

It should be noted, though, that the expansion programme is largely dependent on receiving sufficient resource from the Government.



# Leisure investment

The completion of several multi-million pound projects means there is now a real opportunity for local people to take part in affordable leisure in all areas around the borough.

Glass Mill, a new £20m flagship leisure centre in Lewisham town centre designed to replace Ladywell Leisure Centre, was opened in June 2013. **Glass Mill** has been shortlisted in the Best Built Project category of this year's London Planning Awards. Glass Mill is currently averaging 40,000 visits a month.

The redeveloped **Forest Hill Pools** opened in September 2012. The new facility - which incorporates the original Victorian frontage - includes a 25m length swimming pool, a 16.7m length learner pool, a state-of-the-art fitness suite, two fitness studios, a community room for hire, and a spectator viewing and exhibition area.

In 2008 the extension to **Wavelengths leisure centre** in Deptford town centre opened.

Many other facilities have also benefited from investment and improvement since 2008, including: new irrigation and club facilities in Ladywell Arena; cricket nets at the Bridge, and pitches in Hilly Fields and Mayow Park; skate parks in Ladywell, Beckenham and Telegraph Hill, and improved tennis courts in

Ladywell Fields and Sydenham Wells Park; and new multi-use games areas in Fordham Park and Pepys Park in Deptford.



# Housing



The Council has continued to deliver more new builds per year than its targets under the London Plan. In 2012/13, almost 1,800 new builds were completed in the borough; the highest figure for over a decade.

Overall, 38% of new homes completed during this period have been affordable, as a reduction in the level of grant allocated by government has had a significant impact on the viability of many of the borough's major developments.

Nevertheless, since 2010, there has been a year-on-year increase in the number of affordable homes completed, and in 2011/12 Lewisham had the third highest number of affordable homes completed of any local authority area in England.

## Housing-led estate regeneration

The Council has had an ongoing housing regeneration programme for over a decade and continues to bring forward new estates in need of regeneration of one form or another. There are currently two major housing-led projects on site: Heathside and Lethbridge in the north east of the borough and Excalibur in the south.

## Decent Homes delivery and housing management

The Decent Homes Standard was introduced by Government in 2002 with various amendments over the years to ensure that each social home meets the statutory minimum standard,

# Housing

is in a reasonable state of repair, has reasonably modern facilities and services, and provides a reasonable degree of thermal comfort.

The Council has taken a mixed approach to the delivery of Decent Homes for various reasons, including financial. An arms-length management organisation ('Lewisham Homes') was established to manage the Council's retained stock, a housing PFI was agreed for the Brockley area, and a series of stock transfers were undertaken to organisations with access to different financial models.

The stock retained by Lewisham council is managed by six separate organisations; all stock transfer agreements have been completed, with 100% of the properties transferred made decent.

The remainder of the social housing stock in Lewisham is owned and managed by a total of 61 Registered Providers includes housing associations, alms houses and housing trusts. In total this accounts for 20,312 rented homes etc. 7 of the 61 Registered Providers own and manage more than 500 rented units, one of which – Phoenix – has been named one of the UK's top ten social landlords.



## Transport and public realm

Phase 1 of the London Overground extension, which was completed in 2010, saw six stations in Lewisham - New Cross, New Cross Gate, Brockley, Honor Oak Park, Forest Hill and Sydenham - become directly connected to the tube network for the first time. Passenger numbers on the line have grown rapidly, to such an extent that TfL has extended London Overground trains from four to five carriages - making space for 170 extra passengers (25% more than previously) on each service. Where necessary platforms across the network have been lengthened, existing depots upgraded, new stabling facilities built and alterations made to the signalling system to accommodate the longer trains.

Over the past four years Lewisham have been working with neighbouring boroughs and Transport for London to lobby for extensions to the **Bakerloo Line**, **Docklands Light Railway (DLR)** and **London Overground**. This lobbying has been successful in gaining strategic support for the proposals through their inclusion in London's sub-regional transport plans.

In 2012, Transport for London invested seed funding to undertake a preliminary business case to test the feasibility of the proposals. They have since indicated that the DLR extension will not be pursued, but are currently undertaking further feasibility work on extending the Bakerloo Line and Overground - although, these two projects will be competing for resources against other infrastructure in South-East



# Transport and public realm

London including Tramlink extensions and London-wide infrastructure such as Crossrail 2. Public consultation on the concept of the Bakerloo Line extension took place between October-December 2014.

At one time, a **new station at Surrey Canal** was included within the plans for the second phase of the London Overground extension (Surrey Quays to Clapham Junction). The Department for Transport had initially allocated £7 million for the project, but the money was later withdrawn. However, the Council has ensured that the private developer Renewal will fund the new station due to its proximity to the New Bermondsey development.

Transport for London (TfL) has already built a station box at Surrey Canal Road as part of its London Overground works, so the station can be built with the minimum of disruption. TfL also built a number of subways on the Council's behalf, which will provide access under the railway at Rollins Street, Stockholm Road and on the north side of Surrey Canal Road. These will support the regeneration of the area by providing access between the future proposed development sites either side of the railway.

The Council is working with TfL's new Cycling Commissioner for London, Andrew Gilligan, to secure significant investment in Lewisham's **cycle network**.

In addition to developing TfL's proposals for two Cycle Super Highways, Lewisham is working with TfL to develop one of London's first cycling Quietways, for implementation during the first half of 2015. The route is part of a longer strategic Quietway through south east London. Within the borough, the route will link South Bermondsey Station, through Deptford, and onwards to Greenwich.

## Green spaces and biodiversity

During the past six years, the number of parks in the borough achieving **Green Flag** status (the benchmark national standard for parks and green spaces in the UK) has increased steadily, from 9 in 2008 to 15 (plus five Green Flag Community Awards) in 2015.

Since 2008, Lewisham has won three London Planning Awards for its park regeneration projects – Cornmill Gardens in 2009, Margaret McMillan Park in 2012 and Ladywell Fields in 2013. Other organisations which have given awards or accolades to

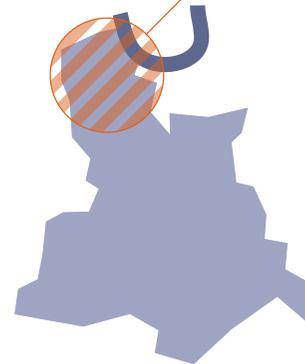
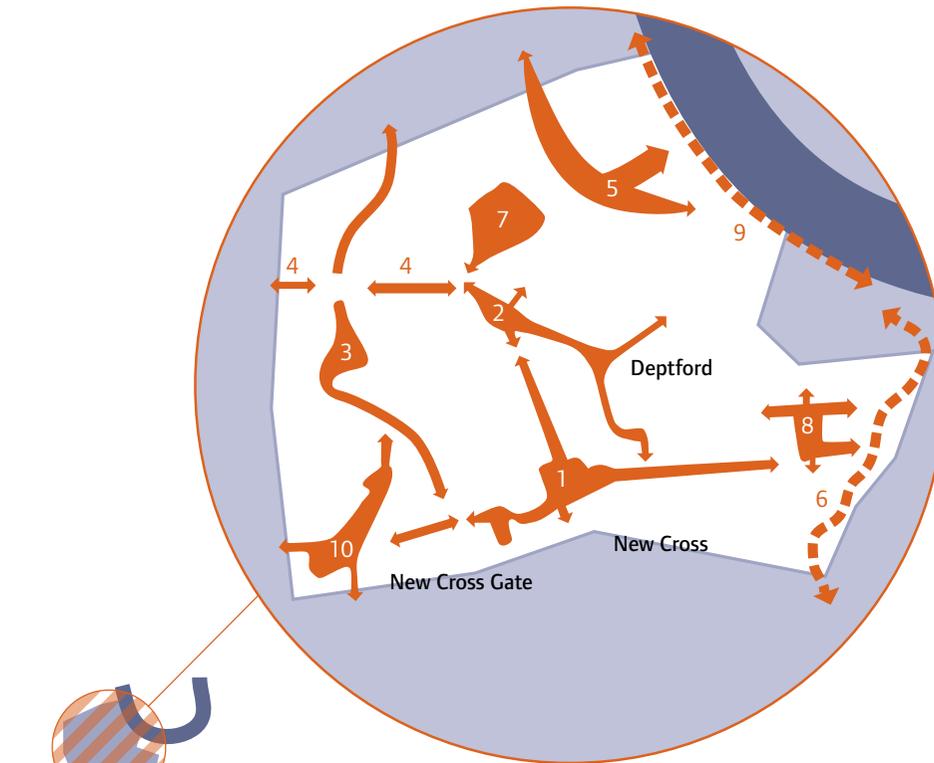
# Transport and public realm

our regenerated green spaces during this period include the Civic Trust, the Landscape Institute, Government News and Horticulture Week.

A new footbridge between Longhurst Road and the southern end of **Manor Park** in Hither Green created a new entry point into the park. The footbridge, which crosses the River Quaggy, has provided walkers, cyclists and commuters with a new route, and increased access to open space for a large number of residents.

**North Lewisham Links** is a programme of works aiming to improve walking and cycling routes across Deptford and New Cross in order to encourage residents to live more active lives and make better use of local amenities and public transport.

The original North Lewisham Links strategy identified 10 separate routes which could connect possible new development sites with community facilities such as schools and colleges, town centres, parks and public open spaces. This formed the basis for a successful bid for £4.4m of Government funding to enhance 'route 1'. Also known as 'Kender to the Creek', this 3km long network of open spaces runs from New Cross Gate to Deptford High Street and includes Fordham Park, Margaret McMillan Park and Douglas Way.



1. Deptford to New Cross Gate
2. Central Deptford
3. The Western Connection
4. Surrey Canal Road
5. Towards the river
6. Deptford Creek
7. Deptford Park
8. High Street to Creek
9. Riverside
10. New Cross Gate improvements

# Transport and public realm

A number of other Links-related projects have also been completed in recent years, including a number of public spaces in and around the Pepys estate. The Council is continuing to look at ways to fund the remainder of this programme of work such as securing contributions from private developers operating in the area.

## Energy, lighting, carbon and fuel poverty

Lewisham Council has set a stretching target for carbon reduction in the borough with an ambition to cut emissions by 44% between 2005 and 2020.

The Council has sought to bring in external funding to improve the energy efficiency of homes across the borough, with over £4m in the last four years funding insulation for over 6,000 homes. Targeted support has also been focussed on residents at-risk of the cold with 1,400 home visits providing a holistic package of help for vulnerable residents to keep warm and well in winter.

In 2010 Lewisham, in partnership with the London Borough of Croydon, entered into a joint street lighting replacement contract. The project includes the replacement of approximately 46,000 street light and traffic signs and

an on-going 25-year maintenance and repair contract. The contract was awarded in December 2010 and the Lewisham replacement programme due to complete in 2015.



# 3 Lewisham's growth agenda

# Links to other strategies

People, Prosperity, Place is an essential part of Lewisham Council's delivery of the community strategy that commits key partners and stakeholders to work together to make Lewisham the best place in London to live, work and learn.

We recognise the importance of ensuring a strong connection across our approaches to housing, school places, business growth, planning, work and skills, corporate assets and regeneration.

## How our strategies fit together

<p><b>Lewisham Sustainable Community Strategy 2008–2020</b> sets vision, together we will make Lewisham the best place in London to live, work and learn. Strategic overview of strategies and plans for the borough</p>		
<p><b>People, Prosperity, Place</b> Lewisham Regeneration Strategy 2008–2020</p>		
<p><b>Business Growth Strategy</b></p>	<p><b>Homes for Lewisham</b> Lewisham Housing Strategy 2015–2020</p>	<p><b>Local Development Framework</b> Delivering the planning strategy and policies for Lewisham</p>
<p><b>Work and Skills Strategy</b></p>	<p><b>Asset Management Plan</b> How we use our corporate assets to drive regeneration investment</p>	<p><b>School Places Programme</b></p>

# Growth areas

For the lifetime of the current Local Development Framework Core Strategy (until 2026), growth is focused on designated 'Regeneration and Growth Areas' encompassing Deptford, New Cross and Lewisham and Catford town centres. Smaller scale growth is focused around town centres with most of the rest of the borough considered an Area of Stability and Managed Change.

During this period, provision is being made for 17,100 new homes across the borough, while at least 66,000 m<sup>2</sup> of additional retail and leisure space will be provided in the borough's two highest-profile town centres - Lewisham and Catford.



## Current/forthcoming key projects (and their developers)

1. New Bermondsey (Renewal)
2. The Wharves Deptford (Lend Lease)
3. Plough Way (Various inc. London Business Centres/Barratt Homes/Berkeley Homes)
4. Convoys Wharf (Hutchison Whampoa Properties)
5. New Cross Gate (Lewisham Council/Future partner)
6. Deptford Project (Lewisham Council/Cathedral)
7. Renaissance (Lewisham Council/Barratt Homes)
8. Lewisham Gateway (Lewisham Council/GLA/ TfL/Lewisham Gateway Developments Ltd)
9. Ladywell regeneration area (Lewisham Council/ Future partner)
10. Catford Green (Barratt Homes)
11. Catford town centre (Lewisham Council/Future partners)
12. Beckenham Place Park

## Council-led regeneration

The New Cross Gate site has had a long history and change in context has provided an opportunity to rethink the way forward for the scheme to an approach that will deliver the original basic agreed components: the new GP surgery, associated retail unit (for a pharmacy), Trust's office, outdoor gym, new public realm and housing with initial considerations focusing on an element of Private Rented Sector' (PRS) housing units (as opposed to those 'for sale').

The Besson Street development is an exciting development opportunity of nearly 2.5 acres of vacant land in New Cross, all of which is in Council ownership. In addition, this will influence and form part of a wider review of how the New Cross area might be enhanced.

The Council wants to optimise the use of its land for a mixed tenure housing development, combined with a new health centre and other local benefits. The Council's intention is that this site will see the first large-scale Council-led housing development to incorporate a significant proportion of private rented sector (PRS) accommodation, as part of a longer term strategy to derive on-going revenue from its land assets. The Council will be seeking partners to help shape our thinking and to provide us with the means to engage the market. We expect that this will

be one of the largest and highest profile developments that the Council will lead on for the next five years.

The authority is continuing to developing its strategic vision for the growth corridor connecting Lewisham, and those large-scale schemes which are already underway, with Catford, which should begin to see significant regeneration over the next few years. The Council's aspirations for Catford town centre could deliver major improvements to the pedestrian and transport infrastructure while creating opportunities for new homes, and other uses such as leisure, hotels, shops and other amenities.

Between the two town centres sits the former Ladywell Leisure Centre site. In line with the Core Strategy, A proposal to locate re-deployable housing on the site was approved by Mayor & Cabinet in autumn 2014. This will be a short-term arrangement while wider plans for the site and its surroundings are developed.

Around £300k has been awarded from the Heritage Lottery Fund (HLF) and the Big Lottery to further develop proposals to restore many of Beckenham Place Park's heritage features and make it more attractive to a wide range of local and regional visitors. Further HLF/Big Lottery funding, totaling £4.6 million, has been ring-fenced for the delivery of the finalised plans.



*£4.6M Heritage Lottery Funding and Big Lottery Funding has been ring-fenced towards restoration of Beckenham Place Park*

## Council-led regeneration

As this funding can be used for park-wide restoration works, gardens, visitor centres or recreational features, it is likely to see the reinstatement of the original lake, introduction of numerous play features and an events space, while the Council will be exploring other options including further HLF funding to restore the Mansion which requires an estimated £3m investment.

The Council will be seeking to find ways to increase the 'offer' of the park and ensure it is placed on a sustainable footing.

# Future Lewisham programme

The Future Lewisham Programme requires the Regeneration and Asset Management (R&AM) division to deliver a series of cost savings and new income projects.

Included within the delivery strands for Future Lewisham is 'New Income Projects' which is assessing the potential opportunities for the development by the authority of private rental sector (PRS) schemes. Any development of a Council-led private rented offer will need to be integrated within the Council's wider approach to affordable housing, but potentially this could be a way of driving up standards in the sector and creating new sources of income.

It will also need to be balanced by other pressures on the estate, for example the need to provide additional school places.

The authority has previously utilised its land holdings within the borough to primarily deliver social housing, the corporate estate and a commercial portfolio of assets which provide a rental revenue stream. Historically, where land/assets were identified as being surplus to requirement these were sold to third parties for capital receipts.

In light of the increased pressure on local government funding, alternatives are being considered whereby (i) the Council's

corporate estate can be rationalised to deliver Council services more efficiently, (ii) the commercial portfolio can be increased and optimised to improve rental incomes, and (iii) surplus land/assets can be utilised to provide long term revenue streams as opposed to one off capital receipts. All whilst continuing to meet the strategic Council objectives of increased homes within the borough and wider mixed use regeneration.

A number of routes to securing these long term revenue streams have been identified, including the private rented sector (PRS), student accommodation, hostels and hotels. The private sector has responded swiftly to this opening in the market and many developers and housing associations are now developing large portfolios of private rented sector properties. The PRS market has gained sufficient momentum that institutional investors are now including these in their portfolios, resulting in private rental property portfolios being considered tradable commodities.

Local authorities, including a number of London councils, are now also entering this market. There are a number of key risks and issues to consider when undertaking this form of property investment, as well as a variety of investment and delivery vehicles which can be utilised to deliver.

# Future Lewisham programme

Whilst the provision of private rental units increases the number of homes within the borough, the review of delivery models and options also considers the wider strategic objectives of increasing the number of social and affordable housing units and economic development and support infrastructure through mixed use regeneration including hotel spaces and student accommodation which can also be utilised to deliver revenue streams for the Council.

Ultimately it allows for the shift in approach to use surplus assets to generate long term revenue rather than short term capital funding.

There are a variety of commercial structures which have been adopted by local councils, generally these structures have been aligned to the delivery of the Council's core strategic objectives, although a variety of options will most likely need to be adopted by the Council where multiple objectives are to be achieved.

# A placed-based approach to delivery

In July 2014 the Council's Mayor and Cabinet signed off a new updated asset register identifying the following corporate assets:

Asset category	No. of assets
Operational Assets	86
Schools	88
Commercial	184
Not Classified ('grey')	388
Catford Regeneration Partnership Limited properties	32
<b>Total</b>	<b>778</b>

A key focus for the Council is eliminating the 'grey' estate and aligning the use of corporate assets either to the operational estate or the commercial portfolio.

This will be supported through an area-based approach, which seeks to align strategic planning areas with school places planning. For this purpose, the borough has been divided into six sub areas with 'soft' boundaries to ensure that local characteristics can be taken into consideration.

For each of these six sub areas, an 'urban file' will be created. Urban files are a new way for the Council to approach the

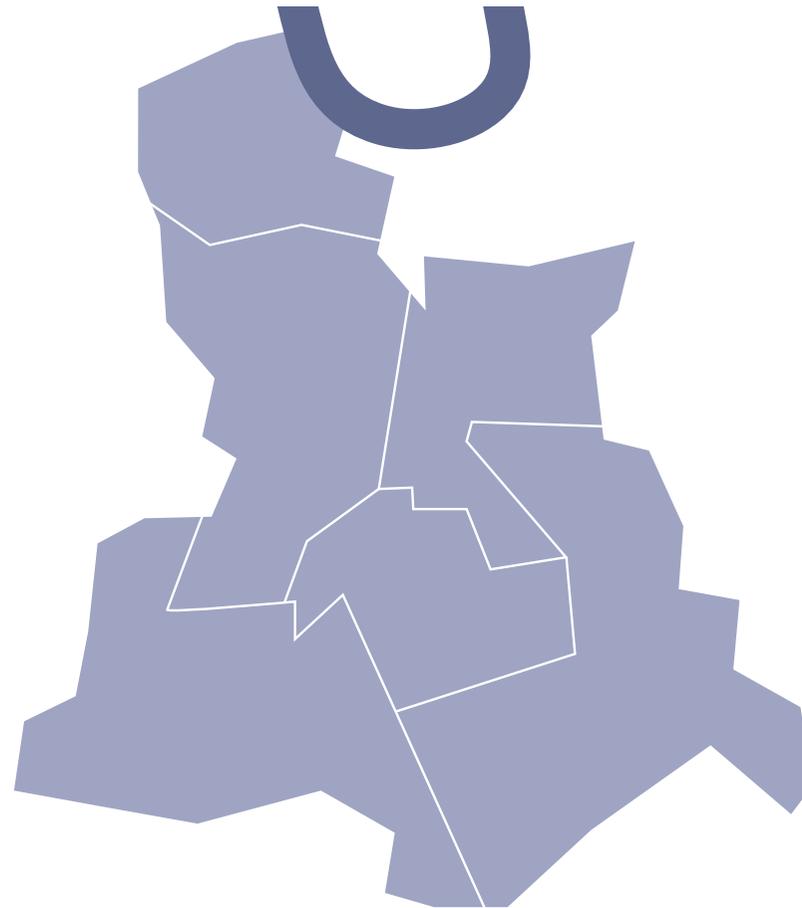
# A placed-based approach to delivery

use and planning of our assets, and will provide an overview of current and future relationships between existing Council ownership and private occupiers / users. This will include reviews of the significant uses in the borough and how they interact with each other.

The urban file will be constructed of mapping and other data in a range of formats, including internal and external sources, public and private property ownership, occupiers and users. The data will then be used to identify opportunities between the various elements on a local level and the relationship within Lewisham and the wider area.

The creation of urban files will provide a benchmark for the Council to look forward from a base point and include 5 and 10 year plans.

*The six sub areas of the borough*





# 4 Delivery programme

# Delivery programme

As this update of People, Prosperity, Place has demonstrated, the pace of change in Lewisham over the last six years has been rapid. And this is only the beginning: over the coming years, the borough must continue to change and adapt, particularly in relation to demographic and economic pressures facing London, the south east and the country as a whole.

From a regeneration perspective the issues are not new: availability of school places; development of transport infrastructure; quantity and quality of affordable housing; the economy; the environment; and the design and accessibility of places for local people.

New governance arrangements, and amalgamation of finances into a single 'built environment' Project Review Group, should ensure that available funding is spent wisely and in a co-ordinated manner. Furthermore, the introduction of the Community Infrastructure Levy (CIL) charging schedule in spring 2015 will mean the authority has some additional flexibility in allocating developer contributions to infrastructure projects.

CIL, which was introduced by the Planning Act 2008, is a levy which the local planning authority may charge against most types of new development in their area. The money raised is

to be used to pay for local strategic infrastructure in order to support the additional demand arising from new development such as schools, hospitals, roads and transport schemes, as well as parks and leisure centres. The types of infrastructure on which CIL income would or could be spent includes state education facilities; public health care facilities; strategic transport enhancements; publicly accessible open space; strategic flood management; publically owned leisure facilities and local community facilities and public emergency services.

Getting the long-term planning for infrastructure right is not easy. It needs to balance a range of factors, and the current pressures on public finances add a further level of complexity. However, the Council and its partners are continuing to make plans for the additional infrastructure needed to support the borough's growth. The latest progress on some of these key requirements is outlined below.

# Housing

Lewisham's Housing Strategy 2015-2020 (which is currently being drafted ahead of its intended publication early next year) sets out priorities for housing in Lewisham over the next five years, across all tenures, to meet housing need. As such it includes a number of policy priorities that overlap with the aims and objectives of People, Prosperity, Place, such as maximising new supply, improving existing homes, and a major focus on the prevention of homelessness, including effective use of the private rented sector.

It is expected that a strong housing supply facilitated by private-led developments and Housing Association-led schemes will come on stream for the period up to 2018/19, due to:

- ▶ the strategic sites providing certainty for 'available, deliverable and developable land'
- ▶ the Site Allocations Local Plan, the Lewisham Plan and the revisited Catford Plan will further contribute to housing supply. This includes sites in the pre-application phase that are expected to come forward within the next three to seven years.
- ▶ estate renewal and development by Registered Providers and the Council itself.

In the years immediately afterwards, the number of completions by third parties is projected to return to 2008-2012 levels. However, this would still exceed the annualised London Plan target.

In addition, from 2015 housing delivery by third parties will be supplemented by the first Council-built homes in Lewisham in over 30 years. The building of the first six family homes has already been completed, with the programme providing a total of over 500 new council homes during the lifetime of the Housing Strategy.

Further innovations in terms of housing delivery are planned. By purchasing and converting residential properties, the Council is looking to provide its own hostels which will provide a preferable and less costly alternative to B&Bs. Meanwhile, a modular housing scheme has been purchased for use as 'deployable' housing which will be used as a resource to meet a number of the borough's housing needs including high quality temporary accommodation and - as the Council develops its new build programme - flexible housing that could be used as part of the decanting process.

## Future of the Decent Homes programme

In 2013 a stock condition report was carried out that showed the future investment required to complete the rest of the decent homes programme.

The total forecast expenditure for the whole stock, including leaseholders, by reporting category is:

Reporting category	Total cost years 1-30	Average cost per unit 30 years	Average cost per unit pa
Catch up repairs	8,660,084	490	16
Future major works	533,768,330	30,232	1,008
Improvements	85,169,934	4,824	161
Estate works	30,275,542	1,715	57
Contingent major repairs	59,712,109	3,382	113
Exceptional extensive works	67,080,000	3,799	127
Cyclical maintenance	205,984,800	11,667	389
Disabled adaptations	1,020,000	58	2
Responsive and void	286,918,800	16,250	542
<b>TOTAL</b>	<b>1,278,589,600</b>	<b>72,417</b>	<b>2,414</b>

The conclusion from the survey was that:

- ▶ The survey has identified a housing stock that is of varied age and construction, although primarily post war (89.5%) and of traditional construction.
- ▶ The stock is clearly divided into two parts, that which has already benefitted from repair and improvement programmes and that which is awaiting such works.
- ▶ The stock will require further investment over a 30 year planning term in order to achieve the target standards and then maintain properties to a good, tenable standard.
- ▶ The overall expenditure is within the benchmark ranges for a stock of this size and type.

## School places

The Council is looking at long-term opportunities to deliver permanent expansions to its schools estate by redeveloping/ extending/remodelling existing primary and secondary sites, signalling a move away from installing temporary 'bulge classes'. Potential sites for new schools are also being examined, as part of a programme that will ensure short-term demand continues to be met while taking into account projected pupil figures up to 2030.

An analysis of the borough's sub-areas (as outlined in the previous section) has highlighted two out of the six where it has historically been difficult to meet demand, one where demand has tended to be low, and three where demand should continue to be met. Studies are being undertaken of the factors likely to impact on each sub-area, and each school, in the short- and longer-term, with the aim of agreeing a short-list of key sites for more detailed feasibility work.

The phased programme is expected to start delivering places for the start of the 2018/19 school year.

## Transport

Lewisham Council has always been keen to maximise the benefits of its transport infrastructure, and the coming years will provide major opportunities in this area.

Lewisham's Local Implementation Plan (LIP), which aims to implement the Mayor of London's Transport Strategy within the borough, includes aspirations for new and upgraded infrastructure and services. Some of the key projects include:

- ▶ improvements to major centres such as Lewisham and Catford and local centres at Sydenham, Brockley, Ladywell and Bell Green

- ▶ improving bus services
- ▶ improving connectivity through the Surrey Canal Area and Deptford/New Cross by improving and creating new walking and cycling routes as well as raising the quality of the pedestrian environment
- ▶ road safety through targeted expansion of 20mph zones, local safety schemes, and emphasis on education and awareness campaigns.

In addition the Council is also working with Transport for London, the Mayor of London and the Greater London Assembly and Southwark Council on projects to extend the Bakerloo line and to improve capacity, and potentially to enhance routes, on the DLR.

The borough's network of highways is its single largest asset. The Council recognises the importance of maintaining, and improving where possible, the condition and quality of the asset in order to improve the overall look and feel of the place, while reducing accidents and claims.

## Electric vehicle charging points

In December 2013 TfL announced that a new organisation, Blue Point London, would be taking over responsibility for the Source London electric vehicle charging scheme from summer 2014.

As a pan-London scheme, Blue Point will aim to improve the quality and reliability of the network, and where possible would like to increase the size of the network by installing new charge points.

Currently all London boroughs are going through the legal process to transfer rights and responsibilities to Blue Point.

# Looking forward

Population growth and increasing land and property values are expected to continue into the decades to come, bringing significant change to Lewisham and to London as a whole.

Change, particularly on the scale anticipated, brings challenges with it. Increasing property values and rents can benefit some, but for many the cost of housing is already a major barrier. A larger population creates greater demand for infrastructure and services at a time when public finances are under huge pressure.

This document identifies the new infrastructure needed to create places to live, to learn, for employment and leisure within the borough. This includes in particular affordable homes, places for the rising numbers of school-age children, and for 'green infrastructure' like parks and public spaces. The borough also urgently needs greater capacity and flexibility in local transport systems and in its connectivity to the rest of London, the UK and the world: physically and digitally.

The pace of development in the borough is already increasing, driven in part by the commercial value developers are identifying across Lewisham. The Council's role is to create the right conditions to accelerate that investment but also to shape it to respond to wider, shared, requirements of people living, working and visiting Lewisham now and into the future. The Council also

has a responsibility to ensure that investment in the borough offers opportunities to all the borough's residents now and into the future, in relation to the infrastructure it delivers and in terms of the employment opportunities and economic growth it can bring.

Regeneration and renewal of neighbourhoods and communities can do all this – but it won't without the right investment and understanding of the long-term issues facing Lewisham and the right involvement of communities, central and regional government, developers and others.

The Council remains the owner of significant assets across the borough and this is a key lever for regenerating the borough in a sustainable way. This means aligning our own investment across the public realm, highways and property assets through our decisions about where and when to focus our resources. It means using the rising price of land to deliver value and to open up future opportunities rather than maximising an initial profit. It also means facilitating delivery of affordable homes that are not just affordable to rent or purchase but are also affordable to run.

The Council, in partnership with others in the borough and beyond, can shape the development of the borough to transform Lewisham for the better without losing the things that already

make it a great place. It also allows opportunities to continue to offer meaningful public infrastructure and services despite the ongoing pressures on public finances. For example by using investment in schools to not just provide the high quality places for children that are need but also create spaces supporting wider community activity.

There isn't an option to keep things as they are. Change is already happening. But we can use the forces of change to create tangible benefits for Lewisham, its communities and residents to create more resilient, accessible communities now and into the future.

