

Mayor and Cabinet			
Report Title	Achilles Street Redevelopment Proposals		
Key decision	Yes	Item No	
Wards	New Cross		
Contributors	Executive Director for Customer Services, Executive Director for Resources and Regeneration, Head of Law		
Class	Part 1	Date	12 December 2018

1 Summary

- 1.1 There are currently 9,635 families in priority need on the housing register waiting to be securely housed in a suitable property in Lewisham. A further 2,028 families are currently in temporary accommodation and 600 in nightly paid accommodation. A similar situation is repeated across London.
- 1.2 As well as often being of poor quality and unstable for families in housing need, temporary accommodation creates a cost pressure to the Council's general fund that has averaged £2.3m for the past 3 years. The number of families in temporary accommodation continues to grow.
- 1.3 To help address this acute housing need the Council is building new homes across the borough, both with the Council's own resources and through working with Lewisham Homes and other housing partners. The Council submitted 501 new social homes for planning by March 2018, which are now being delivered across the borough and is now working to deliver a further 1000 new social homes by 2022.
- 1.4 These homes are being delivered in a range of ways, from small infill development on under-used spaces to more comprehensive rebuilding of wider areas, where that approach both increases the number of homes possible and protects existing communities.
- 1.5 The new London Affordable Rent model clarified the rent setting process and created rents that were effectively social rents and are referred to as such in this report to avoid confusion with Affordable Rents which can be set at up to 80% of market value
- 1.6 This report details the work that has been undertaken to investigate the potential for building new homes in the area around Achilles Street, New

Cross. It provides information on a previous infill scheme that was considered in 2014 that could create around 22 new homes, but the main body of this report covers work that explored the comprehensive rebuilding of the wider area, which has been found, in principle, to offer a net increase of around 380 new homes, as well as potential for an additional 87 student rooms to be provided for Goldsmiths University, and an increase of 20 per cent in the amount of commercial floor space in the area.

- 1.7 Officers have engaged the local community extensively in the development of these options. This has included a number of public consultation sessions, door knocking and face-to-face sessions with local stakeholder groups and residents. The options under consideration have evolved in line with the feedback from this exercise, as set out in detail in this report.
- 1.8 Through this process, officers and the consultant team have devised an approach to development that, through careful phasing, enables the construction of new homes for existing residents first, followed by subsequent phases of demolition and rebuilding of the area to create the new homes and shops. As a result of this development approach, and to respond to residents' understandable concerns about the impact of redevelopment on them, officers have communicated a set of commitments to residents that have guided the development process to date, and will continue to do so if Mayor & Cabinet decides that it would be appropriate to continue to develop these options in consultation with residents. Those commitments are that:
 - All current council tenants who wish to stay in the new development will be able to do so with the same rent levels and tenancy conditions that they have today;
 - Any resident leaseholder who wishes to will be able to remain in home ownership on the new development
 - We will build as many new council homes as possible, to be let at social rent levels
 - In addition to new council homes, more affordable homes of other types, such as shared ownership, could also be provided when any additional homes are built.
 - All affected businesses will have the opportunity to take some of the new commercial space created if the redevelopment goes ahead.

Since these commitments were made, Lewisham Council has begun consultation on establishing a Residents' Charter and although the Residents' Charter will not be finalised until the consultation concludes it aims to go beyond the commitments made to residents at Achilles Street. For the avoidance of doubt, this means that the Council is committing to honour both the original 5 commitments made to Achilles Street residents set out in 5.1 in this report, and the Residents' Charter when it is adopted, to the extent that this goes beyond the original 5 commitments.

- 1.9 Lewisham Council has also made a commitment to carry out a Resident Ballot on all proposals that involve the demolition of existing homes to deliver new homes moving forward. It is anticipated that the first Resident Ballot will be held on Achilles Street and this report sets out the next steps to establish a resident offer on which a ballot can be conducted.

2 Recommendations

It is recommended that Mayor and Cabinet:

- 2.1 Notes the work that officers have undertaken to explore the potential to build new Council homes in the area around Achilles Street, New Cross, with the redline plan attached as **Appendix A**;
- 2.2 Notes the initial consultation that has been carried out with all residents, affected businesses and other key stakeholders throughout this process in relation to these options since infill proposals were first shared in June 2014 through to the most recent public meeting held in June 2018 as set out in **Appendix B** and the comments made by residents, business and other key stakeholders;
- 2.3 Note that there is currently a consultation underway to establish the principles of a Residents' Charter that will set out the guaranteed minimum offer that will apply to all Lewisham residents whose homes will be demolished and rebuilt as part of Council led redevelopment, including the residents on the Achilles Street Estate;
- 2.4 Note how these principles will interact with the five commitments made to the Achilles Street Community as set in section 5 of this report;
- 2.5 Agree that officers should work with residents and other key stakeholders on Achilles Street to begin to establish a Landlord Offer that will enable a Resident Ballot on the Achilles Street redevelopment proposals to take place;
- 2.6 Note that the Landlord Offer will be presented back to Mayor and Cabinet to be finalised, and to set the date for a Resident Ballot;
- 2.7 Agrees that officers can begin negotiated buybacks, on an entirely voluntary basis, on the 36 leaseholder properties in Azalea House, Austin House, Fenton House and 363 New Cross Road, and delegates the authority to the Executive Director of Resources and Regeneration to approve the final terms;
- 2.8 Agrees that home loss and disturbance payments are made to leaseholders and freeholders where appropriate in (if eligible) accordance with the Land Compensation Act 1973 (as amended);
- 2.9 Agrees that officers can begin negotiated buybacks, on an entirely

voluntary basis, on the affected commercial properties at Clifton Rise and along New Cross Road within the redline plan which is attached as **Appendix A**, and delegates the authority to the Executive Director of Resources and Regeneration to approve the final terms;

- 2.10 Subject to recommendations 2.7 to 2.9 being agreed, agrees the budget requirements for these voluntary buybacks that are set out in Part Two of this report;
- 2.11 Notes the resourcing requirements for delivering the next stage of the Achilles Street project set out in Part Two of this report;
- 2.12 Agrees to the budget required for the next phase of this redevelopment work as set out in Part Two of this report.

3 Policy Context

- 3.1 The contents of this report are consistent with the Council's policy framework. It supports the achievements of the Sustainable Community Strategy policy objectives:
 - Ambitious and achieving: where people are inspired and supported to fulfil their potential.
 - Empowered and responsible: where people can be actively involved in their local area and contribute to tolerant, caring and supportive local communities.
 - Healthy, active and enjoyable: where people can actively participate in maintaining and improving their health and well-being, supported by high quality health and care services, leisure, culture and recreational activities.
- 3.2 The proposed recommendations are also in line with the Council policy priorities:
 - Strengthening the local economy – gaining resources to regenerate key localities, strengthen employment skills and promote public transport.
 - Clean, green and liveable – improving environmental management, the cleanliness and care for roads and pavements and promoting a sustainable environment.
- 3.3 It will also help meet the Council's Housing Strategy 2015-2020 in which the Council commits to the following key objectives:
 - Helping residents at times of severe and urgent housing need
 - Building the homes our residents need
 - Greater security and quality for private renters
 - Promoting health and wellbeing by improving our residents' homes
- 3.4 Lewisham's Core Strategy has the objective to make provision for the completion of an additional 18,165 net new dwellings from all sources

between 2009/10 and 2025/26, to meet local housing need and accommodate the borough's share of London's housing needs. This aims to exceed the London Plan target for the borough. The Core Strategy also has the objective to make provision to meet the housing needs of Lewisham's new and existing population, which will include:

- provision of affordable housing;
- a mix of dwelling sizes and types, including family housing;
- lifetime homes, and specific accommodation to meet the needs of an ageing population and those with special housing needs;
- bringing vacant dwellings back into use.

3.5 The London Plan annual average housing target for the London Borough of Lewisham has increased from 870 in 2005 to a minimum of 1,105 in 2011 (when London Plan Policy 3.3 was adopted). However, the Further Alterations to the London Plan (FALP) to Policy 3.3 (that were adopted in March 2015), have increased the annual average housing target by 25%. From 2015 onwards boroughs should seek to achieve and exceed the relevant minimum borough annual average housing target, which in the case of Lewisham is 1,385. When this target is rolled forward for the 15-year period the borough will be required to accommodate 20,775 new dwellings by 2030/31.

4 Background

- 4.1 The plan attached as **Appendix A** shows the extent of the area around Achilles Street that is being considered for this report. This includes the area between Fordham Park to the north, New Cross Road to the south, Clifton Rise to the west and Pagnell Street to the east. This encompasses the four housing blocks, Austin House, Azalea House, Fenton House and 363 New Cross Road, the student housing block Dean House, and the commercial properties and shops that run along the East side of Clifton Rise between Achilles Street and New Cross Road and then along the North side of New Cross Road between Clifton Rise and Pagnell Street. At present the Council owns around 75% of the site freehold, although these are subject to various leasehold interests.
- 4.2 The site area also includes the Venue and the Old Bank building which are listed and have therefore not been included in the review of potential development options.
- 4.3 The building schedule for the area around Achilles Street being considered is set out in the table below:

<i>Type</i>	<i>Number</i>
Homes	87
Student Accommodation	93
Commercial Units	27

- 4.4 Of the 87 homes on the estate, 51 households are council tenants while 36 properties are owned by leaseholders, including two former right to buy properties that have been bought by Lewisham Homes as part of their programme of acquiring properties for use as temporary accommodation for homeless families.
- 4.5 There are a further four privately owned residential properties above retail units on New Cross Road, which officers believe are unoccupied and not presently being marketed. There are also five properties along Clifton Rise which have residential flats at first floor, although at this stage officers have not been able to establish whether they are occupied.
- 4.6 In total there are 25 commercial properties which would be affected by a comprehensive redevelopment proposed in this report. Of these, there are 11 Council owned properties, nine of which are leased out, with one currently vacant. In addition the Council owns Dean House which is leased to Goldsmiths for the provision of student accommodation, with the rental income being paid to the Deptford Challenge Trust in accordance with the arrangements that were set up when the property was transferred to the Council by Deptford City Challenge in 1999. This property is considered later in the report in section 12.
- 4.7 New Cross Road comprises four properties outside of the Council's ownership, owned by three different freeholders and made up of five retail leaseholders and four residential properties which officers understand to be held as investments and let on Assured Shorthold Tenancies (ASTs). Clifton Rise comprises six properties within the red line boundary owned by six freeholders; five of these have retail businesses with residential flats above. Again, at this stage, officers have been unable to establish the occupational status of these properties. The remaining property is owned and occupied by the BWA Muslim Cultural Centre and Mosque and is considered later in the report in section 10.
- 4.8 On the northern side of Achilles Street there are two sites which are contained within the red line boundary, one owned by the owners of the Venue, the other by another freeholder on New Cross Road.
- 4.9 The area around Achilles Street was first identified as a potential development site when, in July 2012 the Council embarked on New Homes, Better Places programme to build new Council homes in response to a series of on-going housing policy and delivery challenges, most notably an enduring under-supply of new affordable homes available to the Council to meet housing demand.
- 4.10 Capacity studies were carried out to consider at where it would be appropriate to deliver "infill" housing developments on Council owned land across Lewisham. A garage site between Achilles Street and Fordham Park, next to Azalea House was identified as a potential infill opportunity.

- 4.11 Mayor and Cabinet granted permission to investigate the potential to deliver approximately 18 units on the site on the 4th December 2013. David Miller Architects were then appointed to design an infill block on the site of the seven garages.
- 4.12 The outcome of this process was a proposal for a 22 unit infill block for the garage site, in a six storey block that contained 2 one-bed and 20 two-bed apartments. A consultation event took place in June 2014 to discuss the proposals with local people.
- 4.13 During the course of this design work and the consultation, a number of issues were raised with the condition of the homes on the existing estate, including poor security, persistent damp, vermin, parking, traffic and unusable space in between blocks.
- 4.14 It is important that Lewisham seeks to optimise development in appropriate locations in accordance with the Mayor of London's policies. The focus for this intensification is going to be in highly accessible locations. PTAL is a measure used by TFL to rate locations by distance from frequent public transport services. The area around Achilles Street has very high PTAL ratings of 6A and 6B due to its excellent transport connectivity. This, combined with the relatively low density of the current estate, means that a new build block of 22 homes would not realise the full potential of the area to provide new homes in accordance with the London Plan, in particular Policy 3.4 which specifically seeks to optimise housing output.
- 4.15 To ensure that the full potential of the area to provide new homes was properly investigated, and to look at options for solving the issues that were raised with the current estate, officers have undertaken a more comprehensive assessment of how, in principle, the number of new homes that could be developed could be optimised, while seeking to protect and sustain the existing community in the area.
- 4.16 Karakusevic Carson Architects (KCA) were appointed to undertake this assessment in late 2015. KCA then worked to design proposals for redeveloping the area around Achilles Street to re-provide homes for all existing residents, provide new homes in addition, provide an increased amount of student accommodation and to improve and increase the available commercial space.
- 4.17 The process to date has sought to involve the current residents of the Achilles Street area in the process from the very earliest stage of this wider assessment. Since January 2016, the proposals were developed through significant consultation with residents, business owners and other local people. By engaging residents throughout, the plans have benefitted greatly by being actively shaped by residents' preferences.

5 Commitments to the Achilles Street Community

- 5.1 To enable residents and others to engage as meaningfully as possible with the process, officers have committed to residents and local businesses that a wider rebuilding of the estate would only go ahead if:
- All current council tenants who wish to stay in the new development will be able to do so with the same rent levels and tenancy conditions that they have today;
 - Any resident leaseholder who wishes to will be able to remain in home ownership on the new development;
 - We will build as many new council homes as possible, to be let at social rent levels;
 - In addition to new council homes, more affordable homes of other types, such as shared ownership, will also be provided when any additional homes are built;
 - All affected businesses will have the opportunity to take some of the new commercial space created if the redevelopment goes ahead.
- 5.2 For clarity, the term “same rent levels” used in the first commitment means that council tenants will pay social rent in their new property. This rent may be different if their new property has a different number of bedrooms, and the rent in the new property will be subject to the same proportional increases that their old property was.
- 5.3 The proposals has been designed with these commitments in mind. Section 6 describes the redevelopment option in more detail, but the principle point to note at this stage is that, by phasing the redevelopment and building on the garage area first as part of an overall strategy for the area, it would be possible to build a block into which existing residents could move before any wider demolition takes place. If this block were to be built and owned by the Council it would enable the commitments in relation to existing tenants and leaseholders to be met.
- 5.4 The commitments set out above could become the basis for all estate redevelopment proposals taken forward by the Council to provide as much certainty as possible to Lewisham residents who may be affected.
- 5.5 It is clear that if the redevelopment proposals go ahead, there will be a degree of disruption for the community around Achilles Street throughout the construction period. Therefore, it is important that the proposals are shaped in a way that they genuinely benefit the existing community. The new development will create a number of significant positive outcomes that can be delivered in terms of high-quality new housing, a significant number of new Council homes and wider place-making benefits.
- 5.6 The Council is also currently consulting on the draft principles that will form a new Residents’ Charter that will provide a set of guarantees to all Lewisham residents whose homes will demolished and re-provided as a result of Council led development.
- 5.7 The draft principles were based on the commitments made to Achilles

Streets residents, and have been informed by consultation and engagement work both with Achilles Street residents and on other Council led projects across the borough.

5.8 Once the Resident's Charter is adopted it will apply to the residents on the Achilles Street Estate.

5.9 The draft principles of the Residents' Charter are:

1. **Before any estate regeneration, a Residents' Ballot will take place to give you a say in the future of your estate.** To help you make an informed decision, we will make you a formal offer - in writing – which you can then choose to accept or reject in the ballot.
2. **We guarantee to build more homes for social rent.** Any proposals for estate regeneration will be driven by our priority to increase genuinely affordable homes.
3. **We will regularly communicate with all residents** writing to everyone at least once every three months in the run up to a Residents' Ballot and throughout the design, planning and eventual construction process, presenting transparent information that is accessible to everyone.
4. **Everyone will help shape the proposals** and all estate residents will be encouraged to participate in the design process and nominate individuals to form a Residents' Steering Group which will work alongside the Council's Estate Design Team to help inform decisions through the design, planning and construction phases.
5. **If you are a Council tenant who wishes to stay, you will be guaranteed a new home at a social rent level, with the same tenancy conditions that you have today** and a Housing Needs Assessment will ensure you are provided with a home that matches your requirements.
6. **If you are a resident leaseholder or freeholder who wishes to stay, you will be guaranteed to remain in home ownership.** You will be given the opportunity to transfer the equity from your current home, into a new home.
7. **We will always strive to create and strengthen thriving communities that are inclusive and sustainable for existing and new residents,** supporting new jobs, choice of shops, leisure and high quality open space wherever we can.

5.10 These principles go beyond the commitments made to residents on the Achilles Street estate, but they are currently being consulted on, and so are not yet finalised. For the avoidance of doubt, this means that the Council is committing to honour both the original 5 commitments made to Achilles Street residents set out in 5.1 in this report, and the Residents' Charter when it is adopted.

6 Redevelopment Proposals

6.1 The area around Achilles Street was first identified as a potential site for

new homes in a feasibility study carried out for the Council by PTE architects in December 2012.

6.2 As part of the New Homes Better Places programme sites were assessed based on the following principles:

- Preference for sites with a capacity of more than 10 homes
- Underused and or redundant land
- Locations which are popular for both rented and homes for sale
- Places which may benefit existing as well as new residents

6.3 As set out in the background section of this report the garage site between Achilles Street and Fordham Park, next to Azalea House met these criteria and an infill proposal was prepared. The infill proposal was then put on hold, while the potential to develop a greater number of new homes, and within that a greater number of affordable homes, through redevelopment of the area was explored.

6.4 From late 2015 the Council worked with KCA on these redevelopment proposals to properly investigate would could be built in the area around Achilles Street.

6.5 The redevelopment proposals for the area around Achilles Street have been worked on by Karakusevic Carson Architects (KCA) in partnership with Bell Phillips Architects and 5th Studio. The proposals have currently been progressed to RIBA Stage 2. Indicative drawings of the proposals are attached as **Appendix C**.

6.6 The proposals encompass the entire area within the redline plan that is included as **Appendix A**. Although they have not been progressed to a very detailed stage, they indicate that the potential uplift in the number of units that could be delivered on the site are:

<i>Type</i>	<i>Existing Estate</i>	<i>Redevelopment Proposals</i>	<i>Uplift</i>
Homes	87	471	+384
Student Accommodation	93	180	+87
Commercial Space	2420m ²	2830m ²	+410m ²

6.7 All of the proposed homes could be built to modern energy efficiency and space standards, with every home being dual aspect.

6.8 The proposals also make significant improvements to the public realm, including improvements to the park and the creation of new spaces.

6.9 However, the design work carried out by KCA so far does not represent

the final scheme that will be delivered on Achilles Street, but instead what might be possible to achieve through redevelopment.

- 6.10 There is still a significant amount of detailed design work to be undertaken before the redevelopment proposals can be finalised, but the plans provide an indicative number of new homes and public realm strategy.
- 6.11 The redevelopment process will take a number of years to complete, estimated to be eight years from start on site to practical completion. During this time it will involve a significant investment of resources from the Council and Lewisham Homes.
- 6.12 Both the disruption and environmental impact of the demolition and rebuilding involved will also need to be taken into account, and all redevelopment proposals must seek to reduce any negative impact caused.
- 6.13 The development of these options is at an early stage, and more technical and financial work will be required following a positive vote in a resident ballot, before there can be certainty over the amount and type of new affordable homes that might be built. Viability work is ongoing with the aim to optimise the amount of affordable housing that will be delivered on site.
- 6.14 Officers have modelled a number of scenarios based on the early work that has been done on the re-development option which shows that at this stage, it appears possible to deliver a scheme that provides 35% social rented units. This is considered to be the benchmark that officers will work to with a view to increasing this as the scheme progresses.
- 6.15 In order to achieve this level of genuinely affordable housing, officers will keep all options under review in terms of density, types of housing and different delivery routes.
- 6.16 Should residents vote in favour in of redevelopment in the Resident Ballot, the Council will need to appoint an architect to do more detailed design work on how new homes could be delivered on the Achilles Street estate. Part of the offer made to residents will detail how this selection process will work, and how it will be shaped by the Achilles Street residents.

7 Next Steps – Developing a Resident Offer Ahead of a Ballot

- 7.1 The design work completed so far shows that it is possible to achieve a significant uplift in the number of homes provided in the Achilles Street area, and that a lot of the issues raised during consultation with the current residents could be solved through comprehensive redevelopment.
- 7.2 The next step is to develop an offer for all residents on which a resident ballot on whether or not to proceed with the redevelopment of the Achilles Street estate can be held.

7.3 As set out in the GLA funding condition on resident ballots, an offer to residents must contain:

- The broad vision, priorities and objectives for the estate regeneration, including information on:
 - Design principles of the proposed estate regeneration.
 - Estimated overall number of new homes.
 - Future tenure mix.
 - Proposed associated social infrastructure.
- Details of the full right to return or remain for social tenants living in homes that are to be demolished.
- Details of the offer for leaseholders and freeholders of homes that are to be demolished.
- Commitments relating to ongoing open and transparent consultation and engagement.

7.4 Some elements of this offer have already been established by the design work completed so far, and the basic principles of the right to return for social tenants and the offer for leaseholders and freeholders has been set out in the commitments made to Achilles Street residents, and will be covered by the principles of the Residents' Charter once it adopted.

7.5 However, during the consultation process, it was brought to the attention of officers that tenants and leaseholders on the Achilles Street estate felt that they were not being given enough certainty as to what offers may be available to them if the redevelopment went ahead.

7.6 To properly address these concerns and to establish a robust offer for all residents, officers plan to visit all current residents on the Achilles Street estate to assess their housing situation, to work out if their needs are being met by their current homes and how new homes can be designed to meet their needs.

7.7 The offer will also include detail on how the ongoing design process will be shaped by the Achilles Street residents, including how they will help select an architectural design team to take the redevelopment proposals forward, and how the Council will work with a residents' steering group.

7.8 We anticipate that the process of creating a comprehensive offer for residents and testing it with them to ensure that it genuinely benefits the local community and that it is clear and easy to understand will take around six months.

7.9 Once we have set out a draft resident offer based on a process of engagement with the residents of Achilles Street, the draft offer will be presented back to Mayor and Cabinet to be finalised and to set a date for the Resident Ballot.

7.10 A Resident Ballot needs to take place within 6 months of the date that the resident offer is finalised and published.

8 Voluntary Leaseholder Buybacks

- 8.1 There are a number of leaseholders who live or own property on the Achilles Street estate who do not wish to remain living on the Estate and feel that the Council's redevelopment proposals are restricting their ability to sell their property or move away. To address this issue, the process of negotiating buybacks with any leaseholders who would like to move away from the estate should now commence. This would take place on an entirely voluntary basis.
- 8.2 Officers want to ensure that leaseholders who sell their home to the Council ahead of a Resident Ballot are treated equally to leaseholders selling after a "yes" vote on the resident offer. As such, it is recommended that home loss and disturbance payments equivalent to that which would be offered to leaseholders if the redevelopment proposals go ahead be applied now so as to incentivise early possession of land.
- 8.3 Although the scheme will be designed to accommodate all current residents, in some cases tenants may choose to take the opportunity to move away and, assuming residents vote in favour of the offer, they will be able to do so.
- 8.4 Being able to begin these voluntary negotiations and to make buy back offers, while at the same time developing a more detailed offer for any tenants and leaseholders who wish to remain living on the estate if redevelopment goes ahead, would go a long way to addressing the uncertainty that the proposals have caused until now.
- 8.5 The budget for starting these leaseholder buybacks and the home loss and disturbance payments is set out in the Part Two report.

9 Commercial Tenants, Businesses and Private Freeholders

- 9.1 As covered earlier in the report, there are a number of non-residential properties which are within the boundary of the potential development and which would be at risk of being displaced were a comprehensive redevelopment option to be pursued. These comprise a mix of private landowners and, mainly, retail leaseholders with either the Council or private freeholders as their landlord.
- 9.2 The consultation events were attended by a number of affected businesses, both leaseholders and freeholders. The Council has also met separately with owners of the Mosque, the Venue and properties on New Cross Road.
- 9.3 The biggest concern for affected businesses is, understandably, the uncertainty created by the proposals and what would happen to them should the redevelopment go ahead. The overall objectives of these proposals, amongst others are to, where possible, retain the character of

the area and the existing community, including businesses; but also to improve the provision and variety of commercial and employment space in the area.

- 9.4 Therefore, our aim is to retain as many existing tenants and businesses as possible and minimise disruption. That said, the reality is that all current businesses would be in some way affected should the comprehensive redevelopment proceed. The degree to which they will be affected will depend on multiple factors, including the scale of redevelopment, timing and phasing of development, the type and size of commercial re-provision and the Council's approach to land assembly strategy. However, it is possible that for some businesses it will mean permanently relocating from the immediate area. Where appropriate, practical and financial assistance will be provided to businesses and tenants to help deal with any such disruption.
- 9.5 Ultimately, the Council will be unable to provide 100% certainty to every single business in terms of their future; this will only become clearer further along the development process and, in the event that one is made, a Compulsory Purchase Order (CPO) is in place. Nevertheless, to help tenants and businesses who would like certainty earlier in this process and who are willing to negotiate with the Council, officers would like permission to negotiate buybacks of commercial properties and leases, on an entirely voluntary basis for those properties within the red line boundary. Further detail on the Council's approach to these buybacks is set out in Part Two of this report.

Assistance to Commercial Tenants

- 9.6 The period building up to a comprehensive redevelopment is the most unsettling for businesses and tenants, particularly those who do not own a freehold asset out of which they are operating.
- 9.7 The period of time between plans developing and coming forward, to when a decision is made and vacant possession is obtained is highly uncertain. Therefore, it is proposed that the Council offers as much support as is practicably possible to tenants and businesses who will be affected. This will provide assistance to businesses to allow them to relocate either permanently or to a temporary unit prior to relocation back into the finished development. In terms of the former, it is proposed that the Council commits to:
- Undertaking early acquisitions to enable occupiers to move when they find suitable premises and making advance payments to assist with relocation expenses; although it should be noted this will only be available where the Council is in control of the freehold or long leasehold interest as immediate landlord.
 - Giving Council tenants first right of refusal on Council owned shops elsewhere in the Borough;
 - Agreeing to fund and reimburse reasonable fees incurred to take professional advice;

- Pro-actively engage with local agents and landlords to identify suitable potential relocation opportunities; this will include engaging a local agent to work directly with tenants.

9.8 The Council has committed that all businesses are given the opportunity to bid for premises as they become available, and as the design work progresses the Council will work closely with the affected businesses to make sure that the new commercial space created meets their needs, in terms of floorspace, uses and fit outs.

10 BWA Muslim Cultural Centre and Mosque

10.1 The BWA Muslim Cultural Centre and Mosque (BWA) is based in one of the properties along Clifton Rise on the corner of Achilles Street, which falls within the proposed area that will be redeveloped.

10.2 The Council recognises the important role that the BWA Muslim Cultural Centre and Mosque plays in the community and wants to ensure that the BWA is not negatively affected if the redevelopment proposals go ahead.

10.3 Officers are engaging with BWA to make sure that they form a central part of the redevelopment proposals and, as part of this have facilitated design workshops between Karakusevic Carson Architects and the BWA to explore different options as to where the BWA could be based if the proposals are taken forward. It is important that if the Achilles Street area is redeveloped the BWA can continue to provide space for education and worship for the New Cross area.

11 The Venue

11.1 The Venue nightclub and adjacent former Bank Building on New Cross Road and Clifton Rise, together with land fronting Achilles St, is owned by Light Act Ltd. The current Scheme proposals involve redevelopment of the land owned by Light Act which fronts Achilles St. The proposals do not involve the Venue or the Bank, both of which are listed buildings. Light Act use the land on Achilles St for storage, servicing, deliveries and emergency access and escape routes for customers.

11.2 Officers have met with Light Act and its advisors on a number of occasions, most recently following correspondence received in which Light Act made representations opposing redevelopment of their land, mainly due to the following reasons, which they state would ultimately result in their inability to operate and eventual closure:

- Loss of emergency escape routes for customers;
- Loss of a suitable servicing a delivery area given the size and type of delivery vehicles used to service the operations;
- Concerns over adjacency of new residential to a late night music venue.

- 11.3 Officers recognise the historic and valuable contribution the Venue makes to the New Cross area and are wholly committed to supporting it and any future operation.
- 11.4 Officers commit to further engagement with Light Act and its advisors on how proposals can be redesigned to mitigate the valid concerns raised thus far. Officers will continue to engage with Light Act and work closely to bring forward proposals which provide satisfactory mitigation.

12 Dean House and Deptford Challenge Trust

- 12.1 Dean House is a student housing block providing 93 beds that are currently leased to Goldsmiths. It was built in the mid-1990s using grant money from Central Government, used to carry out a City Challenge Action Plan for the area. Deptford City Challenge Ltd (DCC) was incorporated to implement the Action Plan on the Council's behalf and at that point it was the registered freeholder of the property. DCC was wound up in the late 1990s and a separate charitable trust, Deptford Challenge Trust Ltd (DCT), was set up to continue that work and, using the income generated from the lease to Goldsmiths, funds various voluntary and community sector organisations and their work in Deptford and parts of New Cross.
- 12.2 In 1999, the Council entered into a deed with DCT under which it collects rent from Goldsmiths and provides general asset management functions, passing that income directly on to DCT in return for a minor percentage to cover administrative fees. As a result, the Council is now the registered freeholder of the site. The lease to Goldsmiths began in 1996 and is due to expire in 2021.
- 12.3 Council Officers have met with DCT to explain the redevelopment proposals and that if they proceed then the lease to Goldsmiths will come to an end with DCT no longer receiving an income from that source. It is intended that arrangements are put in place with DCT which safeguards their income stream in the long term, although the details of how this will work will need to be negotiated with the DCT.
- 12.4 It is proposed that officers now engage with DCT to explore whether agreement can be reached. Any agreement reached between the Council and DCT will need to be approved by the Secretary of State.

13 Project Spend to date

- 13.1 The below table sets out the project spend to date across the financial years 15/16, 16/17 and 17/18 since work began on the redevelopment proposals for the Achilles Street area:

<i>Project Item</i>	<i>Cost</i>
Site Surveys, Feasibility, Design Work, Consultation and Engagement	£244,658

Consultation w	£338
Planning Fees	£2,260
Valuation, Cost and Viability Work	£33,461
Council Staffing	£28,641
Total Project Spend to Date	£309,358

13.2 This spend is against a currently agreed budget of £324,020.

14 Financial Implications

14.1 The full financial implications are set out in Part Two of this report.

15 Legal Implications

15.1 The Council has a wide general power of competence under Section 1 of the Localism Act 2011 to do anything that individuals generally may do. The existence of the general power is not limited by the existence of any other power of the Council which (to any extent) overlaps the general power. The Council can therefore rely on this power to carry out housing development and to act in an “enabling” manner with other housing partners.

15.2 The proposals referred to in this report are continuing to be developed. Detailed specific legal implications will be set out in subsequent reports to Mayor & Cabinet. Section 105 of the Housing Act 1985 provides that the Council must consult with all secure tenants who are likely to be substantially affected by a matter of Housing Management. Section 105 specifies that a matter of Housing Management would include a new programme of maintenance, improvement or demolition or a matter which affects services or amenities provided to secure tenants and that such consultation must inform secure tenants of the proposals and provide them with an opportunity to make their views known to the Council within a specified period. Section 105 further specifies that before making any decisions on the matter the Council must consider any representations from secure tenants arising from the consultation. Such consultation must therefore be up to date and relate to the development proposals in question. For this reason, it will be necessary to carry out formal Section 105 consultation on these proposals at the appropriate time and for the Mayor to consider the response to the consultation before any proposal is implemented.

15.3 The basic statutory position is that secure tenants will be rehoused and will be entitled to home loss and disturbance payments. Leaseholders will be entitled to receive market value for their properties as well as home loss and disturbance payments where appropriate in accordance with the Land Compensation Act 1973. In addition, this report recommends that a Landlord Offer is developed that will enable a Resident Ballot on the Achilles Street redevelopment proposals to take place.

16 Crime and disorder implications

16.1 The design for any new homes will incorporate recommendations from the police via the Secured by Design principles.

17 Equalities implications

17.1 An Equalities Analysis Assessment will be undertaken as part of the further work in order to assess the impacts of the proposals and this will be presented to Mayor and Cabinet for consideration.

17.2 The Equality Act 2010 (the Act) introduced a new public sector equality duty (the equality duty or the duty). It covers the following nine protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

17.3 In summary, the Council must, in the exercise of its functions, have due regard to the need to:

- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- advance equality of opportunity between people who share a protected characteristic and those who do not.
- foster good relations between people who share a protected characteristic and those who do not.

17.4 The duty continues to be a “have regard duty”, and the weight to be attached to it is a matter for the Mayor, bearing in mind the issues of relevance and proportionality. It is not an absolute requirement to eliminate unlawful discrimination, advance equality of opportunity or foster good relations.

17.5 The Equality and Human Rights Commission has recently issued Technical Guidance on the Public Sector Equality Duty and statutory guidance entitled “Equality Act 2010 Services, Public Functions & Associations Statutory Code of Practice”. The Council must have regard to the statutory code in so far as it relates to the duty and attention is drawn to Chapter 11 which deals particularly with the equality duty. The Technical Guidance also covers what public authorities should do to meet the duty. This includes steps that are legally required, as well as recommended actions. The guidance does not have statutory force but nonetheless regard should be had to it, as failure to do so without compelling reason would be of evidential value. The statutory code and the technical guidance can be found at: <http://www.equalityhumanrights.com/legaland-policy/equality-act/equality-act-codes-of-practice-and-technical-guidance/>

17.6 The Equality and Human Rights Commission (EHRC) has previously issued five guides for public authorities in England giving advice on the

equality duty:

1. The essential guide to the public sector equality duty
2. Meeting the equality duty in policy and decision-making
3. Engagement and the equality duty
4. Equality objectives and the equality duty
5. Equality information and the equality duty

17.7 The essential guide provides an overview of the equality duty requirement including the general equality duty, the specific duties and who they apply to. It covers what public authorities should do to meet the duty including steps that are legally required, as well as recommended actions. The other four documents provide more detailed guidance on key areas and advice on good practice. Further information and resources are available at:

<http://www.equalityhumanrights.com/advice-and-guidance/public-sector-equalityduty/guidance-on-the-equality-duty/>

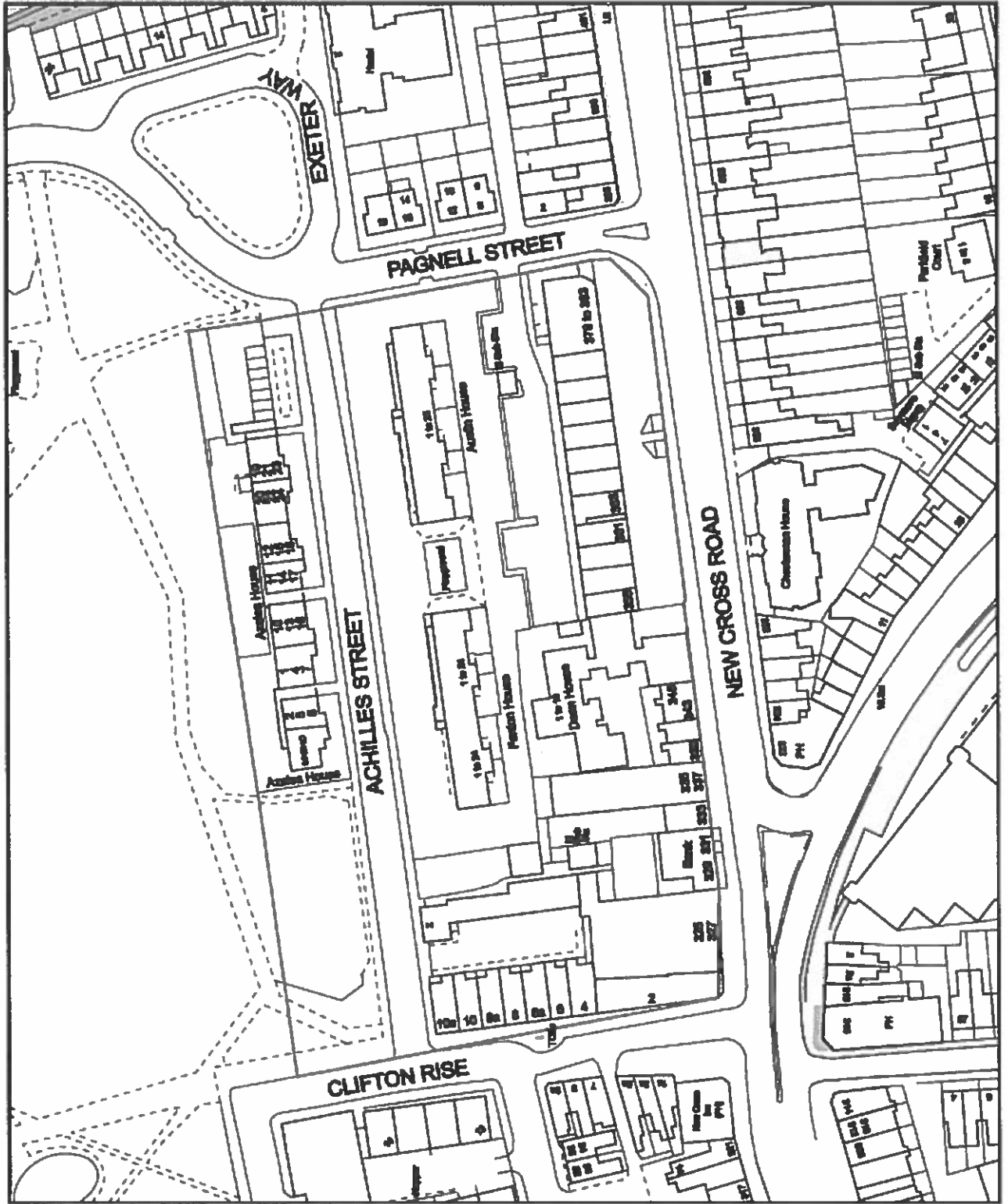
18 Environmental implications

18.1 There are no environmental implications arising directly from the recommendations set out in this report.

19 Background Documents and Report Originator

19.1 If you have any queries relating to this report please contact Osama Shoush on 020 8314 7692.

Appendix A – Achilles Street Area Redline Plan



Appendix B – Consultation Summary

1 The Consultation Process So Far

- 1.1 All residents in the Achilles Street were first contacted in January 2016 through posters put up in the area and by letters informing that the Council was looking to provide new homes in the area and wanted to improve the existing neighbourhood.
- 1.2 The first consultation event took place on Thursday 4 February 2016, where officers asked what people liked and did not like about the current estate, and what they felt could be improved on the estate.
- 1.3 As only nine residents from the area around Achilles Street attended it was decided that the event should be followed up with door knocking on the Achilles Street estate to ensure that more people were spoken to and more views raised. This took place on Wednesday 17 February 2016, 28 residents were spoken to, and 24 gave answers to the same questions that were asked at the first consultation event. The comments we received at both the event and through door knocking are summarised below:

Question	No. of Comments	Summary of Responses
What things do you value about your neighbourhood today?	39	<ul style="list-style-type: none">• The connectivity, public transport alternatives (two over ground stations) and being close to Fordham Park are the main things that people value.• The neighbourliness, security and smaller scale of the estate is also mentioned as positive as well as being close to Goldsmiths and Deptford Market.• Good Schools.• Good Neighbours.
What things could be improved in the neighbourhood?	40	<ul style="list-style-type: none">• A few comments focus on the wider area – how housing should work in a city, the landscaping of the public realm and to make better use of the space in between the blocks (back of Fenton and Austin House).• Most comments concerning the existing blocks. Waste management and protected bin stores are key issues as well as security (lifts, communal areas, lighting, tail-gating and problems with guests from the nearby hostel and the Venue).• Another group of comments focus on the quality and size of the flats; mould, damp

		<p>and low water pressure are persistent issues.</p> <ul style="list-style-type: none"> • A new build or refurbishment of the existing buildings preferred as they are in a poor state. • Better use of the park for youths and children. • Parking situation around the site.
Is there something missing in the neighbourhood?	17	<ul style="list-style-type: none"> • Market and new shops, a community space (for live music and gatherings) as well as allotments and gardening are all suggestions that the area could benefit from. • Better sport and activity facilities in the park. • Cinema.
What things do you value about your home?	30	<ul style="list-style-type: none"> • The views over the park and the full balconies are mentioned as positive alongside good acoustic insulation (both from neighbours and the venue). • On the other hand a few comments complain about the lack of storage, dampness and poor (or no) balconies. • The location and the area. • Refurbishment or new build would be welcome.
What are your thoughts on parking and traffic?	33	<ul style="list-style-type: none"> • Comments praise the connectivity and the trains and the buses but go on to say that the roads are extremely congested (New Cross Road and Pagnell Street in particular). Achilles Street is used as a rat run. • Comments state that there is too much parking and a common suggestion is that parking should be for residents only. • Commuter parking, cars from neighbouring blocks (the new development), school drop-offs are all mentioned as unwanted cars. • Parked cars and the steep topography further complicates accessibility.
Any other comments or suggestions?	12	<ul style="list-style-type: none"> • If people can be rehoused within the area and if a new development is affordable it is deemed as a good idea. • The noise from the Venue at weekends. • People not living in the area disturbing the order. • To introduce residents parking permits.

1.4 Key positives about the Achilles Street area and the homes there identified from these initial consultations are:

- Location and access to transport
- Proximity of Fordham Park
- The sense of community

1.5 Key negatives identified were:

- Parking and traffic on the current estate
- The current conditions of the blocks with damp a persistent issue
- Security of the current estate

1.6 Responding to the points raised at the consultation, officers worked with KCA to design the first redevelopment proposal for the Achilles Street area. These proposals sought to build on the positive points raised at the first consultations, while addressing the negative factors that were also identified.

1.7 These first proposals were shown to residents, local businesses and other key stakeholders at the second consultation event that took place on Saturday 21 May 2016.

1.8 42 residents, local businesses and other key stakeholders attended this second consultation event to discuss the redevelopment proposals. Responses were recorded on both post-it notes and longer feedback forms. The responses are grouped thematically and summarised below:

<i>Theme</i>	<i>No. of Comments</i>	<i>Summary of Responses</i>
Accommodation	15	<ul style="list-style-type: none"> • Desire for larger homes, more storage, better balconies, more flats with gardens, some four bed properties. • Want to move in to same sized property. • Comments concerned about the current standard of housing on the estate. • Others happy with current accommodation.
Parking concerns	11	<ul style="list-style-type: none"> • Parking is bad at the moment, it should be residents only • Commuter parking is a problem • Proposed parking should be underground
Relocation	12	<ul style="list-style-type: none"> • Would like to move back to the same location • Some happy to move twice if it means more choice • Others only happy to move once • Should be phased • Disagree with proposed phasing plan • All council tenants must be rehoused on the site or locally

Local Business	8	<ul style="list-style-type: none"> • Comments highlighting difficulties businesses face with moving and disruption that redevelopment would cause • Some concerns around the mix and quality of the current local shops • Other comments wanting local businesses to be retained.
Leaseholders	5	<ul style="list-style-type: none"> • Comments asking for more detail on the offers available to leaseholders. • Concerns over valuation process • Desire to stay on the estate
Communal Facilities	7	<ul style="list-style-type: none"> • Requests for Child's play needed close to new blocks, an outdoor gym, communal services including laundry, gym and café • Need to think about long term maintenance.
Affordability	7	<ul style="list-style-type: none"> • Desire for more genuinely affordable Council homes on social rents. • Comments asking for no overseas sales
Transport and accessibility	2	<ul style="list-style-type: none"> • Better street crossings for the main roads need including • Concerns with impact on stations
Comments on Design	10	<ul style="list-style-type: none"> • Concerns over height of tallest block • One Comment agreeing that redevelopment should take place. • Some concerns over increased density • One Comment asking for high environmental standards in new build properties. • One Comment asking for existing buildings to be retained.

1.9 Much of the discussion at the second consultation event was focussed on the process of regeneration; how tenants would be rehoused if the redevelopment goes ahead, what guarantees we could give to local businesses and what the offers for leaseholders would be. In response to these points officers worked to develop the Council Commitments that are set out in more detail in section 5 of this report.

1.10 Other key issues raised with the proposals were the height of the buildings, provision of new play space, how parking would be provided in a new scheme and the desire for more detail on what the proposed new buildings might actually look like.

1.11 In response to this over the summer of 2016 the redevelopment proposals were redesigned taking these feedback into account:

- The tallest proposed building was scaled back from 21/22 storeys down to 16 storeys, and repositioned to a location where overlooking will be less of an issue;
- Play space has been proposed on the edge of Fordham Park in between new housing blocks, which makes it safer for children to play in while bringing the park more into the estate;
- An under-croft to provide secure resident parking has been incorporated into the designs;
- Further design work was undertaken, a new model was produced and visualisations of what individual flats might look like were made to give a better idea to residents of what the new buildings might look like.

1.12 These revised proposals were presented back to residents and other key stakeholders on Saturday 5 November 2016. 47 people attended this consultation event, including a group from the BWA Muslim Cultural Centre which is included in the site boundary. The feedback received at this event is summarised below:

Theme	No. of Comments	Summary of Responses
Accommodation	6	<ul style="list-style-type: none"> • Poor quality of Fenton House highlighted • Comments agreeing that more homes are needed • "100% up for new development-would make the area look better" • One comment explaining existing overcrowding means more 4 beds required
Parking concerns	1	<ul style="list-style-type: none"> • Existing residents require adequate parking, so worried if the new estate would be car free
Relocation	3	<ul style="list-style-type: none"> • Would like to move back to the same location • Existing residents should get first choice over new residents • More information requested
Leaseholders	4	<ul style="list-style-type: none"> • Comment stating that leaseholders should get 2 x market price for their homes. • Don't want to join shared equity scheme • Leaseholders should be given a like for like flat without having to pay extra
Communal Facilities	7	<ul style="list-style-type: none"> • Mosque needs to be retained or given alternative facility if development goes ahead • New Cross mosque should be kept next to local park • Larger mosque is needed

Affordability	1	<ul style="list-style-type: none"> Concerned the area will become more expensive
Transport and accessibility	2	<ul style="list-style-type: none"> Achilles Street is well located near to central London Concerns about increased congestion
Comments on Design	4	<ul style="list-style-type: none"> Currently experience major noise and traffic issues, concern how this would be dealt with in new build Friday and Saturday night when the Venue empties between 2 and 5am. Lots of drunk people at the bus stop directly under our windows. Concern about overlooking. Comment praising the design.

1.13 Most of the comments received were concerning the process and understandably how each individual might be effected by the proposals if they went ahead. There was also significant interest expressed about how the BWA Muslim Cultural Centre would be impacted the proposals.

1.14 In response to the points raised it was decided that addressing the future of the BWA Muslim Cultural Centre should be handled as a separate piece of work due to the different focus and the need to provide reassurance to an important community group. This approach is detailed in section 12 of this report.

1.15 It was also brought to the attention of officers that some leaseholders on the estate were dissatisfied with the lack of certainty we could give on the exact details of how the leaseholder offer would work for them at this stage. To address this officers propose that a leaseholder and freeholder policy is developed that provides this detail for the leaseholder offer for the Achilles Street estate residents, so that they can better consider the options being considered. This proposal is set out in section 11 of this report.

1.16 Further design work was carried out during the end of 2016 and the start of 2017 when RIBA design stage 2 was completed. At this point the design had reached a stage where was advanced enough to demonstrate what may be possible to deliver if the estate is redeveloped, but still very flexible and open to different approaches. The designs were then presented to residents and other stakeholders on Saturday 25 February 2017.

1.17 At the event officers presented information on the three different options that could be happen with the Achilles Street estate, a "Retain Current estate Option" where no changes occur, an "Infill & Refurbishment Option" where the originally proposed 22 unit infill block is developed and the remaining blocks are refurbished, and the "Redevelopment Option", where an uplift of around 300-380 new homes is provided through the demolition of the existing blocks. Approximately 50 people attended this fourth main consultation event and the feedback received is summarised

below:

Theme	No. of Comments	Summary of Responses
Accommodation	2	<ul style="list-style-type: none"> • Sound insulation needs to be considered, currently an issue. • Comment praising size and layouts of proposal
Parking concerns	4	<ul style="list-style-type: none"> • Request for detail on how new parking arrangements would work and who would have designated parking spaces.
Leaseholders	1	<ul style="list-style-type: none"> • Leaseholders want concrete information, and guarantees as early as possible
Communal Facilities	1	<ul style="list-style-type: none"> • Play space is a good thing
Affordability	3	<ul style="list-style-type: none"> • Firm commitments on how much social housing would be re-provided.
Options for the estate	3	<ul style="list-style-type: none"> • Dissatisfaction with information on refurbishment options provided. • More information on costs requested.
Comments on Design	9	<ul style="list-style-type: none"> • Some praise for designs and layouts. • Concerns of increasing density. • Need to keep development as tenure blind as possible.
Other comments	5	<ul style="list-style-type: none"> • Comments expressing excitement for getting new homes • Comment asking the Council to move as quickly as possible to bring the scheme forward • Concerns over density, and heights

1.18 The majority of people at the event were supportive of the redevelopment proposals, although there were a few individuals who were very opposed to the proposals and wished to see no redevelopment take place. This divide in opinion is expressed in the comments recorded.

1.19 To help ensure that officers were taking into account the views of all of the residents who live on the Achilles Street estate a further round of door knocking was carried out on the evenings of the 15th and 16th of March.

1.20 Over the course of both evenings officers spoke to 33 households and recorded responses from 27. Residents were asked four questions, and it was then recorded if they were generally positive or negative about the proposals. The four questions were:

- Q1: Now that we have discussed the scheme with you, how do you feel about the proposal?
- Q2: What do you like about the proposed scheme?
- Q3: Can you think of any improvements to our proposal?
- Q4: Any other comments?

1.21 The responses recorded are summarised below:

Questions	No. of Comments	Responses
Q1: Now that we have discussed the scheme with you, how do you feel about the proposal?	27	<ul style="list-style-type: none"> • Generally positive answers, with people welcoming opportunity to get new higher quality homes. • Most people positive as long as they are guaranteed the right to remain on the estate. • One comment expressing confusion as to whether their home would be affected. • Negative answers focussed on people wanting to keep their home as it is, while the other two private tenants of non-resident leaseholders were also not in favour of the proposals.
Q2: What do you like about the proposed scheme?	24	<ul style="list-style-type: none"> • Accessibility of new buildings highlighted as a very important improvement. • Appreciate commitments that all tenants and resident leaseholders can remain on the estate • Liked the increased views of the park for most people
Q3: Can you think of any improvements to our proposal?	15	<ul style="list-style-type: none"> • Separate kitchens • More community facilities • More specific detail on the leaseholder offers • As much parking as possible • The quicker the better
Q4: Any other comments?	18	<ul style="list-style-type: none"> • Responses highlighted current issues with disabled people unable to leave their homes, overcrowding an issue for some tenants. • Reiteration of concerns over the parking, security and refuse on the current estate. • Issue raised of our lack of offer for private tenants of non-resident leaseholders. • Many stated their desire to remain on the estate

1.22 Of the 27 residents whose views were recorded, 22 were generally positive about the redevelopment proposals, while 5 were generally

negative. This proportion is reflective of most of the consultation events that have taken place.

1.23 The next consultation event that took place was a meeting for Achilles Street residents held on Friday 22nd June 2018 in Lewisham Council's Civic Suite. 20 residents attended along with Cllr Paul Bell, Cabinet Member for Housing, and Cllr Brenda Dacres, Cabinet Member for Parks, Neighbourhoods and Transport (job share) and local ward Cllr for New Cross.

1.24 At the meeting it was announced that the intention was to hold a Resident Ballot before any redevelopment takes place, and residents were asked what they would like to see in a resident offer. The discussions that took place are summarised below:

Theme	Summary of Responses
Consultation and Engagement Process	<ul style="list-style-type: none"> • Would like more meetings like tonight to be kept informed, also email and newsletter updates would be helpful • Delays in keeping residents informed - this needs to be improved • Language needs to be clearer on how social rents work • We need options to consider. • Community hasn't been involved. • Public meetings should be closer to home – maybe a Community fete • Interested in being part of the design process • Want to tour other new Council homes development, and to speak to the residents there.
What residents would like to see in the redeveloped scheme	<ul style="list-style-type: none"> • Car parking provision, will there be a permit scheme? • Underground car parking with electric charging points provided • The intercom - buzzer would need to be better quality than at present. cannot control the volume so sometimes very hard to hear what the caller is saying • Positive about the redevelopment, but want to make sure that any disruption caused by moving will be minimised. • More Council homes • Want walk-in showers • Better water pressure than current buildings • Want two lifts per core and the lift needs to be bigger – so it can be wheelchair accessible • Level access needed • Space for football and sports, an overlooked play space wanted • Dislike how current doors slam – would sliding doors work in the new development? • Want a solid balcony treatment – not railings

	<ul style="list-style-type: none"> • Want all existing residents to get a space in the new development • Desire for larger units to be available 3bed plus • There needs to be proper sound insulation between the flats to stop noise transference
Issues with current Estate	<ul style="list-style-type: none"> • Currently it's nigh on impossible to park on the estate or road during the day as this is used by commuters and the local school • There are ongoing problems with the entry doors to 363 New Cross Road, especially the rear access door. Can this be improved in the meantime? • Key maintenance problems - damp, condensation, non-flushing toilets • Current issues with damp, problems with the roof and poor guttering • Issues with internal plumbing • Rubbish collection is poor – and there is lots of dumping/fly-tipping • Complaints about dumped cars on the estate currently • Lack of storage an issue • Issues with Anti-social behaviour on the Estate • Current estate boundary with Fordham park doesn't feel safe
Concerns Expressed	<ul style="list-style-type: none"> • Businesses take time to set up and attract a loyal customer base, and it's difficult to make moving seamless • Worries that building homes for sale and rent will perpetuate the housing crisis • Concerns about the quality of New Build developments • Worry how the community will be affected by changes • Feeling that change isn't happening fast enough
Questions about the redevelopment process	<ul style="list-style-type: none"> • How will the redevelopment will be phased? • How much choice will there be about where new homes will be on the rebuilt estate? • Will residents who wish to will be able to move away from the estate? • How will the businesses currently on New Cross Road and Clifton Rise be impacted? • How Council rents are set? • Will there be rent increases on the new estate? • How will the Council fund the redevelopment?
Questions about maintenance and investment in the current estate	<ul style="list-style-type: none"> • How will the Council guarantee that maintenance will be dealt with better on the rebuilt estate? • What is the ongoing approach to repairs and maintenance on the current estate? • Why are some properties on Achilles Street in bad condition?

	<ul style="list-style-type: none"> • How much does the Council invest into the homes it manages?
Questions about how a ballot on the redevelopment proposals will work	<ul style="list-style-type: none"> • Will we be able to vote on different options such as infill and refurbishment? • Who will get to vote? Will it include the Mosque and the businesses?

1.25 Throughout the consultation and engagement process there have been some residents who are opposed to the redevelopment of the area around Achilles Street. If the recommendations contained in this report are agreed, officers will continue to consult with these – and all – residents to establish further the basis of these concerns and to ensure that the full spectrum of opinion among residents is recorded and considered at the point of any future decision about the options being considered.

1.26 As the consultations have progressed since the start of 2016 the design of the scheme has responded to concerns that residents raised, and consequently the redevelopment proposals have greatly benefitted from the feedback that was given. The later responses focus much more on the process of regeneration, and the specific details of the how each resident will be affected.

1.27 The recommendations in this report seek to enable officers to provide more clarity to all residents and business owners on how the redevelopment proposals will affect them.

1.28 Subject to Mayor and Cabinet approval to carry on working on the redevelopment proposals there will on-going consultation work with all residents and local businesses to shape an offer that will be made to all residents on which a Resident Ballot can take place. There could also be wider public consultation with local people in New Cross to give them an opportunity to give feedback on the future of their area.

Appendix C – Visualisations and Images of the Achilles Street Redevelopment proposals

