

Appendix 1 - Canada Water Social Regeneration Charter

Purpose and Principles

1. The Council and British Land will work together to achieve our shared objectives for the Canada Water Masterplan (CWM), the Master Development Agreement (MDA) and the Canada Water Social Regeneration Charter. Over the last two decades, Southwark has seen a variety of regeneration programmes delivered which has enabled us to rise from the 12th most deprived Borough in the UK (out of 326) to the 41st. We want to continue this improvement, and to continue to explore the best possible ways of improving the life chances for our residents.
2. A Social Regeneration Charter (SRC) is a high-level area-specific document informed by the Southwark Regeneration Framework. There is one Charter for every major regeneration area in Southwark. This document, the Canada Water Social Regeneration Charter (CWSRC), sets out the purpose of the charter, its development, policy context, baseline research and investment priorities for the area from both the perspectives of British Land and the Council. The Canada Water Place Action Plan (CWPAP), then details how we will implement and achieve the objectives for the area outlined in the New Southwark Plan, CWAAP and the CWSRC.
3. The CWSRC is jointly owned and managed by the London Borough of Southwark and British Land. It sits outside of the regulatory framework and requires innovative partnership working to successfully deliver the ambitions which could be delivered with capital programmes delivering physical amenities ('hardware') or via social and economic initiatives and programmes ('software').
4. Details of social/economic initiatives and programmes will evolve as the project progresses and depending on resources that can be attracted, will be informed by community input and progress measured against indicators. The charter also provides a framework for other partners to participate in it, such as neighbouring developers in Canada Water and the wider borough.
5. The CWSRC will need to be aligned with the Southwark Social Regeneration Framework, wider Council priorities and programmes, other key Council initiatives e.g.: The Great Estates Programme, Local CIL, Community Investment Plans and Bermondsey and Rotherhithe Community Council directions. Priorities should also have regard to Council investment plans and be based on an evaluation of needs which are not being met from mainstream programmes.

Charter Development

Social Regeneration Framework 2017

6. In September 2017, Southwark Council adopted the Social Regeneration Framework which sought to build on our commitment to invest in communities across the borough and embed the principle of regeneration for all across the council. The framework has 3 primary objectives:
 - A borough wide, partnership approach to improving the wellbeing of all current and future generations.
 - A one-Council approach to ensure all our assets are used and aligned effectively to bring about improved well-being for people and places across Southwark.

- Wellbeing as a primary outcome of all our work.

The Southwark Conversation 2017

7. The Southwark Conversation was carried out between October and December 2017. 3,000 people took part in the Council's most far-reaching consultation, asking residents how they feel about change in our borough. The results of the Southwark Conversation were used to update our Social Regeneration Framework. Core Principles of the emerging framework have been developed in recent months:
 - life opportunities, good health and well-being for all
 - communities and future generations
 - reducing inequalities.

Canada Water Masterplan Social Regeneration Charter (British Land)

8. On 13th March 2018, Cabinet endorsed the four interwoven themes set out in British Land's Canada Water Masterplan Social Regeneration Charter. These priority areas focused on education, employment, health and community:
 - A place to learn and grow
 - A place to work
 - A place to be healthy and happy
 - A place to belong
9. [The British Land Social Regeneration Charter](#)¹ was submitted as part of the Canada Water Masterplan outline planning application. The document sets out BL's intention to ensure that the physical changes go hand in hand with social, health and economic benefits for those living, working and spending time in and around the Canada Water area. The charter document will not be formally approved as part of the regulatory process but serves to support the planning application. This document has informed the development of the Council's SRC and the two will be further aligned to form a joint, working, charter over the coming months.

Canada Water Context

Canada Water Area Action Plan 2015

10. In November 2015 following an extensive programme of consultation the council adopted the [Canada Water Area Action Plan \(CWAAP\)](#)² which will guide development in the area in the period up until 2026. The CWAAP identifies that the "focus of development within the AAP will be a core area around Canada Water" and that this area is most suitable for more development and change due to its character, public transport accessibility, and opportunity and capacity for growth.
11. The Rotherhithe peninsula was transformed during the 1980s and 1990s with over 5,500 new homes built during this period along with the shopping centre and the Harmsworth Quays Print Works. Through the CWAAP, a second opportunity to

¹ <http://www.canadawatermasterplan.com/wp-content/uploads/2018/05/Masterplan-Social-Regeneration-Charter-May-2018.pdf>

² <https://www.southwark.gov.uk/planning-and-building-control/planning-policy-and-transport-policy/development-plan/area-action-plans>

regenerate the area (see Appendix 2) including the substantial amounts of surface car parking, the out-of-town style shopping and entertainment facilities to create a new town centre for Rotherhithe and for Southwark is recognised and supported.

Canada Water Masterplan and Master Development Agreement

12. In March 2018, Cabinet agreed to enter into a long-term partnership with British Land, (MDA) to combine existing property interests within this core area to deliver a masterplan which is consistent with the scale and ambition established by the CWAAP. The agreement covers three main sites with the ability include other land in time: the former Print Works, the Surrey Quays Shopping Centre and, the Mast Leisure Centre. All land is owned freehold either by the Council or BL and all of the Council freehold land (other than some small sections of amenity land and highway) is occupied by BL under a number of long leases.
13. Following the exchange of a conditional agreement in May 2018, British Land subsequently submitted an outline and detailed phased application, which subject to planning seeks permission for a maximum total development of up to 656,050 (GEA sqm). This quantum of development is proposed to be allocated across 12 development zones.

Baseline Research

Local engagement - British Land

14. In parallel to the CWAAP being developed, British Land has been engaging with the local community on the masterplan formally and informally, including via the consultation process since 2014, forging stakeholder relationships, commissioning socio-economic research and with their own community investment programme. Through this work which over 5,000 individuals have been engaged with, BL has grown strong links with a range of community organisations, helping to inform their understanding of local priorities and providing an evidence base for the development of the CWSRC.
15. Key themes to emerge have been around ensuring the masterplan creates a place for everyone, respecting and reflecting local heritage and environment and ensuring provision of social infrastructure to support the new and existing population.

Socio-economic research - Social Life (commissioned by British Land)

16. At the end of 2017, British Land commissioned Social Life³ to look at the social and economic conditions in the community around the masterplan area and develop a baseline of research, as requested by the Council in the September 2017 cabinet report.. This research included both secondary and primary data collection, and reinforced several of the themes which arose through the wider, and ongoing consultation, alongside some new. This work complemented the ongoing BL consultation feedback which helped inform the social regeneration priorities for the area.
17. Social Life are a social enterprise specialising in research exploring how people are affected by changes in the built environment.

³ <http://www.social-life.co/>

18. Street surveys and stakeholder interviews were carried out, which explored in-depth perspectives on the area from those who work locally, or participate in local organisations. This was an initial benchmarking exercise to establish a picture of local conditions and set a baseline from which indicators can be used to measure success, monitor progress and understand impacts of the substantial changes to the Canada Water area over time.

A small extract of the findings:

- Strong levels of satisfaction with the local environment, in particular the area's green spaces and waterways, as well as the peace and quiet associated with the peninsula. Southwark Park is highly valued by local residents.
- High levels of childhood obesity, this echoes wider trends in the borough. Rotherhithe ward has slightly higher levels than Surrey Docks ward (Ward Profile, 2016).
- Isolation is considered a key health issue which particularly affects the elderly population. It is said to be exacerbated by poor transport connections around the peninsula, as well as the displacement of younger generations due to rising housing costs. In addition some young professionals with few connections in the area are also said to be at-risk or experiencing isolation.
- High levels of belonging, stronger than in comparable areas. Short-term residents tend to have a slightly lower sense of belonging.
- Complex and multi-layered divisions within the community – the often repeated notion of “us” and “them” refers to many different actors and groups.
- The area's past is very important to some residents with high levels of interest in local history. However, there are different narratives around the area's heritage and meanings of ‘the past’.
- Employment categories differ between the two wards. Surrey Docks ward has a higher proportion of residents in high level occupations and lower proportion of elementary and skilled trades occupations, compared to Southwark and London. Rotherhithe ward is more in line with borough averages. This is also reflected in the levels of educational qualification within the wards.
- Around a quarter of respondents considered themselves to be working locally, however the majority of residents feel there are no local job opportunities, or that opportunities are limited to low-paid sectors such as retail and hospitality. Approximately half of residents who do not already work locally would like to do so.

Extract from Social Life socio-economic baseline key findings January 2018

Local Engagement – Southwark Council

19. The Southwark Conversation was carried out between October and December 2017. 3,000 people took part in the Council's most far-reaching consultation, asking residents how they feel about change in our borough. 564 respondents (20%) were from the Bermondsey & Rotherhithe Community Council Area, whose responses are set out below. An [initial report](#), setting out the key themes was published in March 2018.⁴

⁴ <http://www.southwark.gov.uk/engagement-and-consultations/have-your-say/community-conversations/southwark-conversation>

- **'Housing'** together with **'public realm'** and **'transport'**, were themes most frequently associated with change in the borough and improving people's living experience.
- **'Public realm'**, **'transport'** and **'things to do'** were all mentioned as important in response to what the council can do to support people to live healthier lives.
- **'Education'**, **'services & activities'** and **'employment & training'** were seen as most important in supporting future generations and **'community'** was the biggest factor in making a place a good neighbourhood to live in.
- In Bermondsey and Rotherhithe, 66% of respondents feel wholly or partly positive about change in the borough and 53% feel they have personally benefitted from change
- Nine main themes were identified in the overall analysis of responses but some were mentioned more than others
- Engagement and communication are seen as most important in actively involving local people in change
- People like the approach of the Southwark Conversation

Evidence Base (Canada Water Area Action Plan)

The adopted CWAAP is based on a number of studies and documents used to support the policies and plans set out in the document. These are a combination of area-specific and borough wide studies on design, heritage and character, economy, employment and business, health, housing, infrastructure, transport and viability. These reports can all be found on the Council website.

The following area-specific studies form part of the CWAAP evidence base:

- Canada Water public realm improvements study (2009)
- Canada Water public realm improvements study (2009)
- Canada Water AAP Business and retail background paper
- Canada Water AAP SINC's background paper (2011)
- Canada Water energy study (2009)
- Canada Water housing background paper (2014)
- Housing development capacity assessment (2011) Canada Water
- Housing requirement study (2009) - Bermondsey and Rotherhithe
- Affordable Housing SPD (2008)
- Southwark affordable rent study December 2017
- Canada Water Infrastructure background paper (2014)
- Canada Water utilities infrastructure strategy (2009)
- Rotherhithe multi-modal development impact study (2010)

Priorities – investment and initiatives

Council's Investment Plan

20. The council is investing over £300m in Rotherhithe and Surrey Docks wards. A snapshot of current and planned council investment is shown in Appendix 3. Please note the assumptions made in presenting this current and pipeline cross-departmental investment.
21. The priorities include capital programmes ('hardware') such as housing delivery, school expansion, public health programmes, LIP highways improvement, and grant programmes ('software') such as Cleaner Green Safer and Voluntary and Community Services to deliver community outreach projects in the area. As the masterplan progresses, it is intended that additionality is created through the CWSRC and details of these initiatives and programmes could evolve and be enhanced in terms of investment and outcomes.

Housing & the Great Estates Programme

22. The Housing and Modernisation Investment Planning Team, Housing and Modernisation team have a comprehensive delivery programme for the area spanning up to 2026. This comprises committed investment of £84m for Direct Delivery sites and homes within the Quality Housing Investment Programme (QHIP). £35m of this investment is has either been approved by Planning or is in pre-Planning stages. £49m of this investment is programmed into annual pipeline delivery programmes. The housing estates which make up this programme include:

Estates included in the Quality Housing Investment Programme (Rotherhithe and Surrey Docks wards)	
Rotherhithe ward	
	i. Kirby Estate
ii. Abbeyfield Estate	iii. Millpond Estate
iv. Adams Gardens Estate	v. Neptune Street Estate
vi. Ainsty Estate	vii. Orange Place
viii. Albion Estate	ix. Pedworth Estate
x. Albion Street	xi. Plough Estate
xii. Aylton Estate	xiii. Pynfolds Estate
xiv. Balman House	xv. Renforth Street
xvi. Blick House	xvii. Risdon House
xviii. Bradley House	xix. Silwood Estate
xx. Brunel Estate	xxi. Slippers Place Estate
xxii. Canada Estate	xxiii. Southwark Park Road
xxiv. Cathay House	xxv. St Marys Estate
xxvi. Courthope House	xxvii. Swan Road Estate
xxviii. Frankland Close Estate	xxix. Tissington Court
xxx. Gomm Road	Surrey Docks ward
xxxi. Haddonfield Estate	xxxii. Surrey Downtown Estate
xxxiii. Hawkstone Estate	xxxiv. Osprey Estate
xxxv. Henley Close	xxxvi. Plough Way
xxxvii. Howlands Estate	xxxviii. Rotherhithe Street
xxxix. Irwell Estate	

23. The Great Estates programme presents a new way of talking about, thinking about and making decisions about our council estates, as part of a new contract where the council and estate communities can come together and work together to make sure all Southwark estates are great estates. The Great Estates programme will make clear that – our first instinct will always be to expand and enrich our existing estates. We will:
- Expand the numbers of council homes through our new homes programme identifying suitable infill plots to rehouse local people on our housing register.
 - Enrich the shared living environment of our estates, working closely with residents to engender a sense of pride of place through day-to-day repairs and maintenance decision as well through more wide-ranging estate improvement plans.
24. Under our Great Estates Guarantee we will work with tenants to develop a new set of standards and guarantees for day-to-day management and maintenance of housing services. The basis of this commitment is that our estates are clean, safe and cared for.

Economic Wellbeing

25. The partnership between the Council and British Land to fulfil the Canada Water Masterplan provides a key opportunity to examine and develop localised skills and employment provision. A development of this size, ambition, and strategic value will be held to the employment standards of the Section 106 Planning Obligations and Community Infrastructure Levy (CIL); Supplementary Planning Document (SPD). British Land is well placed to develop a bespoke employment plan to meet these requirements. Details are still sub
26. The delivery and occupation of the masterplan will generate significant employment opportunities in both the construction and end phases of the build over the next 15-20 years. The targets for supporting previously unemployed local residents into sustained employment as set out in the Council's S106 and CIL SPD (2015) are ambitious, and for the illustrative masterplan generate a target of around 3,600 people into sustained work, and around 400 apprentice or NVQ starts. The details of the developments contribution to supporting local employment are being finalised and will be captured in the S106 agreement. These are significant outputs and contributions and are in addition to the employment outcomes that will normally accrue for such a scheme. As such, the Council should continue to apply and enforce its s106 policies across the lifetime of the Masterplan and anchor the principles of economic legacy into specific and quantifiable outcomes.
27. We estimate that approximately a quarter of Southwark residents using Southwark Works and the Southwark Construction Skills Centre are from the Bermondsey and Rotherhithe Community Council area. For the last Council Plan period (2014-18), we can estimate an investment of approximately £1.5m in Southwark Works in direct support of these specific residents.
28. We also estimate that for the lifecycle of the Skills Centre (from June 2016), in partnership with Lendlease, we have invested approximately £250,000 of capital and revenue costs along with governance and oversight from Cabinet members and senior strategic officers, in direct support of these specific residents.

Education

29. Our regular report on school places need in the borough was published in October for Cabinet. This report is based on up to date projections on housing and population growth which supports the requirement for expansion in the Bermondsey and Rotherhithe area. This includes 1 x new FE required in Rotherhithe Primary School (expansion).
30. We are working with British Land to establish the specific school place requirements as a result of the Canada Water masterplan. This is still very much an ongoing conversation. 2FE primary school places and up to 2FE secondary school places as an approximation will likely be accommodated through existing school expansions in the area.
31. The Council has been working with local schools to establish a programme to ensure the provision of sufficient places to meet identified demand at primary, secondary and sixth form levels. There is a £20.1m programme committed which will include:
 - I. Cabinet- approved proposals to rebuild Rotherhithe Primary school increasing capacity from 2 to 3 forms of entry. The new building is scheduled for occupation in time for the new academic year in September 2021.
 - II. Cabinet-approved plans to increase the capacity of Redriff Primary school from 2 to 3 forms of entry.
 - III. Alfred Salter Primary School identified in the December 2017 Cabinet Place Planning report as having capacity to increase from 2 to 3 forms of entry. Further design work is now being undertaken to take this plan forward in consultation with the school.
 - IV. CoE Peterhills Primary School has been identified as potentially having capacity to increase from 1 to 2 forms of entry.
32. British Land are proposing to construct a new sixth form within the masterplan area. The construction of this facility would enable Bacon's College to expand secondary provision by 2 forms of entry.

Public Health

33. The local Clinical Commissioning Group (CCG) estate strategy identifies Canada Water as a location for a second tier "support hub", alongside Surrey Docks Health Centre. The aim would be for this centre to complement more complex services offered from a health hub at Old Kent Road. Currently this proposal is dependant on securing S106 funding from the Sellar and King's College developments, as well as from British Land and NHS capital.
34. The CCG has indicated that up to 2,000-2500 sq.m of floor space for a hub could be required to meet the wider strategic needs of the Canada Water area. While preferred sites will be identified within the application, the CCG require flexibility as to the final preferred location in order to ensure that the timing and delivery of the facility can fit demand for healthcare and future funding scenarios. The timescale will be determined by the location of the proposed hub and whether the Albion Street surgery is included.
35. Other public health priorities for the area have been identified as:

- Mental health and wellbeing
- Childhood obesity (current services include free school meals, Breastfeeding welcome scheme, healthy weight services)
- Sexual health

Culture

36. The Culture & Events team manage and deliver a range of projects spanning the arts and culture, libraries, youth and heritage. Local arts organisations and cultural events are currently supported by investment commitments totalling £395,000 per annum. London Bubble, Café Gallery Project (Southwark Park) and the Canada Water Culture Space are supported through grants commissioned totalling £210,000. Another £185,000 of investment supports the area's ongoing community cultural events - Bermondsey Carnival, Rotherhithe Festival and Southwark Fireworks Night. One-off special projects such as Mayflower 400 and the Independent academic research studies (IARS) Youth Commissioning Grant are also supported through this programme of investment.

Environment, Parks and Leisure

37. £6.5m of spend has been committed to Surrey Docks and Rotherhithe wards which includes refurbishment of the Southwark Park athletics centre, the creation of a new park pavilion and café and investment in the South Dock Marina infrastructure. In addition to this The Council's Cleaner Greener Safer programme has invested over £0.5m worth of grant funding for street planting, school signage, cycle hangars, lighting and sports/play improvement projects.

VCS

38. The Council's Community and Voluntary Sector (VCS) Engagement team works with Southwark's thriving VCS that reflects the diversity of the borough. 'Common Purpose Common Cause', is the VCS strategy for Southwark which was launched in 2016, in partnership with the local VCS and Southwark Clinical Commissioning Group(CCG). Its aim is to support a sustainable, confident and resourceful VCS that can work alongside the public and private sector to deliver the best outcomes for Southwark residents.
39. To improve the wellbeing of Southwark's communities the Southwark Common Outcomes Framework (SCOF) 5 was developed with partners and approved by Cabinet in October 2017. The framework sets out outcomes for how Southwark's communities can be safer, healthier, more engaged, greener and more vibrant. It links council commissioning to the Fairer Future ambitions with a greater focus on outcomes for residents.

The VCS Engagement team fund:

- Community Advice Services
- Common Purpose grants including Environment and Ecology
- Healthwatch
- Independent Health Complaints Advocacy

⁵ <http://www.southwark.gov.uk/engagement-and-consultations/grants-and-funding/voluntary-and-community-sector-support?chapter=2>

- Black History Month
 - London Councils Grants Programme
 - Council for Voluntary Services
40. Current projects in the area include over £80,000 of grants funding local organisations Time and Talents, Surrey Docks Farm, a music project for young people at Canada Estate TRA and IT courses for older people at St Helena & Oldfield TRA.

British Land Investment (Canada Water Masterplan Summary)

Overview

41. The CWM envisages a large quantum of development across 12 development zones. It is a comprehensive regeneration of 23 hectares of land which will take place over a 15-year period. The plan is structured around two principal new routes which will ensure the site is well connected to the surrounding existing neighbourhoods as well as enabling the phased redevelopment of the area by defining individual development plots.
42. The masterplan is predominantly mixed-use and includes significant new employment space which has the capacity to be home to 20,000 jobs. The plan also allows for around 3000 new homes to be developed together with new shops, leisure and public facilities. The overall approach will be capable of delivering an urban town centre with a series of distinctive character areas including significant tall buildings and a range of urban spaces, as envisaged by the CWAAP.
43. There is the potential to secure significant numbers of new affordable homes including council homes as the scheme is implemented. BL are contractually required to deliver affordable housing in line with council policy for the first phase of the scheme.

Phase 1

44. Phase 1 will cover three plots: A1, A2 and K1. Plot A1 is mixed use development comprising 186 homes including market and affordable intermediate, B1 office/workspace and retail. Plot A2 is a ground plus 5 storey building which will accommodate the proposed Council public leisure centre with B1 office/workspace. The facility is planned to be constructed before Seven Islands is closed, ensuring continuity of service which has been a Council objective from the outset. The new facility incorporates an 8-lane 25m pool, a 4-court sports hall, gym, dance studios, soft play area and a foyer space/cafe. The majority of the affordable housing within Phase 1 is planned to be delivered on plot K1, Roberts Close, currently planned to accommodate 79 units.

Transport

45. The GLA, the Council and British Land have been jointly working to develop measures to relieve potential transport impacts at both strategic and local levels. Currently we are in the process of bidding for up to £76m of investment from Central Government to increase the number of trains on the East London Line and to upgrade Surrey Quays station. BL will also be required to provide a package of mitigation in relation to the impact on the transport network at Canada Water. The masterplan principles support

and encourage walking, cycling and bus usage with designs including new pedestrian and cycling routes and facilities with high quality new public realm.

46. Appendix 3 includes the £20.5m of current and pipeline programmes being delivered by the Council's Highways team. Programmes are largely annual and based on either the Council's legal requirement (Highways Act, 1980). Some schemes can stretch beyond a single year – and these are typically funded in part by TfL: either directly for Quietways or via the Local Implementation Plan (LIP). S106/CIL schemes generally deliver specific infrastructure to offset development and are not limited by year.

Canada Water Place Action Plan

Place Plan Priorities

47. The Canada Water Place Action Plan (CWPAP) is a plan outlining how we will implement the objectives for the area set in the New Southwark Plan (NSP), the Canada Water Area Action Plan (CWAAP) and the Canada Water Social Regeneration Charter (CWSRC). The CWPAP will detail the appropriate governance, funding and delivery structures as well as identify indicators which will be used to measure progress and success. Given the 15-20 year period over which the masterplan delivery will happen, it is natural that the CWPAP will evolve over time and should retain flexibility to respond to changing market, environment and policy and delivery conditions.
48. In looking at the joint work carried out so far: Council and BL baseline research and local engagement, evidence-based priorities of the CWAAP, the Council's own investment programme and the outcomes which will be delivered by British Land through the masterplan, five action areas have been identified as Place Action Plan priorities These are:
- Mental health - outreach and raising awareness
 - Projects for young people – 'things to do', tackling social isolation
 - Great Estates Programme – expanding and enriching our estates to make every estate a great estate
 - Employment and Skills – training, apprenticeships, jobs for local people
 - Supporting enterprise – capacity building for local traders

These CWPAP priorities have been aligned with BL's four priority areas: (A Place to Learn, A Place to Grow, A Place to be Happy and Healthy and a Place to Work) and the 8 Council Plan Priorities.

Investment Plans – Southwark Council and British Land

49. A range of individual projects and interventions will be designed and targeted to meet identified outcomes including:
- Capital investment such as the leisure centre, a new park, quality public realm, and new education and health facilities – which may be captured in the masterplan planning application/section 106, or delivered directly by the Council (Southwark Council planned investment including grant-funded and capital programmes currently stands at c.£359m in Surrey Docks and Rotherhithe Wards between 2016-26. See Appendix 3).
 - Employment and Training programmes and targets agreed through the planning process and detailed in the masterplan Section 106 and those for subsequent Reserved Matter Applications. BL will adopt the existing Section 106 Planning Obligations and Community Infrastructure Levy (CIL); Supplementary Planning Document approach and requirements for E&T in terms of agreeing target employment, training and apprenticeship outcomes with penalties applied for non-achievement. LBS would consider alternative delivery options and, both parties accept that working together it should be possible to bring forward

innovative delivery solutions within the framework set by the Section 106 Planning Obligations and Community Infrastructure Levy (CIL); Supplementary Planning Document.

- A range of tangible and 'pilot' projects – including meanwhile uses, business rate retention pilots and separate London Living Wage commitments from end use occupiers.
 - Project development/allocation as appropriate and in line with the PAP priorities and Council Plan - following discussion with Southwark Council, BL, stakeholders and funders/funding sources.
 - The programmes and priorities identified in the CWPAP will be delivered through the Council's capital programme, British Land's Community Investment Programme and other delivery mechanisms and resources which are yet to be determined.
 - As an example, BL and the council have discussed the creation of a long term plan for Southwark Park and Russia Dock Woodland which could include a vision and spatial and thematic plans for each park which would include but not be restricted to: sports; play; youth; ecology and events. This should be developed with stakeholders and will provide a framework for future developments and funding decisions. The development of such a plan will ensure a joined up approach and secure the future of our important open space assets.
50. Further social programmes and activities such as those focused on arts, health and wellbeing would be funded via various external sources including: grants, New Homes Bonus, CIL, Council funding sources such as CGS, and some other development related receipts e.g. the Sustainable Places Fund

Governance, Local Delivery Partners and Mechanisms

51. The general governance aspirations of the CWSRC and CWPAP will be built around transparency & accountability for activities, outcomes and funds, and ongoing dialogue with affected communities/local stakeholders. They should emphasise the importance of periodic review and evaluation to meet changing circumstances and allow programmes to be adjusted to ensure projects continue to deliver outcomes.
52. A joint governance structure and steering group will be established including representatives from BL and the Council.
- Discuss and agree priorities and ambitions informed by consultation with stakeholders and residents.
 - Agree the allocation of the additional charter investment made by BL (which is over and above the E&T contributions required by the 2015 Section 106 Planning Obligations and Community Infrastructure Levy (CIL); Supplementary Planning Document)
 - Set project funding, contracting and delivery approaches
 - Set project monitoring/reporting mechanisms to track progress against indicators
 - Commit resources to support delivery, reporting and management

- Source and secure additional funding e.g. third party sources
 - Oversee E&T delivery and make recommendations on the programme at review points which will be considered by the Planning Authority.
53. Together with ongoing stakeholder engagement, network building and British Land's community investment (allocated via BL's Community Investment Committee) have informed the CWM's legacy strategy, the predecessor to the outline Social Regeneration Charter submitted with the planning application. This focused on the four themes of education, employment, health and community. Since 2017, alongside substantial longer term community investment, British Land have been invested in several substantive pilot programmes around these legacy themes, seeking to address key local issues, and link to future opportunities arising from the masterplan.
54. BL have supported a number of local organisations and programmes through these pilots such as educational charity Global Generation, Printworks music and cultural venue, Time and Talents (T&T2 initiative), Tree Shepherd's Start Your Own Enterprise courses, the Young Farmers Club at Surrey Docks and London Bubble's Young Theatre Makers.
55. Appendix 5 document outlines the projects BL have supported to date under each of the Charter themes as set out in para 8.
56. The PAP identifies delivery mechanisms for individual projects including the accountable body for funding/contracted partners who will be responsible for delivering projects
57. It is anticipated that an additional contribution to for the delivery of the CWSRC over and above the Employment and Training contributions and associated investment will be agreed through the planning process and secured through the S106 agreement, to include monitoring (including indicator reviews), management and reporting costs to support delivery. This is subject to ongoing discussion and negotiation.
58. A joint governance structure and steering group will be responsible for agreeing the allocation of this additional charter investment made by BL and will set individual project funding, contracting and delivery approaches.

Monitoring and Draft Indicators

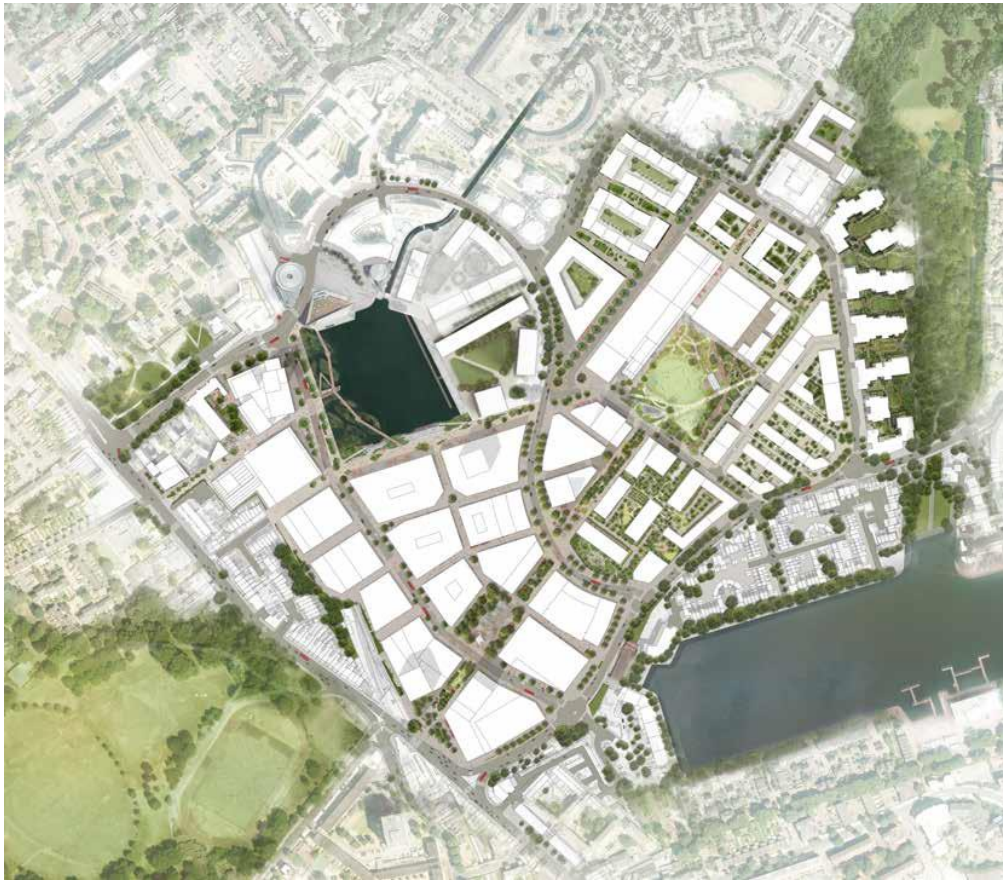
59. The Council has been working to establish a suite of high level KPIs for the Southwark Regeneration Framework. Where possible these build on existing plans, strategies & indicators; measure differential impacts; and balance qualitative and quantitative indicators. The recommissioning of the Resident Survey will confirm what can be measured at a local level. The table below shows the current draft indicators and their alignment with Council Plan and the Southwark Common Outcomes Framework (SCOF). The work undertaken by Social Life included the development of draft, place-specific indicators for the masterplan. These will be aligned with the Council's own Social Regeneration framework over the next few months to generate indicators for Canada Water.

Council Plan Priority	Indicators	SCOF alignment
A healthier life	Healthy life expectancy	Healthier Communities
	Healthy neighbourhoods index	Healthier Communities
	Social isolation	Healthier Communities
	Young people's emotional health	Healthier Communities
	Physical activity	Healthier Communities
	Childhood Obesity	Healthier Communities
A place to belong	People feel able to influence local decisions	Engaged Communities
	Residents regeneration satisfaction	Engaged Communities
A full employment borough	People who Volunteer	Engaged Communities
	Working Standards	Vibrant communities
	Affordable workspace	Vibrant communities
	Employment	Vibrant communities
	Apprenticeships	Vibrant communities
A safer community	Getting on well with neighbours	Safer communities
	Perception of safety	Safer communities
A vibrant Southwark Council	Poverty	
	Digital connectivity	Engaged Communities
	Access to culture	Vibrant communities
A great start in life	NEETs	Vibrant communities
	Progress 8	Vibrant communities
A place to call home	Satisfaction with local area	Vibrant communities
	Genuine housing affordability	Vibrant communities
A greener borough	Air Quality	Greener communities
	Publicly accessible space	Greener communities
	Movement	Greener communities

Timescales

60. The masterplan will be delivered over 15-20 years. Inevitably economic conditions, technology, the policy environment, partners, resources and priorities will change over this long period. It is essential therefore that both the Charter and Place Action Plan retain flexibility to respond to these dynamics. It follows that there will need to be robust and ongoing community engagement throughout the life of the programme in order to engage local stakeholders, identify issues early, and facilitate effective responses. The Cabinet Report therefore focuses on setting out the principles, programmes and delivery mechanisms that are intended to guide the development of the CWSRC and CWPAP over the next few years.

APPENDIX 2: MAP OF CANADA WATER AREA & AERIAL VIEW OF MASTERPLAN



Canada Water masterplan site



Aerial View of Masterplan site

£335m

Cross-Council investment in Surrey Docks & Rotherhithe 2016-26

grouped under British Land Social Regeneration Charter categories

£20.1m Regeneration Capital

Rotherhithe Primary School permanent expansion
Redriff Primary temporary expansion

A place to learn and grow

Community & Vol. Sector Engagement £0.83m

Bede House Community Capacity
Time & Talents Community Capacity
St.Helena & Oldfield IT course
Canada Estate Music Project
Surrey Docks Farm Staffing costs

£5.5m Environment (CGS)

Street planting, public realm, gardening, and sports/play improvement projects such as installation of cycle hangars, lighting and school signage.

A place to belong

Regeneration Capital Projects £111m

South Dock Marina
Albion Civic Centre
Former Albion School

£3.95m Culture & Events

supporting:

London Bubble Theatre
Cafe Gallery Project (Southwark Park)
Canada Water Culture Space
Mayflower 400

Rotherhithe Festival
Bermondsey Carnival
Southwark Fireworks
Youth Research Grant (IARS)

Housing & Modernisation £83.7m

Direct Delivery (6 sites)
Quality Housing Investment Programme

£6.5m Environment (Parks & Leisure)

Southwark Park Pavilion & Cafe
Southwark Park Athletics Centre refurbishment
South Dock Marina Infrastructure

A Place to be Happy & Healthy

Regeneration North £35.8m

Canada Water Leisure Centre
Lower Road Shopfronts & Public Realm
Albion St Wayfinding

£20.5m Highways

Lower Road Gyratory
Quietway 14
Quietway 14 Extension
Salter Road 20mph
Controlled Parking Zones
Principal and Non-Principal Road investment
Minor highway improvements
Cycle Hire Scheme expansion

Clinical Commissioning Group £15m

Health hub

Public Health £26m

Childhood obesity
(free school meals, breastfeeding schemes & healthy weight services)
Sexual health
Mental health and wellbeing

£5m Local Economy

Southwark Works
Skills Centre

A Place to Work

Regeneration North £0.1m

71-75 Albion St affordable workspace

APPENDIX 3 - ASSUMPTIONS – CROSS DEPARTMENTAL PROJECTS AND INVESTMENT

In order to present these figures as a coherent snapshot of current and planned council investment some assumptions have been made:

1. Department programmes vary greatly in duration and ways of investment. Capital programmes such as Housing Direct Delivery and Estate Investment (Quality Housing Investment) are delivering programmes scheduled as far as 2026.
2. For grant-funded programmes operating on a single financial year basis, e.g. Public Health, Culture, Cleaner Greener Safer – the current year's spend has been multiplied by a factor of 10, **assuming the current level of grant stays the same** over a 10-year period. This allows comparison (shorter than the life of the CW masterplan).
3. Areas whose annual grant has been multiplied by 10 are:
 - Environment Cleaner Greener Safer (2018/19 £0.55m)
 - Housing & Modernisation (Communities) (2018/19 £0.08m)
 - Public Health (2018/19 £2.6m)
 - Culture & Events (2018/19 £3.9m)
4. The total public health grant per head in Southwark for 2018-19 is £27.5M. A simple **assumption of equal spend per head across the borough**, gives an estimated spend per head of £84.77. This has been applied to the populations for Surrey Docks and Rotherhithe wards, giving a £2.6m spend for the two wards for 2018/9. Assuming the same level of grant over a ten year period gives £26m.
5. The CCG proposal for a new Health Hub is estimated at £15-20m to build a standalone centre, or £10-15m for shell and core space on which we would be paying rent. Funding is dependant on securing S106 funding from the Sellar/Kings developments, as well as British Land and NHS capital contributions.
6. Projects and programmes have been grouped by Council Fairer Future Promises and by the 'Principles' in the British Land CW Social Regeneration Charter. Programmes are cross-cutting by nature and **these groupings could be presented differently**.

APPENDIX 4: MAP OF ALL COUNCIL INVESTMENT IN SURREY DOCKS AND ROTHERHITHE

A Place to Learn & Grow

- 1 Rotherhithe Primary School
- 2 Redriff Primary School
- 3 Bede House Community Capacity
- 4 Time & Talents Community Capacity
- 5 St. Helena & Oldfield IT Course
- 6 Canada Estate Music Project
- 7 Surrey Docks Farm Staffing

£21m

A Place to Be Happy & Healthy

- 1 Southwark Park Pavilion & Cafe
- 2 Athletics Centre Refurbishment
- 3 South Dock Marina Refurbishment
- 4 Lower Road Gyrotory
- 5 Quietway 14
- 6 Salter Road 20mph
- 7 Canada Water Leisure Centre
- 8 Lower Road Shopfronts
- 9 Albion St Wayfinding

£104m

A Place to Belong

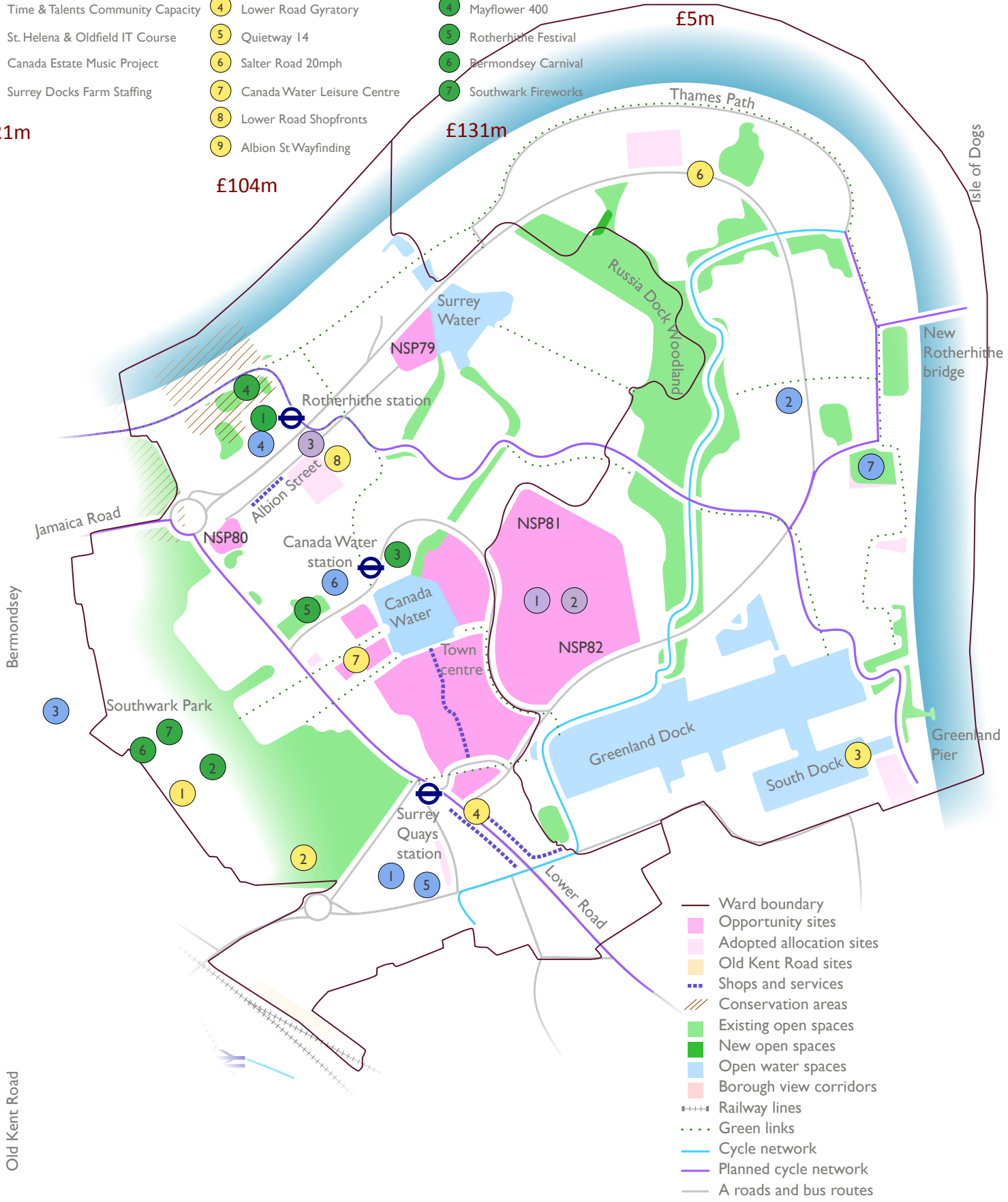
- 1 London Bubble Theatre
- 2 Cafe Gallery Project
- 3 Canada Water Culture Space
- 4 Mayflower 400
- 5 Rotherhithe Festival
- 6 Bermondsey Carnival
- 7 Southwark Fireworks

£131m

A Place to Work

- 1 Southwark Works
- 2 Construction Skills Centre
- 3 71-75 Albion St workspace

£5m



- Ward boundary
- Opportunity sites
- Adopted allocation sites
- Old Kent Road sites
- Shops and services
- /// Conservation areas
- Existing open spaces
- New open spaces
- Open water spaces
- Borough view corridors
- +—+—+ Railway lines
- ... Green links
- Cycle network
- Planned cycle network
- A roads and bus routes

Old Kent Road

APPENDIX 5 BRITISH LAND SOCIAL REGENERATION TRACKER

Canada Water Social Regeneration Charter: How the masterplan is delivering on the Charter ambitions DRAFT, SUBJECT TO PLANNING

This document outlines how the Canada Water Masterplan will deliver the ambitions of the Social Regeneration Charter. The Masterplan can support the aims of the Charter through a variety of means, for example, physical development, social infrastructure, community projects and initiatives. This document therefore also incorporates the mechanisms for securing the Charter objectives as well as likely timescales for delivery. Many elements will be secured via the planning application itself, and this is noted where appropriate, others would be secured through British

Land's policies, charters and local investment, and their approach to management of the site. This list is not exhaustive and will continue to evolve as the Masterplan progresses. As the application has been submitted but not approved, these elements should be considered subject to final planning approval.

This document also provides examples of local projects and initiatives that British Land has contributed to in the past, which could inform how future investment is directed.



Schools, organisations and businesses work together to support people of all ages to learn; creating pathways to employment and opportunity for all

Element	Mechanism to capture	Timeframe for delivery
Promote future skills growth, training and pathways; working with other developers and borough assets		
Apprenticeship/NVQ targets for construction and at operational use including within property management across a range of ages.	Planning application - S106 obligation	From Phase 1 - First detailed plots - and ongoing
Exploring joint working with other developers to maximise employment and training opportunities and onwards progression.	Ongoing management approach / Planning applications - provision within the S106 for joint working	Present day onwards
Built environment and construction education partnerships with expert organisations such as the Southwark Construction Skills Centre, and long-term engagement programmes will raise awareness of and interest in opportunities in built environment careers in creative ways, incorporating initiatives from regular site and team visits for local students to curriculum based learning.	British Land Community investment	From Phase 1 - First detailed plots - and ongoing
Strengthen and connect local education		
Contribution towards the expansion and improvement of a local Primary School to accommodate the demand created by the masterplan.	Planning application - S106 obligation	Tied to delivery of homes
Provision of a sixth form facility within the Masterplan.	Planning application - S106 obligation	5-15yrs Dependent on demand, phasing and programme
Potential for a Higher Education facility to locate in CWM.	Planning application - Flexible parameter plans	5-15yrs
A Community Hub will be located within the new Park which could include an educational facility, a community garden, a café or meeting/event space.	Planning application - Public Realm Design Guidelines	5-15 years
Broker links between future occupiers and local education establishments for example for volunteering and partnerships.	Ongoing management approach	5 years onwards
Enhancements to the Dock SINC and the Dock link will promote education by allowing greater integration and interaction with local wildlife and ecology. Interpretation boards covering ecology and local history could be incorporated into the Dock.	Planning application - Public Realm Design Guidelines	5-15 years
Support positive futures for young people		
The potential to deliver up to 45,650 sq m GEA of D1 use, which could include youth and or/community facilities including 500sqm community use space.	Planning application - Development Specification	5-15 years
School related projects linked to construction and/or end-use e.g.: Poems in paving / Hoardings to engage about local heritage and other themes.	British Land Community investment	From Phase 1 - First detailed plots - and ongoing
Engage future occupiers and suppliers within the masterplan area to support local young people -for example through schools/youth facility partnerships, by providing work experience placements or mentoring.	Ongoing management approach	5 years onwards
Investment in delivering these ambitions to date includes: - The National Literacy Trust Young Readers' Programme- since 2012/13: this programme has engaged over 1,500 local primary school pupils. - The Paper Garden powered by Global Generation, in the Printworks – since 2016: over 1,000 local residents have participated - Surrey Docks Young Farmers Club – since 2010 - Edible Rotherhithe – Pilot in 2018 - Urban Plan UK– since 2015: programme with 30 yr 12 students engaging in careers in the built environment through a hands-on workshop with British Land volunteers - Pathways to Property– since 2013 - Career Ready Southwark – since 2016 - Supporting local schools through providing governors, work experience placements, paid internships, attendance at Southwark Careers fairs, shadowing days etc including via British Land's Consultants' Charter		

A place to be
happy &
healthy

People enjoy a healthier, happier quality of life in a safe place that connects them to other people, to nature and to active living

Element	Mechanism to capture	Estimated timeframe for delivery
Enhance local built and natural environment and community safety		
A range of new public streets and spaces including a new Town Square, a new public Park.	Planning application - Parameter Plan 07003	5-15 years
A minimum of 29% of the masterplan as accessible open space.	Planning application - Parameter Plan 07003	5-15 years
The replanting of a minimum of 684 new trees in the public realm, and on Surrey Quays road and Quebec Way.	Planning application - Tree Strategy and S106	5-15 years
A green infrastructure strategy which will deliver significant ecological benefits.	Planning application - Public Realm Design Guidelines	5-15 years
Enhancing the area's built heritage assets, including the setting and integration of the former Dock Offices with investment in a new community square adjacent	Planning application - Proposals for Plot A1/A2 - secured by permission and S106	Phase 1 - First detailed plots
A Security Strategy for the entire masterplan will be secured by condition. This Strategy will include details of CCTV surveillance, design measures to enhance safety and security as well as security staff/wardens. The Development will follow secure by design principles, and the town centre car parking facilities will be designed to Park Mark standards in order to ensure that safe and welcoming places are created.	Planning application - Planning condition	5-15 years
Enhancements to the Canada Water Dock wetland habitat will deliver significant ecological benefits for the local, natural environment.	Planning application - Public Realm Design Guidelines	Phase 1 - First detailed plots
The area will be managed by British Land's Property Management department to ensure that the Town Centre is a welcoming, inviting and safe place. An Estate Management Plan will secure details of how the area will be managed and maintained.	Planning application - Planning Condition	5-15 years
The Masterplan will make provision for a Police Hub, subject to the requirements of the MET police.	Planning application - S106 Obligation	5-15 years
Community Infrastructure Levy (CIL) payments to Southwark Council totalling around £60m across all phases provide a source of borough-wide (strategic) and local funding for local infrastructure and capital projects for example playground improvements and neighbouring estate improvements.	Planning application - CIL payments	5-15 years
CWM contractors to score at least 40 in Considerate Constructors to ensure a safe and well managed site which minimises local disruption.	British Land Sustainability Brief for Development (available online)	From start on site
The Masterplan's Public Art strategy will include localised public art to animate key spaces drawing on local knowledge and ideas to create.	Planning application - Planning Condition/S106 Obligation	5-15 years
Design for social connection and healthy, active living		
Activity-filled green routes will prioritise active leisure, walking and cycling to promote healthy lifestyles.	Planning application - Public Realm Design Guidelines	5-15 years
The provision of a new leisure centre in the first phase, with enhanced sports facilities.	Planning application - Proposals for Plot A2 - secured by permission and S106	Phase 1 - First detailed plots
The provision of new public open spaces presents the opportunity for recreational/physical activities, for example, skate park, fitness trails as well as spaces for older residents to enjoy.	Planning application - Public Realm Design Guidelines	5-15 years
Support the enhancement of existing off-site open spaces and green spaces.	Ongoing approach to management	Phase 1 - First detailed plots and ongoing
The creation of a network of healthy streets and the adoption of the Healthy Streets principles in line with the Mayor's initiative.	Planning application - Public Realm Design Guidelines and Travel Plans	5-15 years
A range of play facilities and playable features will be incorporated into the design of the masterplan to encourage play and activity for a range of ages.	Planning application - Public Realm Design Guidelines	5-15 years
The potential to deliver up to 45,650 sq. m GEA of community facilities and up to 51,500 sq. m of leisure/cultural facilities.	Planning application - Development Specification	5-15 years
Plots A1 and K1 provide communal amenity space and communal play space to encourage social interaction and active lifestyles for residents.	Planning application - Proposals for Plot A1/A2 - secured by permission and S106	Phase 1 - First detailed plots
A series of initiatives to encourage cycling, including provision of long-stay and visitor cycle parking, new cycle routes and changing/shower facilities.	Planning application - Design Guidelines and Planning Conditions	5-15 years
Respite excursions and trips for adjacent neighbours to construction, some aimed at opening the minds of young people and compensating for noisy work periods.	British Land Community investment	During key construction periods
Enhance resources for health and care		
The potential to deliver up to 35,700 sq. m GEA of assisted living accommodation to provide residential care facilities for the elderly.	Planning application - Development Specification	5-15 years
The provision of a new health centre for the development (c.500sqm) and up to 2,500 sq. m to cater for the wider local area.	Planning application - S106 obligation	5-15yrs Dependent on demand, phasing and funding.
Investment in delivering these ambitions to date includes: - Docklands Jnr Football – since 2013/14 - Create: Arts Southwark Young Carers Project^ in Surrey Quays – since 2013/14 - BL also provide space pro-bono to Imago, Southwark's Young Carers agency - since 2016 - Southwark Park Cricket Nets – 2018: One-off grant to fund new nets - Police Bike marking kits for 500 local bikes– 2018 - Fisher FC main shirt sponsorship since 2016/17 - Local events, parties and fetes including: Hawkstone Xmas do (since 2013), St Peter Hills, Albion, Alfred Salter and Rotherhithe school fetes, Ropemaker Street Party etc		

A place to work

Local businesses old and new, large and small, thrive side by side with empowered residents, accessing the opportunities created

Element	Mechanism to capture	Timeframe for delivery
Support residents to access quality employment opportunities		
Minimum delivery target of 500,000 sq ft of B1 commercial floorspace and 500,000 sq ft of retail and leisure floorspace once the Masterplan is completed.	Planning application - S106 Obligation	5-15 years
The potential to bring approximately 20,000 new jobs to the area in end/operational use across workspace, retails, leisure, culture and building management.	Planning application - Delivery of workspace, retail and leisure space allowed for in Development Specification	5-15 years
Delivery of 38,222 sq m GEA of workspace and 1,818 sq m GEA of retail floorspace in the first phase, offering between space for approximately 2,500 workers with support for local residents to access the opportunities created.	Planning application - Detailed proposals for A1/A2.	5 years
Generation of hundreds of roles during the construction period and delivery of construction employment and training programmes aimed at supporting local residents both unemployed and under-employed into work. This would include support gaining CSCS cards to long-term training; targets within construction contracts and appointment of a workspace coordinator to maximise local employment opportunities and connections. Working with existing infrastructure such as the Southwark Construction Skills Centre.	Planning application - Employment and training targets secured S106 Obligation	From Phase 1 - First detailed plots - and ongoing across the future phases
Delivery of end-use employment and training initiatives aimed at getting local residents into the roles created. Programmes could include for example Bright Lights Get into Retail or Facilities Management.	Planning application - Employment and training targets secured S106 Obligation / British Land Local Charter and Sustainability Brief for Developments	From Phase 1 - First detailed plots - and ongoing across the future phases
Enable a varied retail and workspace mix, reflecting local diversity		
The creation of a new Major Town Centre with up to 86,650 sq m GEA of retail floorspace and 282,500 sq m GEA, offering a range of retail units and workspaces.	Planning application - Development Specification	5-15 years
The first phase will provide 38,222 sq m GEA of workspace and 1,818 sq m GEA of retail floorspace which will offer a varied mix of retail and office spaces with Plots A1 and A2.	Planning application - Detailed proposals for A1/A2.	5 years
Use of flexible leases and turnover rents for some of the new unit retail units to address barriers to entry and set up for start-ups, independent and local business.	Ongoing approach to management	From Phase 1 - First detailed plots - and ongoing across the future phases
Support local businesses existing and new		
New Surrey Quays Square connecting Lower Road and the High Street with level changes addressed and building line stepped back to improve visibility.	Planning application - Public Realm Design Guidelines	5-15 years
Signage and awareness raising of local amenities through hoardings and resident welcome packs. Continue to support local high streets and traders through engagement and creation of business networks.	Ongoing management approach	From Phase 1 - First detailed plots - and ongoing across the future phases
Supporting local SMEs to access businesses opportunities with mentoring and capacity building programmes via our supply chain. Start-up training and business network being built up currently and aiming to become self-sufficient. BL exploring how this can support self-employed residents linked to the construction.	Ongoing management approach / British Land Community investment	From Phase 1 - First detailed plots - and ongoing across the future phases
<p>Investment in delivering these ambitions to date includes:</p> <ul style="list-style-type: none"> - Bright Lights Starting Out in Retail course – 2017/18: Taking 12 unemployed 16-24 year olds from Southwark through five weeks of training and work placements with 60% moving in work, employment of education last year - Start Up and Thrive (SUAT) Business start-up training and network run by Tree Shepherd – since 2017 - Thrive – opening 2019: Low-cost workspace in the former Flame Grill Unit - Musicity, Scandi Arts, and other local high street programmes 2015 onwards aimed at increasing awareness and footfall and engaging local businesses - Bubble Young Theatre Makers – since 2017 - Bermondsey Community Kitchen – funded 2015-16 and ongoing relationship - Supporting local businesses and employers to expand – ongoing, for example Spiedie Shack and Body Tonic - GoodPeople Local employment – 1 yr pilot 2017/18 - Paid work placements and work experience at BL and through our supply chain via British Land's Consultants' Charter – ongoing since 2015 		

A place to belong

Liveable and inclusive places bring people together, supporting a more connected and resilient community that celebrates local heritage and cultures

Element	Mechanism to capture	Timeframe for delivery
Support access to diverse housing mix and use of spaces		
Delivery of 265 new homes in first phase, including 178 private homes and 87 affordable homes (60 social rented, 27 intermediate).	Planning application -Detailed proposals for A1/K1	From phase 1 - First detailed plots
Potential to deliver up to 360,719 sq. m (GEA) of residential floorspace. It is envisaged that this could accommodate approximately 3,000 residential units.	Planning application -Development Specification	5-15 years
Minimum commitment to deliver 1,500 new homes (including affordable housing and potentially assisted living).	Planning application -S106 Obligation	5-15 years
Potential to deliver a range of housing products including residential housing, assisted living and student accommodation and a variety of affordable housing options.	Planning application -Development Specification	5-15 years
Delivery of a range of sizes of homes in the first phase including studios, 1-bed, 2-bed and 3-bed homes.	Planning application -Detailed proposals for A1/K1	From phase 1 - First detailed plots. Delivered 2022-23
Plots A1 and K1 will provide 10% wheelchair accessible housing, with the remainder as wheelchair adaptable.	Planning application -Detailed proposals for A1/K1	5 years
A range of new public streets and spaces including a new Town Square, a new public Park supported by an events and activities programmes to encourage local use and access. This will include locally generated events and ideas and ensure an inclusive programme supported by potential funding.	Planning application -Parameter Plan 07003 / Management Strategy	5-15 years
Enhance community infrastructure; connecting businesses, residents and visitors		
The potential to deliver up to 45,650 sq. m GEA of D1 use for community facilities, including a new health centre, Community-use space, and a new sixth form college.	Planning application - Development Specification	5-15 years
The provision of a new leisure centre in the first phase, with enhanced sports facilities for the local community.	Planning application -Detailed proposals for A2	Delivered as part of the first detailed plots, estimated completion 2023
A Community Hub will be located within the new Park which could include an educational facility, a community garden, a café or meeting/event space.	Planning application -Public Realm Design Guidelines	5-15 years
Explore funding partnerships with future occupiers and use of digital infrastructure to connect residents, visitors, workers and community groups to broker relationships and connect volunteering opportunities.	Planning application -Management Strategy	5-15 years
On site construction office(s) and visitor/enquiry centre acting as the single point of call for all queries and issues. Will also include information on employment and training opportunities.	Ongoing management approach	From phase 1 - First detailed plots
Local residents, organisation and businesses involved in shaping employment, training and education programmes via e.g. annual steering groups and reviews.	British Land Community investment / linked to Section 106 targets	
Enable understanding of local cultures and heritage		
Providing a revitalised and enhanced courtyard setting for the grade II listed former Dock Offices, embedding the Dock Office into the local community.	Planning application -Detailed proposals for A1/A2	From phase 1 - First detailed plots
Enhancing the setting of the locally listed Bascule Bridge, re-establishing its symbolic role of connecting Greenland Dock and Canada Water Dock.	Planning application -Masterplan Design Guidelines	5-15 years
An improved understanding of the history of Canada Water, through high quality, heritage-led design, which provides a new focus on Canada Water Dock and reconnects the Site to its immediate context.	Planning application -Masterplan Design Guidelines	5-15 years
The detailed design of Plots A1, A2 and K1 (form, materials and details) are inspired by the heritage of the local area and informed by buildings and features previously on and around the Site.	Planning application -Detailed Proposals for A1/A2/K1	From phase 1 - First detailed plots
A cultural strategy which could include community projects and public art exploring the history and development of Canada Water and includes aim to ensure new residents are aware of the area's history and heritage.	Planning application - Cultural Strategy to be secured by condition	5-15 years
Local input into naming ideas for key streets, spaces and buildings.	Ongoing management approach	5-15 years
Ongoing support for local events such as the Rotherhithe Festival which celebrate the area's heritage and community.	British Land Community investment	Ongoing since 2014
Investment in delivering these ambitions to date includes: <ul style="list-style-type: none"> - Rotherhithe Festival – since 2012, attended by thousands of local residents - T&T2; pro-bono community space hub in Surrey Quays shopping Centre– since 2017. The space held over 800 hours of community activity in the first year alone - Telephone befriending with head office staff and local elderly residents with T&T – 2016 onwards - World by the Water Heritage exhibition – Feb 2018 attended by 1,000 local residents - British Land Community Days- since 2012: Annual volunteering day for all staff along with more ad-hoc days throughout the year working with a range of local organisations - Bede House: donation towards lease purchase - Mayflower 400 programme fund with Southwark Council and United Saint Saviours– fund open from 2019; Sponsored the schools' ceilidh (2017) and Thames Mudlarking trips (2018) in previous years 		

APPENDIX 6: HIERARCHY OF PLANS PREPARED BY THE PLACE & WELLBEING DEPARTMENT

1. New Southwark Plan
 - Borough regeneration strategy
 - Visions for each place which set out how the place should look in 15 years time
 - Strategic and detailed policies that need to be taken into account by all development
 - Site allocations with more detail and strategic sites or sites which differ from general policies
 - Borough implementation plan for infrastructure and how the plan will be delivered
 - A map of the area

2. Area Action Plan
 - Area regeneration strategy
 - Visions for each place which set out how the place should look in 15 years time
 - Strategic policies and detailed policies that need to be taken into account by all development
 - Site allocations with more detail and strategic sites or sites which differ from general policies
 - Area implementation plan for infrastructure and how the plan will be delivered
 - A map of the area

3. Social Regeneration Charter
 - 5 page document which sets out how the way in which people identify with each place
 - Sets out how places will change at a strategic level
 - A map of the area

4. Place Action Plans / Community Investment Plans
 - Area regeneration strategy
 - Area implementation plan for infrastructure and how the NSP, AAP and SRC will be delivered
 - A map of the area

All will have an equalities assessment and communications plans with community/stakeholder engagement

Proposal of how these might be created

- Determine geographic area
- Identify key landowners and stakeholders
- Create library of baseline information
- Develop a list of all of the social regeneration related initiatives delivered in the past or currently being delivered in the charter area
- Identify lead partner or department to project manage the charter
- Set up client project board
- Identify likely themes for area which are linked to the council plan and based on specific geography
- Insert social regeneration indicators into the brief linked to the draft themes
- Identify gaps in the baseline and research requirements
- Procurement
- Commission socio-economic research/academic consultants to complete in-depth qualitative studies
- Commission expert facilitators to carry out initial consultation and to work with stakeholders to prioritise specific themes or pillars
- Commission or extend commission of socio-economic consultants/ in-house team to develop themes with associated initiatives or projects and priorities
- Commission or lead consultation in-house