
Section 9

Community and Economic Well-being Strategy

Contents

9.1	Background	2
9.2	Business Plan Specification for Section 9 (overall)	4
9.3	Employment and training	5
9.4	Supply chain management	13
9.5	Economic Development	16
9.6	Supporting community well-being	18
9.7	Interim uses to support community and economic well-being	23

Annexures

9.1	Community Wellbeing Posts
9.2	Brief for economic development feasibility study
9.3	Interim uses – general
9.4	Output specification for Creation Trust space within the Hub

9.1 Background

9.1.1 The Council's strategic ambitions for promoting economic wellbeing in the borough include:

- Employment – narrowing the gap with the London employment rate
- Southwark – the place of choice to start and grow a business
- Thriving town centres and high streets
- Promoting financial wellbeing and independence

9.1.2 The Council is committed to the regeneration of the Aylesbury Estate. As well as the physical infrastructure requirements set out in the Aylesbury Area Action Plan (AAP), it is vital that the Development achieves wider community and economic benefits. The Project will fundamentally change this area over the next 20 years in terms of the urban landscape and the housing offer and the regeneration needs to support both existing and new residents by offering new opportunities and providing support during the transition.

9.1.3 The regeneration of the Aylesbury Estate must work for local people. In particular the Council aims to maximise the employment and training opportunities and ensure that they are accessible to local residents to help address persistent patterns of low levels of employability

9.1.4 This section of the Business Plan sets out what the Developer will deliver, how these benefits will be delivered, and when they will be delivered.

Key issues

9.1.5 The Community and Economic Well-being Strategy is divided into five parts that address the key issues that this strategy covers.

Employment and Training

- Employability: the need to create jobs, remove barriers to employment, offer training and opportunities and support young people.

- The need for a strategic approach to delivering sustainable employment and skills opportunities for local people during the construction phases and beyond.
- The need for a delivery infrastructure that is well-resourced, high-profile, long-term in vision and embedded in meeting the needs of local people in terms of employment support and skills Development.

Supply chain management

- The need to ensure that companies based in the borough, particularly small and medium enterprises, have the opportunity to compete for and win contracts arising from the regeneration, bringing jobs and growth to the borough.

Economic Development

- The need to provide commercial space that supports a diverse local economy. This will ensure that this area thrives as a community and offers not just new housing but also new shops, services and employment space.

Community Well being

- The need to provide community facilities, including offices, training facilities and health/early years.
- Provision of ongoing revenue streams to support work streams (through Creation Trust and other specialist providers).
- The need to support community well-being throughout the Project focusing on resident support during re-housing, community involvement and employability. This proposals should compliment the work of the Creation Trust and the Council's housing management team and ensure that Aylesbury residents are supported in accessing the opportunities set out in section 9.3 below.

Interim uses for community benefit

- The need to ensure that best use is made of vacant sites for community benefit throughout the Project.
-

9.2 Business Plan Specification for Section 9 (overall)

- 9.2.1 The Developer will monitor and measure the overall outcomes of the economic and community wellbeing programme on the regeneration of the Aylesbury Estate and provide a report to the Steering Group every three months. This will include all outcomes relating to training and employment, community wellbeing, local procurement and enterprise.
- 9.2.2 In this section, further Business Plan Specifications are set out under the relevant headings within each part.

9.3 Employment and training

9.3.1 Approach

- 9.3.1.1 The Council's objective is to ensure that Project brings significant social and economic benefits to the local community in terms of jobs and training.
- 9.3.1.2 The Developer has given a clear commitment to create significant employment and training opportunities from the Project and ensure that these are targeted at Southwark residents with additional support provided for the local community in accessing these opportunities.
- 9.3.1.3 The Developer proposes to provide opportunities for Apprenticeships and employment and training for unemployed residents during and after the construction of the Development together with opportunities outside of construction and area management within the applicant's organisations and through its supply chains.
- 9.3.1.4 The Developer will also provide local infrastructure and resources to support the long-term and strategic delivery of employment and training opportunities to local people.
- 9.3.1.5 The Developer will work with the Council and its partners to put a delivery infrastructure in place on the Aylesbury Estate including dedicated staff, accommodation and facilities for training and employment support that ensures the promotion and delivery of employment and training opportunities for local residents, particularly groups under-represented in the workforce.
- 9.3.1.6 The Developer will work constructively with the Council and its partners to ensure that the delivery of training and employment opportunities on the Project is coordinated with wider employment programmes and organisations in SE17 and Southwark, including other regeneration schemes, and links effectively to maximise opportunities and ensure use of local infrastructure and accessibility of services.

9.3.2 Key principles

- 9.3.2.1 The Developer will put in place a programme to ensure Aylesbury Estate and Southwark residents are supported to access sustainable, high-quality employment opportunities locally and across the Developer's wider workforce during the Development Period.
- 9.3.2.2 These jobs will be across a range of fields and at a variety of levels, from entry level to senior management positions. Jobs will be available in housing management, care, construction, grounds maintenance and caretaking, as well as in other central service areas in each organisation, including human resources, ICT, finance and office services.
- 9.3.2.3 The Developer will provide pre and post employment training to local residents to support them to access and sustain employment and progress in their careers.
- 9.3.2.4 The Developer will work with the Development Partner and other suitable partners to provide these opportunities but will retain overall responsibility for the number and quality delivered.
- 9.3.2.5 The Developer will provide in-work support to enable residents to sustain their employment through a variety of different support mechanisms.
- 9.3.2.6 The Developer will support Aylesbury Estate and Southwark residents to complete Apprenticeships or equivalent Traineeships at NVQ Level 2 or above up to degree level and each opportunity will be for at least 6 months.
- 9.3.2.7 Apprenticeships will also be offered across the Developer and its Developer Partner and other partners' workforce in a range of fields including construction-related careers, care, housing management, human resources and grounds maintenance.
- 9.3.2.8 All Apprenticeships and Traineeships will be supported through to completion by identified, qualified staff.
- 9.3.2.9 The Developer will pay their staff at least the London Living Wage (see note in paragraph 9.3.3.11) and will secure a commitment from all contractors and subcontractors to pay their staff at least the London Living Wage.

9.3.2.10 The Developer will ensure its supply chain (including both contractors and subcontractors) sign up to delivering the agreed local outputs. This will be a legally binding clause within the contractual arrangements. The delivery of social value indicators will be linked to payment milestones, which will be set out in contracts.

9.3.2.11 The Developer will support young people resident on the Aylesbury Estate through personal Development support, employment-related training courses, support to complete vocational qualifications, support to gain a place at university, and financial and practical support to complete relevant apprenticeships and ready to work programmes.

9.3.2.12 The Developer will agree with the Council a delivery plan for the employment and training outcomes. The delivery plan will be reviewed annually and include a profile of targets to be delivered quarterly and an overview of the approach to be taken to ensure effective delivery.

9.3.2.13 The Developer agrees that the target for residents entering employment on completion of the apprenticeship or traineeship is 70% and progress against this target will be reported quarterly to the Steering Group.

9.3.3 Business Plan Specification

Minimum requirements as set out in the DPA, Schedule 3

The minimum requirements relating to Section 9.3 are set out in Schedule 3 of the DPA. These minimum requirements are as follows:

12. The Developer is to enforce the payment of at least London Living Wage to relevant staff throughout the supply chain serving the Development subject to and in accordance with the requirements of the Business Plan. (as defined in the DPA and subject to commitment set out at paragraph 9.3.3.11 below)
21. The Developer will provide the following employment and training opportunities:
 - 18 unemployed Southwark residents supported into employment and sustained in work for 6 months, via training or job brokerage per 10,000m² GIA
 - 6 Apprenticeships or equivalent traineeships at level 2 or above per 10,000m² GIA
 - 10 Southwark residents receiving pre or post employment training per 10,000m² GIA

9.3.3.1 In addition to delivering these minimum requirements the Developer will work to deliver the following targets in terms of employment and training opportunities.

9.3.3.2 The Developer will support at least 21 (including the 18 set out in the Minimum Requirements) unemployed Southwark residents into employment for at least six months per 10,000 m² of GEA constructed. This equates to 700 Southwark residents into employment over the duration of the Development Period or an average of 41 per year.

9.3.3.3 The Developer will support at least 9 (including the 6 set out in the Minimum Requirements) Southwark residents to complete Apprenticeships or equivalent Traineeships at level 2 or above per 10,000 m² of GEA constructed. This equates to 300 Southwark residents supported to complete Apprenticeships or equivalent Traineeships over the duration of the Development Period, or an average of 18 per year.

9.3.3.4 Of these 18 opportunities a year, 12 residents (including the 10 set out in the Minimum Requirements) per year will be supported to complete Apprenticeships and Traineeships in construction through the Barratt Academy and Notting Hill's Construction Training Initiative (CTI). The remaining six apprenticeships and traineeships will be in a range of other

fields supported through the Developer and Developer Partner, including care, housing management, human resources and grounds maintenance.

- 9.3.3.5 The Developer will provide Apprenticeship and higher-level training opportunities to local residents through its Construction Training Initiative at level 2 and above and the Barratt Academy five year programme supporting apprentices to complete Advanced Apprenticeships (NVQ 3&4) or Foundation Degree Programme (FDSc and BSc Hons).
- 9.3.3.6 The Developer will support 13 Southwark residents to receive pre or post employment training per 10,000 m2 GEA constructed. This equates to 432 Southwark residents supported to receive pre or post employment training, or an average of 25 per year.
- 9.3.3.7 The Developer will provide up to 100 residents per year with financial support of £250 to support them to gain employment through financial assistance.
- 9.3.3.8 The Developer will provide a dedicated, qualified (meaning qualified to at least NVQ Level 3 in Advice and Guidance or similar) Training and Employment Adviser at all times to co-ordinate the training and employment programme on the regeneration of the Aylesbury Estate.
- 9.3.3.9 The Developer will start providing these opportunities on 1 June 2014 with the full specification operational by 1 June 2015.

Developer's commitment to the London Living Wage

- 9.3.3.10 The Developer is committed to paying its staff the London Living Wage and ensuring that this extends to all contractors and subcontractors, which will be stipulated in its Corporate Social Responsibility Strategy. This will be enforced through a legally binding clause in contractual arrangements with its supply chain.
- 9.3.3.11 There are three specific exceptions where identified staff in training are paid under the London Living Wage while they complete their studies, including Construction Training Initiative trainees, unqualified care staff completing their NVQ Level 2/3 and apprentices. This is in line with the guidance from the GLA on wages for apprentices and provides more than the stated National Minimum Wage for apprentices.

GLA Guidance 'A Fairer London: the 2013 London Living Wage in London';
GLA Economics (London.gov.uk, October 2013) states:

- The London Living Wage for staff (does not include apprentices) is
~~£8.80/hour from October 2013~~
- Apprentice rate is £2.68/hour for apprentices under the age of 19 and in their first year of study
- For apprentices over the age of 19 and for those past their first year of study, they should receive the rate that applies to their age:
 - For 19 to 20 year olds: £5.03/hour
 - For 21 and over: £6.31/hour

9.3.3.12 The Developer commits to pay staff, apprentices and trainees as follows

Construction Training Initiative Trainee Wages:

- Trainees will be paid a weekly wage of £260. This is for 35 hours per week (including four days a week at on-site work placements and one day a week at college). This equates to £7.43/hour (includes time spent at college). The Developer will regularly benchmark this wage against competitors in the sector.
- Unqualified Care Staff in Training:
- New domiciliary care staff that are unqualified upon appointment will be paid 10% less than the London Living Wage of £8.80/hour (equates to £7.92/hour), while the Developer is supporting them to complete their health and social care NVQ Level 2/3. The Developer will provide financial support to complete the qualification, as well as management support. After completing their qualification, these staff are paid the London Living Wage of £8.80/hour.

Apprentices Employed by the Developer and through its Supply Chain:

- The Developer will commit to paying apprentices at least 25% above the minimum apprenticeship rate, as set out by the GLA guidance referenced

above. This will continue to be reviewed in line with revised guidance from the GLA and amended accordingly.

9.3.4 Delivery Mechanism

- 9.3.4.1 Employment and training opportunities will be delivered through Notting Hill Housing, Barratt Homes, their supply chain and partners.
- 9.3.4.2 The employment-related training programme will include a range of courses from supporting long-term unemployed residents to increase their self-confidence and learn new skills to specific on-the-job training, such as manual handling and ICT skills, to training that enables career progression, such as supervision and management courses.
- 9.3.4.3 The in-work support provided by the Developer to enable residents to sustain their employment will include regular telephone contact, on-site progress meetings, as well as if necessary, support with mediation, skills Development and coaching.
- 9.3.4.4 All Apprenticeships and Traineeships will be supported through to completion by identified, qualified staff at Notting Hill and Barratt, with a robust plan of supervisions, support and appraisals. For Notting Hill's CTI programme, residents will have a dedicated CTI Advisor to provide support, and for the Barratt Academy programme, a designated Apprenticeship Officer. The designated CTI and Barratt Academy Advisers will work closely with the Training and Employment Co-ordinator, the Council and its partners to support apprentices and trainees to gain sustained employment, following successful completion of their qualifications.
- 9.3.4.5 Compliance to payment of the London Living Wage will be regularly monitored and enforced by an identified member of the Developer's Group Procurement Team with responsibility for overseeing the supply chain on the regeneration and in Southwark. If any member of the supply chain is found not to be paying their staff the London Living Wage, then this will be seen as a breach of their contract with the Developer and the relevant action will be taken.
- 9.3.4.6 The Developer will support young people resident on the Aylesbury Estate through a personal Development programme including employment-related

training courses, support to complete vocational qualifications, support to gain a place at university, and financial and practical support to complete relevant Apprenticeships and ready to work programmes

~~9.3.4.7 The Developer will provide a 'Working Communities Bursaries' programme in~~

which residents of all ages can apply for grants for specific financial support to assist them to move into or sustain their employment (paragraph 9.2.3.7 above).

9.3.4.8 The delivery plan for the employment and training outcomes will be reviewed annually in September when a plan for the 12 months from the following April will be agreed by the Steering Group (paragraph 9.2.3.12 above).

9.3.4.9 The Developer will monitor the employment and training outcomes achieved by local residents and provide a report to the Steering Group every three months (reference paragraph 9.2.3.12). This will include performance against targets – the targets will include the percentage of Aylesbury residents benefitting from these programmes. The report will also include a summary of activity undertaken, case studies and key milestones to be achieved in the subsequent reporting period. The Developer will also provide data on participating residents' age, ethnicity, sex and other key target group characteristics to be agreed with the Council from time to time.

9.4 Supply chain management

9.4.1 Approach

- 9.4.1.1 The Council's commitment to sharing the benefits of the Project includes a commitment to maximise the impact of investment within the local economy. It is important that companies based in Southwark, particularly small and medium sized enterprises, have the opportunity to compete for and win contracts arising from the regeneration, bringing jobs and growth to the borough. Companies based in Southwark means companies that are physically located in the borough in respect of the operational delivery of the contract; they may or may not also have a registered address in the borough.

9.4.2 Key principles

- 9.4.2.1 The Developer is committed to increasing opportunities for SMEs on the Development Area.
- 9.4.2.2 The Developer will identify, in consultation with the Council, a partner organisation to support micro and small to medium enterprises to improve their capacity and competitiveness to win business with the main contractors on our supply chain for the Project.
- 9.4.2.3 The Developer will identify a member of its Group Procurement Team who will work closely with the Community Investment Project Manager to establish a series of provider events in consultation with the Council to maximise opportunities for local businesses, particularly SMEs, to get involved in delivering significant elements of the Redevelopment programme.
- 9.4.2.4 The Developer will run seminars on its procurement policy and procedures, and the contractual obligations for contractors and subcontractors, particularly in relation to the requirements of the Public Services (Social Value) Act (2012) This will be a requirement for all contractors who have had services procured by the Developer in order to fully understand and appreciate the expectations and contractual requirements that they are being asked to sign up to.

9.4.2.5 The Developer will work closely with the Council and its partners to build on their local knowledge of small and medium enterprises (SMEs) to promote local procurement opportunities, support potential 'match-making' between partners of varying sizes, and encourage partnership/consortium working to build capacity the capacity of local SMEs.

9.4.2.6 The Developer will stipulate within its contracts that contractors and supply chain partners must add value to the local area. The Developer will stipulate in the tender documentation that tenderers must outline how they will meet the requirements for social value, which they must adhere to in their delivery of the contract.

9.4.2.7 The Developer will widely advertise all procurement opportunities on all partnership team and Council websites.

9.4.3 Business Plan Specification

9.4.3.1 The Developer will identify a Procurement Officer within the Group Procurement Team with responsibility for working with the contractor and subcontractors to deliver local procurement and support to Southwark-based SMEs. This post will be supported by the Community Investment Project Manager and the neighbourhood-based Community Connectors.

9.4.3.2 The Developer will deliver at least two local procurement events per year in Southwark, focusing on engaging Southwark-based providers in the Project, building their capacity to successfully tender and deliver contracts, and establishing a supply chain forum for joint working to ensure maximum social impact to the local area.

9.4.3.3 The Developer will identify and then promote at least 10% of the total value of the construction contract for local procurement in Southwark. The identified member of the Group Procurement Team will be responsible for reporting on the percentage of construction procured locally quarterly to the Steering Group.

9.4.4 Delivery Mechanism

9.4.4.1 The Developer will working with an agreed partner organisation provide support to micro and small to medium enterprises:

- Free face-to-face business advice
- Help getting their business fit to supply
- Free events and workshops

9.4.4.2 The Developer will establish a series of provider events in consultation with the Council to maximise opportunities for local businesses, particularly SMEs. This will include an annual Roadshow to promote local procurement opportunities to Southwark-based companies.

9.4.4.3 The Developer will advertise all procurement opportunities on all partnership team and Council websites, through the SLPN's website and publicity channels as well as through the Creation Trust's SE17 Working website, Aylesbury Echo magazine and hoardings (and other channels agreed with the Council).

9.5 Economic Development

9.5.1 Approach

- 9.5.1.1 The Council is looking for the Project to bring wider economic benefits through the provision of employment space. The AAAP provides for the delivery of 2,500m² of employment space plus 1,850m² of retail space.
- 9.5.1.2 The Council is seeking sustainable future use of commercial space within the context of the local market and wishes to adopt a strategic approach to this at an early stage of the Project.

9.5.2 Key principles

- 9.5.2.1 The Developer will commission a feasibility study for the future use of commercial spaces in consultation and close liaison with the Council and its partners.
- 9.5.2.2 The Developer will work with the Council to deliver interim economic uses that will be used to feed into the longer term economic activity within the area. This will include support for residents to develop small businesses and enterprise through the interim use strategy.

9.5.3 Business Plan Specification

Minimum requirements as set out in the DPA, Schedule 3

The minimum requirements relating to Section 9.5 are set out in Schedule 3 of the DPA. These minimum requirements are as follows:

- 13. The Developer is to fund a feasibility study into the future use of commercial and employment space within the Development Area within the context of the local market at Southwark in accordance with the requirements of the Business Plan

- 9.5.3.1 The feasibility study will be commissioned by 30 June 2014 and completed by 31 October 2014.
- 9.5.3.2 The feasibility study brief will include as a minimum the areas set out in annexure 9.2.

- 9.5.3.3 The Developer will identify a named and suitably qualified lead officer to commission and deliver the feasibility study in close liaison with the Council and its partners.

9.5.4 Delivery mechanism

- 9.5.4.1 There is no delivery mechanism for this part.

9.6 Supporting community well-being

9.6.1 Approach

- 9.6.1.1 The Council is looking for the Project to support community well being and this will be delivered through the Developer's contributions in terms of dedicated staff, provision of a community building and a funding stream for the first five years of the Project.

9.6.2 Key principles

- 9.6.2.1 The Developer will provide 4 FTE posts employed within the Developer's organisation that will support the Council's objectives.
- 9.6.2.2 These include supporting families and vulnerable people through the re-housing process working with the Council's Area Housing Team and Creation Trust.
- 9.6.2.3 This will also include the delivery of initiatives geared towards increasing employability and these posts should support the work of Creation Trust in accessing the employment and training opportunities created by the Project.
- 9.6.2.4 The Developer will provide these posts throughout the Development Period – i.e. until the last Plot Lease is drawn down.

9.6.3 Business Plan Specification

Minimum requirements as set out in the DPA, Schedule 3

The minimum requirements relating to Section 9.6 are set out in Schedule 3 of the DPA. These minimum requirements are as follows:

14. The Developer is to provide support for the ongoing delivery of services on the Aylesbury Estate through the Creation Trust by:
 - 14.1 Provision of funding of £250,000 per annum from the Developer for five years from the 1st April 2015 (by payment of the Community Contribution) that will enable Creation Trust to deliver services set out in the Creation Trust's business plan for its activities at the Aylesbury Estate.
 - 14.2 Development and completion (as Council's Works) of the First Development Site Community Facilities at a peppercorn rent for the ongoing use of the community.
15. The Developer is to provide throughout the Development Period four FTE posts (which could be delivered through equivalent part time posts) funded from the Developer's own resources (and not comprising a Development Cost) to support:
 - families and vulnerable people through the re-housing process
 - community involvement
 - initiatives geared towards addressing worklessness.

- 9.6.3.1 The funding for Creation Trust set out as Minimum Requirement No. 14.2 will start on 1st April 2015 and will be paid by the Developer to the Council quarterly in advance.

Community Well-being posts

- 9.6.3.2 The Developer will provide the following posts (or similar as agreed with the Council at the Steering Group), which will continue to be monitored and reviewed throughout the Development Period and may be amended in agreement with the Council. This team will be established by June 2015 at the latest.

Community Investment Project Manager 1xFTE

Title	Community Investment Project Manager
Brief job description	Full-time post To establish the economic and community wellbeing programme for Aylesbury; develop the social impact measurement infrastructure; recruit and train the Community Connectors; work with the Procurement Team to maximise local employment, training and new business for local SMEs; embed the programme within the Neighbourhood Hub patches
Salary/grade and annual cost	Annual salary [REDACTED] [REDACTED]
Location	On-site at the Aylesbury Estate
Employer and reporting line	Employer: Notting Hill Housing Trust Reporting line: Project Director

Community Connectors 3xFTE

Title	Community Connector
Brief job description - FT/PT	Full-time posts X 3
Salary/grade and annual cost	Annual salary of [REDACTED] [REDACTED] [REDACTED]
Location	On-site at the Aylesbury Estate
Employer and reporting line	Employer: Notting Hill Housing Trust Reporting line: Community Investment Project Manager (initially), transferring to Neighbourhood Manager

9.6.4 Delivery Mechanism

Community Investment Added Value Posts

~~9.6.4.1~~ Alongside the bespoke economic and community wellbeing posts section out

in this section that have been created specifically for the Aylesbury Development, Notting Hill Housing and Barratt are also committed to expanding their current community investment programme to include dedicated posts to engage and support Southwark residents. This includes the following (or similar):

- a dedicated full-time Achieve Youth Support Officer to support 50 young Southwark residents per year to gain employment, improve educational attainment, start their own business and/or gain a qualification.
- a part-time Volunteer Network Coordinator to recruit and manage 100 volunteers per year to make a positive difference to Southwark through befriending, practical projects, mentoring and work placements.
- a part-time Construction Training Initiative Adviser (Notting Hill Housing) and a part-time Apprenticeship Officer (Barratt Academy) to support and supervise 18 Southwark residents per year to complete traineeships and Apprenticeships in construction and related fields.
- a part-time Resident Involvement Manager and part-time Resident Involvement Officer with responsibility for engaging and involving Aylesbury residents in the Project.

9.6.4.2 The Developer and Council will work together with the Creation Trust to find and follow through funding opportunities and make joint bids where appropriate.

9.6.4.3 The Developer will work with the Council to ensure that the delivery of these community well being roles is planned to meet need over a rolling 3-5 year period.

Arrangements for April 2014-2015 onwards

- 9.6.4.4 From April 2014, the Developer will employ as a minimum the Community Investment Project Manager and one Community Connector (who will work with the Community Investment Project Manager and Resident Involvement Manager to focus on community engagement and bridge building with local partners and businesses in year one).
-
- 9.6.4.5 The Developer will employ a full-time Resident Involvement Manager.
- 9.6.4.6 The Developer will also employ the Training and Employment Co-ordinator.
- 9.6.4.7 The Developer will work with the Council and the Creation Trust to agree the most appropriate way to support residents through the re-housing process and to find opportunities to continue to support Creation Trust's work in this area.
- 9.6.4.8 The Developer will ensure that the work of volunteers is also supported through the allocation of office time to this project.
- 9.6.4.9 From April 2015 the Developer will employ the full team of 4 community well-being posts.

9.7 Interim uses to support community and economic well-being

9.7.1 Approach

Vacant sites for interim uses

- 9.7.1.1 The Phasing Schedule takes into account the large vacant sites throughout the Development Period, which will be a consequence of the demolition footprint being greater (in most cases) than the Plot footprint of Development Sites.
- 9.7.1.2 It is expected that the Developer will take occupation of such sites by way of licence and that these sites will be organised to provide pedestrian access, landscaped to provide temporary community opportunities and may be used for required temporary provision, e.g. car parking.

9.7.2 Key Principles

Interim uses on first Development site

- 9.7.2.1 There are likely to be vacant sites within the First Development Site for up to four years. During this period the Developer and the Council will work together to develop range of additional proposals, both short term and longer term so that these become a positive benefit to the community and to the area's image over the period.
- 9.7.2.2 The Developer proposes to use the Development Period as a time to pilot creative and enterprising ideas that people want to see delivered in the long term, for example around employment, community facilities, and green space.
- 9.7.2.3 Projects will be community-owned and developed. They will enable people to get actively involved and see benefits before the Project has finished and will support people to enhance their employment prospects by learning new skills.

9.7.2.4 Ideas will be tested through Live Projects, which form the core of the Interim Uses Strategy as they are implemented using short and long-term vacant sites. These projects will also help with creating safer neighbourhoods by bringing life and active uses to vacant buildings and sites.

9.7.2.5 Final projects will be determined by:

- Consultation with the community as to what issues are important to tackle and what they would like to see implemented
- Level of benefit that the project would bring to the community including employment and training opportunities
- Commercial viability - not all projects will be commercially viable and the viability of each project will need to be agreed with the Council prior to commencement but precedence will be given to creating active use that discourages vandalism and anti-social behaviour on derelict sites. However, the Community Garden and The Hub described in the specification below will proceed at the Developer's cost.

Ongoing commitment to interim uses

9.7.2.6 The whole Development Period is regarded as an opportunity to make valuable positive temporary enhancements to the environment. Plan showing possible sites for interim uses throughout the Development Area is attached at Annexure 11.7 and Annexure 9.3.

9.7.2.7 Demolition sites programmed to remain vacant for more than two years will include landscaped areas to be used as community gardens. These will include lighting which meets the requirements set out in the Southwark Streetscape Design Manual; they will also comprise some soft landscaping, outdoor seating areas, outdoor sports facilities, temporary theatres and raised planter beds and storage for community gardening.

9.7.2.8 A major ambition for the Project is to break down barriers between the estate and the surrounding area. The interim uses will play a part in this by creating partnerships with external organisations so that they have a satellite presence on the estate.

9.7.3 Business Plan Specification

First Development Site

Temporary community garden

- 9.7.3.1 The Developer will work with residents to create a temporary growing space. This will be a productive landscape, such as a nursery or mobile planting beds that allows residents to grow planting to be used in the new neighbourhood while learning horticultural skills.
- 9.7.3.2 The Developer will build in sustainability by re-using material from demolitions to landscape the open spaces where possible.
- 9.7.3.3 The Developer will deliver the temporary community garden in line with the business plan below:

Works required and costs

Prepare area for installation of community garden following demolition

£2,000

Raised 400mm planters including topsoil

20,000*

Supply lockable shed x 2 for tools

£1500*

Allow for lockable bib taps x 3 to facilitate watering

£700*

Create walkable pathways from woodchip to allow access to planters

£5,000*

* the contractor for the First Development Site will be asked to supply and build the planters, paths and shed as part of their CSR commitment and this will therefore not be an actual cost to the project.

The Hub

- 9.7.3.4 The Developer will provide temporary buildings on the First Development Site that will form the Hub. A plan showing the proposed locations of this Hub are shown in Section 6.

9.7.3.5 Within the Hub on the First Development Site there will be, in addition to office space for the Developer and meeting space and sales and marketing accommodation:

-
- a social space for temporary events to support consultation and design work on future phases and the work of the Creation Trust.

9.7.3.6 The Developer will provide interim office space for Creation Trust by undertaking the following refurbishment works to:

- Blue Hut between 76-165 Missenden and 166-225 Missenden to deliver office accommodation to specification as agreed by LBS
- Ground floor Caretakers House to deliver training facility to specification as agreed with LBS

9.7.3.7 The Developer will provide payment of room hire at the University Academy Engineering South Bank or other venue as appropriate, for use by LBS Children's Services for the delivery of childcare training for a period from September 2015 until completion of works at Caretakers House.

9.7.4 Delivery Mechanism

9.7.4.1 The Developer will explore a potential partnership for the First Development Site with Walworth Garden Farm which could help the Developer support and train residents to manage the growing spaces created in the interim uses Plot.

Income generation opportunities

9.7.4.2 An agreed proportion of edible produce grown in the temporary community garden will be sold at East Street market to contribute to future interim spaces delivery.

