
CANADA WATER MASTERPLAN



Social Regeneration Charter

May 2018

British Land

Canada Water

Social Regeneration Charter

Ensuring that the physical changes the masterplan will bring go hand in hand with social, health and economic benefits, now and in the future.

Version 1: Planning application supporting document
May 2018

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1. Introduction

- 1.1. This Charter is our social regeneration framework for the Canada Water Masterplan. We want to ensure that the physical changes the masterplan will bring go hand in hand with social, health and economic benefits for those living, working and spending time in and around the Canada Water area.

“Social regeneration is about ensuring that the places where people live, now and in the future, create new opportunities, promote wellbeing and reduce inequalities so people have better lives, in stronger communities, and achieve their potential.”

London Borough of Southwark working definition

- 1.2. This document sets out the proposed approach, priorities and next steps. We aim to ensure we maximise the positive impacts of the development and address community priorities, ultimately aiming to set an example of best practice for London and beyond in this regard. Accordingly, the charter and these elements will evolve over time, alongside the planning determination period. Ultimately, it's intended that the charter be jointly adopted by Southwark Council and British Land, involving the community at each step of the way.

Why it matters

- 1.3. The masterplan will take around 15 years to complete and British Land is keen to stay in the area long after the development has completed. As a business, we recognise the importance of investing in our local communities and have a strong track record here. We have been recognised with the Queen's Award for Sustainability. We recognise that a development of this scale should improve local quality of life, contributing to the local community and economy now and in future. However, this is unlikely to happen without concerted action, focus and partnerships.
- 1.4. We want to unlock the development's tremendous potential through new buildings and spaces, employment, leisure and beyond. By doing this, we can contribute to the social, health and economic regeneration of the local area. In developing this Charter, we are working with Southwark Council, the local community and other stakeholders to identify the key priorities to focus on from the outset. We will continue to work together on these at every stage.

Purpose and scope of the document

- 1.5. The Canada Water Masterplan provides the opportunity - in partnership with Southwark Council landowner- for the production of this charter, and for the delivery of the benefits for local and wider Southwark community. This document sets out the vision and aspirations of the charter, establishes potential initiatives through which these could be delivered, and outlines the process through which this will be approved, reviewed and governed. While the physical and social ambitions of the masterplan interlink, this document provides further, specific detail on the proposed approach to ensuring the masterplan delivers positive social, economic and health outcomes for the local community and wider Southwark, and ultimately London.
- 1.6. The actual physical development plays an important part in delivering the charter ambitions. This is captured in planning application documents submitted in support of the application for the Canada Water Masterplan and summarised throughout the planning statement. Several planning application documents also inform and are informed by the charter priorities such as the Culture Strategy. This Charter is to be formulated alongside the application for planning permission and will sit alongside it following determination, but does not form a document which is to be approved by that application.
- 1.7. It is important to note that the charter is a work in progress. It, and initiatives this approach delivers, will be developed and evolve through further stakeholder engagement during and after the planning determination period. The full scope of the Charter and the governance arrangements are to be determined, and will be considered by Southwark Council's Cabinet of Southwark Council prior to the determination of the application for planning permission. So, it represents a first version, to be added to, amended and updated throughout the process.

Canada Water

- 1.8. Canada Water is a truly unique part of London -- one we have come to know well over several years. Yet, it still surprises. The area's identity has evolved from marshland to active docks, to a more suburban residential area alongside light industry, with exemplary water and greenspaces woven in. It incorporates areas known as Rotherhithe and Surrey Docks/Quays. The names and referencing are recognised as particularly important to many in the local community; Canada Water is the name of the station and the dock and is used to refer to the masterplan area.
- 1.9. The local area is home to around 27,000 people, primary and secondary schools and around 1,000 registered business. This diverse mix is supported by a host of community organisations, from a riverside farm to established Tenants' and Residents' Associations (TRAs) for individual estates. The masterplan will build on this local character and seek to grow existing infrastructure to create a place where different people, businesses, organisations and ideas come together. Canada Water will be a central destination to work, shop and live, and a neighbourhood that responds to the needs of those around it and an ever-evolving city.



Figure 1: Aerial image showing the masterplan and part of the local area

About British Land

- 1.10. British Land is a leading UK commercial property company focused on retail around the UK and London offices. Our strategy is to provide places which meet the needs of our customers and respond to changing lifestyles – Places People Prefer. Through our sustainability strategy, we focus on supporting communities, enhancing environments and growing economies to create sustainable places. We really care about creating a lasting, positive legacy.



2. The Charter

The aim of this charter is to maximise the social, economic and health benefits of the Canada Water Masterplan, to ensure a thriving local community and economy, now and in the years to come.

About the Charter

- 2.1. This Charter is a tangible, accountable framework for the Canada Water Masterplan to contribute to the social, economic and health priorities of the local area and community.

The Charter provides:

- **A shared framework**, developed initially with Southwark Council and input from the local community and other stakeholders, to drive social regeneration. The framework incorporates aspirations and priorities and will evolve to include commitments, outcomes and success measures in the form of indicators and targets.
- **A process of governance**, input, review and constant evolution, which will largely be developed and agreed during the planning determination period. The robustness of this process will be crucial to the Charter's success.

This represents new ground for partnership working.

- 2.2. In this charter, we set out the framework of four intertwined themes we will focus on at every stage of the masterplan to maximise social, health and economic benefits of the masterplan:

- A place to learn and grow.
- A place to belong.
- A place to work.
- A place to be happy and healthy.

We also outline how British Land, Southwark Council, and the community can work together to deliver these ambitions.

- 2.3. Throughout this Charter, 'local area' means everywhere within the two wards of Rotherhithe and Surrey Docks. Our focus will be on the Canada Water Area Action Plan and the area immediately surrounding the masterplan. We will also look to extend beyond this local area where possible.
- 2.4. The local community incorporates all those who live, work, visit or study in the local area – residents, businesses, employees, school pupils and organisations (community groups, TRAs, charities etc). Within this, we recognise that to contribute positively to addressing existing inequalities, there will be some areas and groups within the community where initiatives and activities may be focused.

British Land's approach

- 2.5. The Charter builds on British Land's strong track record for social, economic and environmental contributions. It is informed by the experience and learning gained from applying our Local Charter across our portfolio to make positive local contributions.

To download our Local Charter and find out more, visit: www.britishland.com/community

Outline Charter Framework

Vision

- 2.6. That the physical changes that the Masterplan will bring go hand in hand with social, health and economic benefits for the people who live, work, study and spend time in the local area, now and in the future. And that this becomes a best practice example for London and beyond.

Themes and draft priorities

- 2.7. The four interwoven themes of the charter are below; the priority areas for taking action are currently in outline and will be subject to further community and wider stakeholder engagement throughout the planning process. Subsequent sections set out what these could mean in practice and provide examples of previous or forthcoming activities.



Figure 2: Draft themes and priorities

Values

- 2.8. Underpinning the themes, the following values set out the approach we propose to take in developing, delivering and reviewing the charter – the ambitions, governance and outcomes. These values set in place the principles to be reflected in future decision making.



Figure 3: Charter Values

Community input and consultation

- 2.9. Community input and insight sits at the heart of developing the charter and is the reason for its existence; it is vital that it represents the priorities of the area. Over four years, local engagement through events, exhibitions, conversations, alongside developing and delivering community investment projects, has informed our thinking.
- 2.10. Three strands of consultation and input form the basis of this charter. This section outlines these and provides information on where to find further details.

Masterplan consultation

- 2.11. Throughout the consultation process, we have asked direct and indirect questions to explore and identify charter themes and community needs and wishes. Engagement with schools, community organisations and resident groups has also been crucial. The Statement of Community Involvement (SCI) submitted as part of the planning application sets out the details on this.
- 2.12. In summer 2017, we held a Topic Session on Inclusion and Community (refer to the SCI for the feedback report). We asked local people what made a place feel like it was for them and how the masterplan could support the existing and future community. A key theme emerged around ensuring those across the community could find a sense of belonging in the development, linked to considering the needs of a range of people and ensuring those new to the area could engage with the history. This has been directly adopted as a focus area for the charter.

Direct consultation - January to March 2018

2.13. From January 2018, we've been undertaking direct consultation on the charter.

We asked the 1,500 people who attended the January exhibition for initial feedback and ideas on the framework; this was positively received, and the comments given helped shape a focused topic session on 8 March 2018.

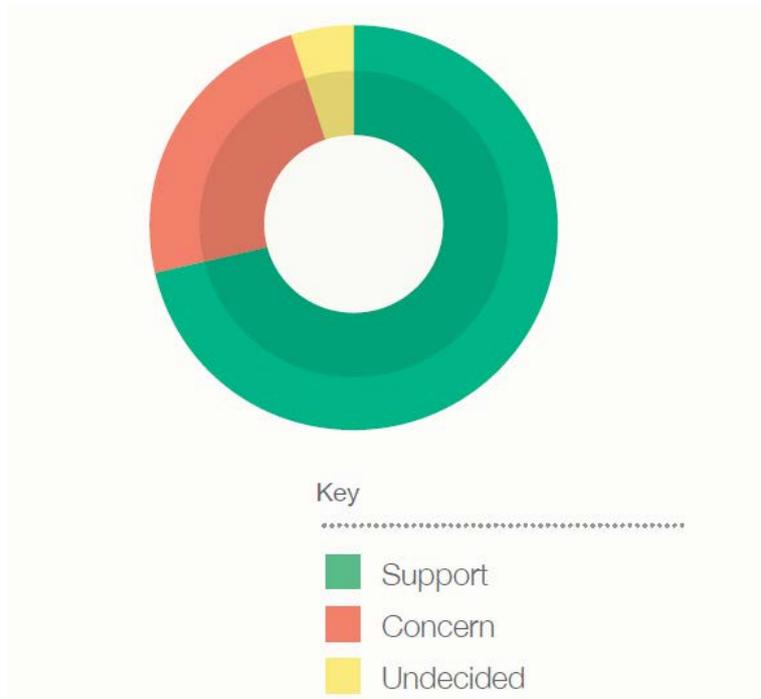


Figure 4: Direct responses to the overall ambitions of the Charter from January 2018 (from 74 responses)

- 2.14. We also commissioned the Southwark Young Advisors to engage directly with young people, including questioning their priorities for the local area.
- 2.15. In February, we held pop-up consultation events in prominent locations in the local area, including Surrey Quays and the library, to gather quick views and ensure a wide range of input, including younger and older residents and businesses. This culminated in the 8 March topic session, which 48 people attended. Specific feedback in relation to each theme can be found in each section, with overall feedback summaries in the Statement of Community Involvement (SCI).
- 2.16. Following feedback at this session it was recognised that the reference to 'Canada Water' in the charter title meant the several felt the approach and ambitions did not apply to where they lived (which may be more commonly referred to as Rotherhithe or Surrey Docks/Quays). The Charter name has therefore been changed to Social Regeneration Charter, from the Canada Water Charter.
- 2.17. These events were the starting point for an ongoing conversation and what we've heard so far is reflected in this document and captured in the SCI.

Socio-economic baseline

- 2.18. To help inform the charter priorities and provide an up to date and impartial starting point we worked with Social Life, a social enterprise who specialise in research and community projects exploring how people are affected by changes in the built environment. They undertook baseline research into local social and economic conditions which included speaking to around 150 local people broadly

representative of the local demographics. The research also included local trader and stakeholder interviews, combined with secondary data analysis and benchmarking the findings against comparable areas. This generated a useful profile of the local area which was shared from community review at the March topic session.

- 2.19. Following feedback on the research at the topic session, it was agreed that Social Life would conduct additional sampling to add to this baseline. This work will take place during the first part of the determination period.
- 2.20. The work will establish a baseline from which indicators and measures of success will be developed during the planning determination period, and against which future changes can be measured. A report summarising the findings will be published as part of this.

Southwark Council

- 2.21. In September 2017, Southwark Council's Cabinet invited us to develop a social regeneration charter for Canada Water. At the same time, Cabinet endorsed the Council's draft Social Regeneration Framework, potential indicators and working definition of Social Regeneration and agreed to commence with the Southwark Conversation. The Council are partners to this Charter, and the framework and working definition created a starting point alongside the work of the Canada Water Legacy Strategy.

Emerging planning policy

- 2.22. Southwark Council has also sought to incorporate Social Regeneration as part of the New Southwark (December 2017- Draft for Submission), which incorporates a new strategic policy (SP2) and ambitions for development.
- 2.23. Southwark Council's Section 106 Planning Obligations and Community Infrastructure Levy (CIL) Supplementary Planning Document (SPD) (April 2015) is also a reference point. This provides guidance on the use of section 106 planning obligations and CIL for the borough, both of which will form important tools for the delivery of the charter.

Southwark Conversation

- 2.24. In autumn 2017, Southwark Council undertook their largest ever consultation. The Southwark Conversation aimed to explore perceptions and experiences of regeneration within the borough and develop a deeper understanding of these and what could be learnt for future projects. Over 2,000 people responded, providing an important outline of local views; much of the response reinforced feedback from our local consultation. This Charter outline considers the findings so far. Southwark Council are undertaking further analysis including feedback from across local areas, which will be shared in due course and continue to inform the Charter's evolution.

Engagement with members and officers

- 2.25. An initial workshop with Southwark Council officers and members in December 2017 confirmed the brief, establishing joint priorities and ways of working. The Charter ambitions and initial findings from the socio-economic baseline research have subsequently been shared and further shaped through officer and member input. In March 2018, the Council Cabinet endorsed the framework and values for further consultation. It will consider an updated Charter later in 2018.

Measures of success and targets

- 2.26. Indicators will be developed with community input and review to act as the measures of success of the project and charter overall. These will build on the indicators being established by Southwark Council as part of the Social Regeneration framework. They are being developed by Social Life from baseline research and will be shared for community review and input; it is vital to establish a general consensus of what success would mean for the local area.

Indicators and measures will be added to each theme area (chapter 5-8) once established (see next steps).

3. Our work so far

We have been involved in the Canada Water area for many years and actively support several local organisations.

Legacy strategy

- 3.1. This Charter builds on and replaces our earlier Canada Water Legacy Strategy, which focused on education, employment, business and community.

The Charter's development has been informed by many years of engagement with the local community – organisations and individuals, those that live, work or spend time in the local area.

- 3.2. We are already investing in several pilot programmes as part of our Legacy Strategy, detailed in the next sections. These will continue as part of our Charter activity where appropriate, and the legacy themes will be absorbed into the Charter Framework. They will also be reviewed and evaluated, informing decisions on future initiatives to ensure we focus where we can have the most impact.



Figure 5. Evolution of the charter

Consultants' Charter

- 3.3. In November 2017, we also launched our Consultants' Charter to over twenty of the consultant teams working on the Canada Water Masterplan. This Charter aims to bring scale to our ambitions and investment locally by asking our consultants to develop a pledge setting out how they will deliver on the Legacy themes. The pledge format allows our consultants to play to their strengths, values and interests while pooling our collective resources to deliver impacts at scale; they will know how best to apply their skills and networks to make a positive local difference. We have asked our partners to work with the community and shape ideas, so we learn together. Several initiatives are already under way, including our architects and engineers working with young people via Global Generation, and several suppliers taking local 16-19-year-olds as paid summer interns via the Career Ready programme.

Local investment

- 3.4. Our local investment aims to ensure that the local community benefit from our activities and presence in the area. We provide funding, volunteers and pro-bono advice and support via Surrey Quays Shopping Centre and directly from British Land. For the latter, we focus on projects which link people to the opportunities the masterplan will create, and projects with an emphasis on becoming self-sustaining.
- 3.5. We also seek to volunteer with local organisations, partnering on meaningful projects. This could be a day working on an idea or physical project, or longer term for example as trustees, governors or advisors, enabling local groups to grow. Overall, we have invested over £250,000 in local community projects and initiatives over the last three years and grown strong links with a range of local community organisations and charities, which we intend to build on.

Theme 1: A place to learn and grow

We are building lasting relationships with local schools and partners to support people of all ages to learn -- taking part in careers fairs, mentoring students, loaning artworks, volunteering as governors and more. Many of our projects go back years and are established, ongoing relationships through the shopping centre and its management team.

- 3.6. Educational charity **Global Generation** has set up the **Paper Garden community space** in the Printworks. Here and in workshops, local children and young people are exploring ideas that will help inform parts of the public realm at Canada Water. This forms one of our key education projects, involving over 1,000 local people of all ages since summer 2017, including students from Redriff, St Josephs and St John's primary schools; Bacon's College, City of London Academy, Compass secondary schools; and users of Bede House, Time and Talents and Surrey Docks Farm.



Figure 6. Winter Solstice event at the Paper Garden with local schools and residents

- 3.7. We always seek to connect with local schools across the area for a range of projects. For example, our award winning **Young Readers Programme** with the **National Literacy Trust** has, since 2012, encouraged children from local primary schools, such as **Rotherhithe Primary School**, to nurture their love for reading and develop their literacy skills.

- 3.8. Southwark students on **Pathways to Property** have worked with the Masterplan team and wider British Land. We sponsor this national programme, which encourages young people from diverse backgrounds to consider careers in property. It includes a free summer school at the University of Reading.
- 3.9. Our support for the Urban Land Institute's **UrbanPlan UK** programme includes workshops for students at Bacon's College, run by the Masterplan team, bringing urban planning and development to life.
- 3.10. We have been on the Local Advisory Board for **Southwark Career Ready** from the start. This links students from Bacon's College, St Michael's and City of London Academy with employers. British Land volunteers provide mentoring support to local 16-19 year olds through this programme and, each summer, we host paid internships for students on the programme, along with several of our suppliers.
- 3.11. We are developing successful art partnerships with local schools to help nurture the designers of the future. We have an ongoing artwork loan project with **Bacon's College**, plus support for exhibitions and gallery visits, and recently supported arts workshops for pupils from Rotherhithe Primary with the **Drawing Room**.

Theme 2: A place to belong

We provide funding and support for a range of activities that bring local people together, including local festivals, street parties, school fairs, festive parties for elderly residents and fun days for young people.

- 3.12. Community charity **Time and Talents** is building connections and reducing social isolation through their **T&T2 initiative** in our **Canada Water Masterplan hub**. They host a wide variety of events that bring people together here, including crafting workshops, family activities and community parties.
- 3.13. We have sponsored the **Rotherhithe Festival** for many years and host a stall each time. This local event is always fantastically well attended and a cornerstone of the local calendar, bringing together people, charities and community organisations.
- 3.14. During **Illuminate Rotherhithe**, a local festival in the run up to the 400th anniversary of the sailing of the Mayflower in 1620 to the New World, we supported school workshops and a Grand Ceilidh that brought together 480 children from schools across Rotherhithe for the first time to dance together.
- 3.15. In February and March 2018, the consultation hub hosted an **exhibition on local heritage**, curated with the help of a community steering group. The exhibition was staffed by **Southwark Young Pilgrims** as part of their training and work experience.
- 3.16. Through our **annual Community Day**, our volunteers work with partners across Surrey Docks and Rotherhithe. Examples include befriending elderly residents with Time and Talents, running personal branding workshops for students at Bacon's College, model making with students at City of London Academy, transforming a garden for people with learning disabilities at Bede House and revamping an allotment for the Young Farmers Club.



Figure 7: Dementia Awareness Party at T&T2

Theme 3: A place to work

We are investing in initiatives now so that, as the Masterplan progresses, local people and businesses will have the potential to access the exciting range of opportunities at Canada Water.

- 3.17. **Tree Shepherd's Start Your Own Enterprise courses** help local residents turn their ideas and passions into real businesses – for free. At the end of each course, the budding entrepreneurs set out with their own business plan and more confidence to put it into action. **Business clinics** offer additional free support for local entrepreneurs in Southwark through regular one-to-one sessions.



Figure 8: Start up and Thrive Graduation

- 3.18. Social entrepreneurs **GoodPeople** are working with suppliers and businesses at Surrey Quays, the Printworks and beyond to match local jobseekers to opportunities and help them develop their employability skills. We've also worked with **Bede House Learning Disabilities employment project** to provide a regular work placement for one of their learners at our head office, who went on to find work closer to home.
- 3.19. Local not-for-profit **Bermondsey Community Kitchen** provides free training and catering opportunities to local, long-term unemployed young people. As the Masterplan progresses, we are keen to link this training with openings in cafés and restaurants at Canada Water.
- 3.20. To support local high streets and businesses, we funded **Musicity events** in Albion Street and Lower Road, as well a composition by award winning musician Moses Boyd, inspired by Canada Water Station.
- 3.21. As an active member of **Southwark Chamber of Commerce**, we have hosted a business breakfast for Chamber members and local businesses, discussing opportunities and ideas in the supply chain.

Theme 4: A place to be happy and healthy

We actively support a range of initiatives connecting local people to each other, to nature and to active living – empowering them to enjoy a healthier, happier quality of life.

- 3.23. We are long-term supporters of the **Young Farmers Club at Surrey Docks Farm**. This successful club runs every Saturday for 45 children aged 8-13, teaching them about working with animals and how to grow their own food.
- 3.24. Our award winning **art:space** initiative with arts charity **Create** gives local young carers the chance to explore their creativity, working with professional artists and their peers. All activities are designed with Southwark young carers service **Imago** to boost the confidence of these vulnerable young people. We also provide Imago with rent-free space at Surrey Quays Shopping Centre.
- 3.25. We sponsor **Dockland's Junior Football Club** in Rotherhithe, which provides football coaching and life skills to local young footballers, championing their sporting ambitions. We also recently agreed support for new nets for **Southwark Park Cricket Club** and are team sponsor of **Fisher FC**, who play a vital role not only in inspiring fitness but also providing a place and reason for local residents to come together.
- 3.26. We support **London Bubble's Young Theatre Makers** project, which works with young people to use drama and theatre techniques to support mental health and wellbeing, building their resilience, self-esteem and self-awareness.



Figures 9 and 10: Bubble's Young Theatre Makers 2017

4. Using this document

- 4.1. We want to ensure our development delivers meaningful, positive change for the local and wider community via the charter framework and process. This means focusing on where we can have the most impact on the things that matter to those who will be living, working, studying and spending time in the area for years to come, and using local knowledge and input to identify these priorities.
- 4.2. The following sections expand on the four focus areas and outline proposed outcomes and steps which to achieve these aims over the lifetime of the project. Engagement with Southwark Council and the local community over the determination period will evolve the proposed steps and priorities, which will be subject to further discussion and negotiation with Southwark Council as part of the planning process.
- 4.3. The proposed steps should be read alongside our existing investment and initiatives in the previous section, many of which form the basis of ongoing work. Note also that there is considerable crossover between the theme areas, with some proposed initiatives contributing to more than one goal.
- 4.4. The community feedback outlined in these sections is a snapshot of what we've learned so far. The Statement of Community Involvement, also submitted with this application, captures this and the many stages in more detail. It is also important to note that the delivery of actions to address the priorities could be through a variety of means, and our ability to deliver in some areas will grow as the development moves forward.
- 4.5. It is worth noting that priorities and activities would vary depending on the nature of the first and future phases and the opportunities presented at this time, and more detailed action plans would be produced at these points.

Related Planning application documents

- 4.6. A number of other planning application documents are particularly relevant to the charter and should be read alongside this:
 - 4.6.1 **The Health Impact Assessment (HIA)** sets out a detailed baseline study for the local area and region of a range of environmental and biological determinants of health, alongside potential mitigation.
 - 4.6.2 **Environmental Statement: Chapter 7 – Socio-Economic** presents an assessment of the likely significant socio-economic effects of the Development both during construction and once completed and operational, including relevant baseline conditions of the local area and an assessment of the likely significant effects of the Development during the demolition and construction works and once the Development is completed and operational. Mitigation measures are identified where appropriate to avoid, reduce or offset any significant adverse effects identified and / or enhance likely beneficial effects

Both of the following provide useful context and research complementing the specific Charter's socio-economic baseline work and include technical information on the proposed approach in relevant areas.

- 4.6.3 **Statement of Community Involvement (SCI)** is referenced throughout. This document details what we've heard from local residents, businesses and stakeholders in over four years of local engagement, how we've engaged and how the masterplan has responded. Information and knowledge gained throughout this process, which is ongoing, has been invaluable to the development of this charter.

5. Theme 1: A place to learn and grow



A place to
learn & grow



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

Why it's important

- 5.1. Lifelong learning is important for personal fulfilment, career pathways, societal progress and economic growth.
- 5.2. Inequalities in educational achievement and skill acquisition affect physical and mental health, as well as income, employment, and quality of life, as highlighted by the Marmot Review¹. We know for example that there is a positive correlation between the number of employer interactions (e.g. work experience or career talks) and young people's outcomes, including a substantive reduction in the likelihood of becoming NEET².
- 5.3. The Health Impact Assessment submitted as part of the planning application sets out health impacts that can arise from a lack of learning opportunities and subsequent barriers to employment. Therefore, reducing educational inequalities and providing opportunities for continued learning is fundamental to raising the social, health and economic wellbeing of an area.
- 5.4. We want the development to empower everyone to gain new skills and knowledge. People of all ages, backgrounds and incomes need to be equipped with the skills to access the opportunities the Masterplan creates – from jobs with construction partners and future occupiers to new interests and passions.
- 5.5. No one can be sure exactly what job opportunities Canada Water will offer in the years to come or what skills will be needed in the world of the future. We do know, however, that skills such as creativity and collaboration will be valuable. Rapid technological and societal change may also require people to adapt, re-learn and re-train more frequently, requiring new infrastructure.
- 5.6. We envisage a future where businesses, schools, community centres and other organisations throughout the local area work together to help everyone learn and grow. By investing in skills and supporting vital local educational infrastructure, more local people will access employment and enterprise opportunities at Canada Water and beyond.

¹ Marmot M, Allen J, Goldblatt P et al (2010) Fair society, healthy lives: strategic review of health inequalities in England post 2010. London: Marmot Review Team.

² Mann S (2012) It's who you meet: why employer contacts at school make a difference to the employment prospects of young adults. Education and Employers. Available online: https://www.educationandemployers.org/wp-content/uploads/2014/06/its_who_you_meet_final_26_06_12.pdf

Policy

5.7. Growing skills, improving productivity and ensuring social mobility are prominent policy issues across London and the UK today.

5.8. A number of relevant policies have been considered to inform and/or support the charter:

5.7.1 Southwark Council Policies and Strategies:

- Skills Strategy (Draft)³: sets out a vision that “*by 2022 Southwark will have a high quality local skills offer that is accessible and responsive to learner and employer needs.*” The strategy highlights that demand for higher level skills will increase and technological advances will change the labour market in coming years. Therefore, it is vital that residents have access to quality training that allows them to take advantage of both existing and future local opportunities. The strategy also highlights the potential for employers and providers to work collaboratively to develop a local skills offer that is responsive to the needs of the local economy.
- New Southwark Plan⁴ (Draft): Strategic Policy 4: Strong Local Economy set out key aspirations of Southwark’s regeneration strategy including bringing “*more opportunities for people to find work, get into training and achieve their aspirations*” and “*working with local business and other partners to make sure our residents are equipped with the skills and knowledge to access the many exciting opportunities that being in Southwark brings.*” The area vision for Rotherhithe includes providing new education opportunities including new school places and potential opportunity for college and university services.
- Economic Wellbeing Strategy⁵: sets out an intention to create “*a full employment borough with a job opportunity for every Southwark resident who wants to work.*” To achieve this goal, focus must be placed on breaking down barriers to work, through increasing access to education and skill services. Innovative partnerships can ensure residents have access to the resources needed to equip them with the relevant skillsets.
- School Place Planning strategy⁶: identifies the pivotal role schools play as a pillar within social regeneration, with quality of education impacting on the lives of our children, their families and the wider community. The importance for planning ahead and investing in schools to accommodate growth in demand resulting from regeneration is highlighted. Future shortfall in primary places in Rotherhithe is identified, linked to development at Canada Water.

5.7.2 Mayoral/Greater London Authority Policies and Strategies:

- Skills for Londoners Strategy⁷ (Draft) sets out in more detail how the Mayor aims to make “*sure Londoners [focused on those over 18], employers and business get the skills they need to succeed in a fair, inclusive and thriving economy.*” To help meet this vision, further adult education and skills provision should empower all Londoners to: access the education and skills to participate in society and progress in education and work; meet the needs of London’s economy and employers; and deliver a strategic city-wide technical skills and adult education offer.

Socio-economic research findings

5.9. The following summarises the key findings from the socio-economic baseline research, which will be published as an accompanying report in due course. Data sources include official data, such as the 2011 Census and GLA population predictions, and feedback from the qualitative research.

³ Southwark Council (2017). Southwark Skills Strategy.

⁴ Southwark Council (2017). New Southwark Plan – Proposed Submission Version, December 2017.

⁵ Southwark Council (2017). Southwark’s Economic Wellbeing Strategy 2017-2022.

⁶ Southwark Council (2017). 2017 Primary and Secondary School Place Planning Strategy Update,

⁷ Greater London Authority (2017). Skills for Londoners – A Draft Skills and Adult Education Strategy for London – Draft for Consultation, November 2017.

- **People:** Large population of young adults with a higher proportion of 20–24-year-olds than London average. More dependent children live in low-income households in Rotherhithe than Southwark’s average and work poverty is an issue across the area. Overall feedback suggested residents do not feel there is a gang problem compared to other areas of Southwark, although anti-social behaviour and rising concern about crime has been noted.
- **Schools:** Most of the area’s primary schools perform well and some consider them a key asset. The area’s only secondary school is currently in special measures and some local teenagers travel outside the area for school. Some local residents say they would leave for better secondary education.
- **Lifelong opportunities:** Local people believe there is less training and support for 25-40 year olds than younger groups. Training and jobs are seen as targeted at those facing fewer barriers to employment, with less support for people further from the labour market. Apprenticeships are becoming less accessible, with higher entry requirements.

Consultation and community feedback

- 5.10. Feedback from the four years of local consultation has placed education and opportunities for employment as an important benefit of the masterplan, the strategies for which the community are keen to understand more about as plans develop.
- 5.11. Feedback has included:
- Asking how local residents – from young people to over 50s and mothers returning to work – can be enabled to access construction and other employment.
 - To consider how the new businesses coming to the area can be encouraged to support local skills and employability, e.g. through work experience and apprenticeships.
 - Support for a proposed sixth form.
- 5.12. Responses from the dedicated charter consultation in winter 2018 found that people valued schools, employment and the local history group as helping make the area a good place to be.

Below shows the number of times the emerging charter priorities was noted as a top priority⁸:

- (9) Strengthen local education.
- (9) Support young people to build futures.
- (5) Skills, development & training for all ages.

Other suggestions included calls for a wider range of paid for and free activities for children, and supporting satellite community and youth workers stationed in the local area.

Indicators and measures of success

- 5.13. Indicators and measures will be added to this section once established as part of the next stage.

⁸ (N) indicates the number of times the priority (N) was chosen. Priorities are as outlined in February 2018 and may have been subsequently updated

Priorities and Initiatives

Outcomes	Proposed Steps
<p>Promote future skills growth, training and pathways; working with other developers and borough assets</p>	
<p>Local residents and school students are enabled to access ongoing and future employment and education opportunities, both as part of the masterplan and more widely across the borough.</p> <p>Local young people aspire to careers in the built environment, construction and the sectors of future occupiers⁹ and our on-site teams¹⁰.</p> <p>Contractors across the borough, and future occupiers have access to a pipeline of future talent in a system set up to support the learner to grow and access sustainable employment.</p>	<p>Work with students of all ages to encourage a 'pipeline' into employment on site, including construction education programmes with local schools.</p> <p>Continue to support Global Generation (see p.15) and their work with local schools and young people. In particular exploring opportunities to support local residents into training and employment opportunities as part of the operational use.</p> <p>Establish mechanisms of working with other developers and sites such as Bermondsey and Old Kent Road, alongside the Southwark Construction Skills Centre (SCSC) to maximise impact and coordinate.</p> <p>Explore partnering with other built environment organisations to use the construction site as an outdoor classroom/learning environment.</p> <p>Deliver and support apprenticeships and traineeships as part of the construction.</p> <p>Explore an 'occupiers' charter' for those coming to Canada Water, to pledge to invest in skills and education (and employment). Establish infrastructure to broker links between future occupiers and local schools and community groups to deliver work experience, apprenticeships, mentoring, and educational programmes – from those just starting out, to sector specific.</p> <p>Engage our on-site teams in the delivery of the Charter, looking to maximise both the impact of the Charter locally and to benefit those working on site.</p> <p>Continue to run employment programmes at Surrey Quays Shopping Centre, such as Starting Out in Retail (see below), Work Ready and a range of schools' pilot projects.</p> <p>Support opportunities for lifelong learning and resilience for local employees, the supply chain and for residents; for example, focusing on equipping older workers – both long term unemployed, and those newly back on to the labour market – with skills required for the supply chain.</p>

⁹ Future occupiers could include organisations taking office, retail, leisure or community space

¹⁰ Our Broadgate Estates estate management team and suppliers for example landscaping contractors

Strengthen and connect local education

The local area offers high quality educational provision for all regardless of age, considering social growth alongside economic.

Local institutions – schools, colleges, providers –work together, alongside occupiers, to improve local educational attainment and social mobility.

Those studying in the local area have access to and knowledge of quality career information, advice and guidance (IAG) about a range of opportunities.

Support new education infrastructure including:

- the proposed extension of an existing primary school, or the provision of a new primary school as part of the masterplan.
- New sixth form proposed in as part of the town centre (subject to on-going discussions with LBS to align with their emerging school spaces strategy). We will continue to explore the potential of this to include technical apprenticeship and training beyond school age.

Leverage the potential location of Higher Education (HE) in the area if this sixth form comes forward, linking HE students and infrastructure with those locally.

Bring local institutions, organisations and businesses together, for example to support local literacy, numeracy and other volunteering programmes with primary schools or to support physical improvements.

Work with partners across Southwark to link Canada Water and local students up with other Southwark economic assets such as the Southbank and the Health sector, e.g. through a digital employment and skills platform.

Continue to support local schools such as through governance and educational support, directly and through our supply chain.

Explore education programmes linked to the proposed urban ecology of the masterplan.

Explore connecting local education institutions' recruitment to the new homes to support recruitment and retention.

Support positive futures for young people

Local young people have the skills, guidance and knowledge to access their future careers.

Community infrastructure provides constructive environments and supports young people's needs, including places to study and just hang out.

Explore development of a temporary facility for young people, partnering with a youth provider to deliver constructive activities and engagement. We are currently exploring this as part of our 'meanwhile' strategy.

Supporting youth work to address local issues, e.g. intensive work with vulnerable young people and those who need additional support into education, employment or training. This builds on the Work Ready programme we are developing in Sheffield, looking to prepare local people in advance for jobs being created.

Support and promote training and careers programmes aimed specifically at young people (as mentioned previously).

Continue to support Career Ready or future similar programmes in linking up British Land employees and our supply chain with local 16-19 year olds for mentoring and internships.

Connect our supply chain, on-site teams and future occupiers to local schools, sharing careers knowledge and work experience.

Work with young people and relevant agencies to consider the needs of young people throughout our design and management.

Example: Bright Lights Starting Out

As part of our **Bright Lights skills programme**, we deliver a pre-employment training scheme – **Starting Out in Retail and Hospitality** – across a number of major assets within our retail portfolio.

The five-week programme supports local people into employment. To date, we have concentrated on young people, but this year are piloting one programme with older people looking to get back into the labour market. In 2018, we are also looking to pilot **Starting Out in Construction** on two of our sites.

The current programme comprises tailored retail and customer service training, combined with work placements, offered by a range of retail and leisure occupiers.

We will look to run both Starting Out in Construction and Starting Out programmes in relation to end use jobs on the Canada Water site.



Figure 11: Bright Lights Student on a work placement at the Range, Surrey Quays

6. Theme 2: A place to belong



A place
to belong

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

Why it's important

- 6.1. Togetherness is a hugely important aspect of life and wellbeing. It gives people valuable support, both emotionally and practically. It opens up opportunities and makes us feel good. A sense of belonging to a place or community is linked with positive impacts on mental health and wellbeing.
- 6.2. We want Canada Water to be a place for everyone – for people of all life stages, backgrounds and incomes. It will be everyone's town centre and facilities, so we want to ensure there are no perceived or actual barriers between individuals or different groups of people. A happy, diverse and inclusive society.
- 6.3. Canada Water has a wonderful local heritage that can be celebrated through place and street naming, through design, through activities and events. This will strengthen a sense of belonging among residents, students and businesses.
- 6.4. Community infrastructure such as charities, community groups, tenants' associations and residents' groups bring people together and provide valuable local services that can improve quality of life. They also offer people opportunities to contribute to their local area in a positive way. It is crucial that existing community infrastructure in the local area can connect with the new businesses, people and organisations that will come to Canada Water.
- 6.5. We envisage a future where different people and groups in the local area turn to each other for support, advice and access to opportunities. A cohesive, resilient community. A place to belong.

Policy

- 6.6. Creating places which foster strong, inclusive communities features eminently within both local and London policy. Relevant points have been drawn from this policy to inform and support the charter:
 - 6.6.1 Southwark Council Policies and Strategies:
 - o New Southwark Plan: highlights the importance of regeneration creating welcoming places for both existing residents and businesses, as well as newcomers, to feel a sense of belonging. Strategic Policy 2: Social Regeneration to Revitalise Neighbourhoods emphasises the need to provide targeted support in regeneration areas for all communities, particularly the disadvantaged, involving input from all services, partners and community based activities. The importance of enhancing local distinctiveness and drawing on the history of an area to deliver heritage-led regeneration is also emphasised.

- Canada Water AAP¹¹: highlights the need for more affordable housing in the area to be balanced against the objective of fostering mixed communities. The AAP sets out a strategy for community facilities to be located together so that they can complement and support one another and be connected to the wider area by a network of sustainable transport options.

6.6.2 Mayoral/Greater London Authority Policies and Strategies:

- Draft New London Plan¹²: Good Growth Policy 1, Building Strong and Inclusive Communities seeks to ensure that development provides “*good quality services and amenities that accommodate, encourage and strengthen communities, increasing active participation and social integration, and addressing social isolation.*” Development should also ensure buildings and public realm are designed to reinforce or enhance permeability and inclusivity of neighbourhoods for all ages.

Socio-economic research findings

6.7. The following summarises the key findings from the socio-economic baseline research, which will be published as an accompanying report in due course. Data sources include official data, such as the 2011 Census and GLA population predictions, and feedback from the qualitative research.

- Local people report a higher sense of belonging than comparable areas of London. Short-term residents and 18–29-year-olds tend to report a lower sense of belonging than older residents.
- Around half of comments were positive about the area’s friendliness, community spirit and diversity, including community groups and facilities.
- Neighbourliness is in line with comparable areas. There are strong social relationships in some areas and within certain groups, such as older residents, although some report that such connections are in decline.
- Trust in other people in the area is low when compared with elsewhere. Residents and social tenants are less likely to agree that people from different backgrounds get on. Talk of ‘us’ and ‘them’ indicates complex local divisions.
- The area is less ethnically-diverse than the Southwark average, particularly in Surrey Docks. There is some history of racism and xenophobia and some people speak of discomfort with diversity.
- Affordable housing is a key concern, with long-term residents concerned about generational break-up due to rising costs and shortage of social housing.

Consultation and community feedback

- 6.8. The area has a strong sense of identity associated with the dock history and Scandinavian links, plus more recent layers of history such as the printing industry. This has come through robustly in the consultation.
- 6.9. The community has also reported a desire to see events and activities which bring people together.
- 6.10. In summer 2017, we held a topic session on ‘Community and Inclusion’ exploring this area. Ensuring the spaces and places the masterplan creates are somewhere all feel a sense of belonging came across strongly and has been adopted as key theme.

¹¹ Southwark Council (2015). Canada Water Area Action Plan.

¹² Greater London Authority (2017). The London Plan - Draft for Public Consultation, December 2017.

Winter 2018

- 6.11. A range of answers were given in response to the question, “What do you value in the area now?”:
- Sense of community, meaningful cohesion.
 - Open, green and blue spaces.
 - Diversity.
 - Sense of heritage.
 - Time & Talents.
 - Intrinsic hub that connects London.
 - Cycling routes & Russia Dock Woodland.
- 6.12. In terms of priorities, access to housing that is affordable and integrated into the development was a key ask¹³:
- (11) Support access to a mix of housing types & use of spaces.
 - (7) Celebrate local diversity, culture & heritage.
 - (3) Connect businesses, residents & visitors to support local needs.
- 6.13. Other suggestions included better signage, supporting community pride and referencing local names. In particular, the name Canada Water Charter was felt not to capture the areas where they live now – commonly referred to as Surrey Docks or Rotherhithe. The name of the charter and this document has been changed to reflect this.

Indicators and measures of success

- 6.14. Indicators and measures will be added to this section once established as part of the next stage.

¹³ (N) indicates the number of times the priority was chosen

Priorities and initiatives

Outcomes	Proposed Steps
Support access to diverse housing mix and use of spaces	
<p>Local residents can access a range of new homes.</p> <p>New public spaces and amenities feel part of local life and are enjoyed across the community, with something for all ages, incomes, and life stages.</p>	<p>Incorporate a broad range of affordable housing and market housing options suitable for a range of ages, incomes and life stages. Phase 1 will deliver 35% affordable housing with 70% Social Rent levels and 30% Intermediate tenures.</p> <p>Build in adaptability to homes and neighbourhoods.</p> <p>Local allocations policy across affordable housing; local promotion for market housing</p> <p>Focus on supporting residents into sustainable employment on or above the London Living Wage, opening up access to a greater range of housing options.</p> <p>Explore initiatives to address deposit deficits and facilitate moving around different types and tenures across lifetimes.</p> <p>Consider the needs of all ages and abilities in design of public spaces, including intergenerational spaces to bring people together and covered warm spaces to gather without having to buy anything. Continue to engage with disability groups and individuals as the detailed proposals come forward.</p> <p>All public spaces will include places to sit, meet and relax, designed to stimulate connections where appropriate.</p>
Enhance community infrastructure; connecting businesses, residents and visitors	
<p>Strong networks – digital and physical – link workers, businesses and community organisations to mutual benefit such as finding volunteers or sharing skills or simply raising awareness.</p> <p>Local community organisations and assets grow and strengthen.</p> <p>Community led activities find their places across the site.</p> <p>Visitors and those new to Canada Water can easily discover local infrastructure such as the Surrey Docks Farm.</p>	<p>Develop and build upon existing infrastructure to connect businesses, community organisations, residents and visitors to support volunteering, skills and knowledge sharing across the whole area, along the concept of a time bank.</p> <p>This could include specific employee volunteering infrastructure/brokerage connecting future business and residential occupiers with local organisations; explore potential for regular volunteering time at Canada Water, brokering relationships and building capacity.</p> <p>The delivery of strategic infrastructure as part of the masterplan will help the existing community to use the masterplan facilities such as health, leisure and education; retail will encourage people feel part of the masterplan, drawing people into this area, helping it to integrate with the wider, existing community.</p> <p>Explore opportunity of smart tech to raise awareness of local initiatives and connect across the community, e.g. virtual or physical community notice boards.</p> <p>Explore community space and provision as part of the masterplan, building on and learning from the pilot project of Time and Talents 2 at the CWM Consultation Hub.</p>

	<p>Through the Charter, provide access to funding to support community-led events and activities on site.</p> <p>Work with local organisations and schools to promote and interpret the site to visitors and new residents.</p>
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Enable understanding of local cultures and heritage

<p>Visitors and new arrivals are able to understand, explore and connect with the area's heritage.</p> <p>The masterplan's spaces and places are activated by the local community, sharing their cultures and heritages.</p>	<p>Record local voices to be shared with future residents and visitors; for example, through an oral history project or as part of the physical development. This builds on the Heritage Exhibition commissioned in winter 2018 visited by over 1,000 people.</p> <p>A bespoke <i>Culture Strategy</i> for Canada Water is submitted as part of the planning application. This sets out ambitions for the development of culture across the whole development period and to inform the legacy. It captures a range of our ambitions here; key aspirations and commitments include:</p> <ul style="list-style-type: none"> • Inclusive events and activities on site; we will offer support to community led events on and off site and ensure the physical infrastructure is in place to do so. • Recognise heritage through public art, interpretation signage and installations. • Engage with the local community on ideas for street and place naming. <p>The development will bring dock infrastructure, such as the Red Bridge, back to life and integrate into the surroundings.</p>
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7. Theme 3: A place to work

**A place
to work**

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

Why it's important

- 7.1. Having a job and career prospects are important for health, happiness and a sense of purpose, as well as for earning a living.
- 7.2. Employment is one of the biggest opportunities of the Masterplan. We want Canada Water to create work opportunities for everyone and we aim to support residents into work – recognising that some will need additional support – and empower businesses to grow, sustainably.
- 7.3. The construction of Canada Water will generate thousands of jobs both on and off site. Around 1,400 people will work on site each month, equivalent to one million weeks' work over 14 years. This long timespan offers real potential not only to help people get into jobs but also for career progression and sustained employment. And we are exploring opportunities to work with other developers locally, so construction workers can continue working nearby and gain more opportunities for progression.
- 7.4. When complete, Canada Water will be home to around 20,000 jobs across a range of sectors, levels and skills. We have less direct influence here but hope to work with future occupiers on local employment initiatives. This is something we already do across our portfolio through Bright Lights, our skills and employment programme.
- 7.5. A thriving local economy brings a range of benefits, and we know the two local high streets are important to the local community. We also know that smaller businesses are more likely to hire locally. So, we are working with partners to help local residents start their own businesses, which can have positive multiplier effects over time. In addition, living and working locally can improve people's work/life balance, enhance retention for employers and reduce congestion on transport and road networks.
- 7.6. We will also provide a range of workspaces to help businesses develop and grow, along with stalls and retail, contributing to a place that looks and feels representative of the local area.
- 7.7. We want everyone working on our behalf to be paid at least the London Living Wage. We already do this at our three London campuses, in partnership with our property management subsidiary Broadgate Estates.

Policy

- 7.8. Regeneration creates jobs across a range of sectors and skill levels. Maximising this opportunity is a key feature of local and London policy. This charter seeks to draw on these policies to maximise opportunities at Canada Water:

7.8.1 Strategies Southwark Council Policies and Strategies:

- Southwark's Economic Wellbeing Strategy: aims to create "*a growth borough, where business thrives and prospers.*" Regeneration and development continues to provide lasting jobs for residents in construction and related industries and in completed developments. The strategy's ambitions are for local residents to have access to these jobs through appropriate training and support pathways that offer transition to these roles. Southwark is keen to work with employers to encourage and support accessible, fairly paid and sustainable jobs by promoting the London Living Wage and helping businesses remove barriers to recruiting local people. High quality affordable business space is also promoted to support start-ups and businesses that are ready to grow.
- Southwark's Skills Strategy: highlights the importance of enabling residents to "*equip themselves for the future and have the life and work places skills and qualifications they need to access jobs.*"

7.8.2 Mayoral/Greater London Authority:

- Adopted London Plan: sets out a priority to ensure London's economy continues to provide the jobs Londoners need – "*London should be a city where it is easy, safe and convenient for everyone to access jobs [and] opportunities.*" The plan identifies an indicative employment capacity for the Canada Water Opportunity Area of 2,000 new jobs, which is also set out in the Canada Water AAP.
- Draft New London Plan: seeks to ensure that sufficient employment space is delivered in the right locations to support economic development and regeneration including space to meet the needs of micro, small and medium-sized enterprises and to support firms wishing to start up or expand.

Socio-economic research findings

7.9. The following summarises the key findings from the socio-economic baseline research, which will be published as an accompanying report in due course. Data sources include official data such as the 2011 Census and GLA population predictions, and feedback from the qualitative research.

- Many local residents are in well-paid jobs, with 33% earning above £60,000 annually, compared to 16% in Southwark (CACI 2016). Some feel the area's location and transport connections make it easy to access jobs across London, but this is not evenly distributed throughout the population.
- The two wards differ in employment and qualifications. More Surrey Docks residents are in high-level jobs and fewer are in trades, compared to Southwark and London averages. Rotherhithe is more in line with Southwark averages. There are pockets of poor literacy and numeracy.
- Around a quarter of respondents work locally. Approximately half do not work locally and would like to. Most feel there are either no local jobs or only low-paid work in retail and hospitality.
- Perception of barriers to employment and skills issues is comparable to other areas of London. However, the scarcity of local jobs is a barrier for groups whose horizons of opportunity are limited to the local area and to some people who are dependent on public transport.
- The closure of the docks led to huge job losses, with a few families experiencing generational unemployment. Some older residents believe they lack the transferable skills for new jobs.
- People feel the area lacks a well-functioning high street, with Albion Street and Lower Road hosting the majority of independent shops. People also believe there is an opportunity for existing high streets to become a hub for independent commerce, complementing other developments.
- Traders on the peninsula have problems with low footfall. Low levels of employment here also mean few people use local commercial facilities. Albion Street traders feel there is low awareness of the street's amenities and that a lack of wayfinding hinders access.

- Many local residents and some traders say the lack of a night-time economy is an issue, that the area “lacks life” and would benefit from more local businesses and social places to go in the evening.

Consultation and community feedback

- 7.10. Overall, people are keen to understand how the changes and investment in the area can benefit local people; they see employment as having a key role in this.
- 7.11. We have heard concern from local residents that few local people have accessed jobs in nearby developments to date.
- 7.12. Ensuring the development provides opportunities for local people, young and old, to find quality, sustainable employment and grow skills and create a better future, providing additional support to those who may need it:
- Specific groups have been referenced as a potential priority, these include:
 - NEET young people.
 - Young people generally.
 - Over 50s looking to return to work.
 - Women – specifically those fleeing from domestic abuse.
 - Disabled residents and those facing physical or mental barriers to gaining employment.
 - Space for local and independently run businesses has been a key ask
 - Several local businesses have already expressed an interest in taking space in the development in future or in supply chain opportunities.

Winter 2018

- 7.13. The area’s easy access and public transport connectivity were considered key values, along with the intent to genuinely collaborate, and we received the following feedback on the priorities¹⁴:
- (8) A varied retail & workplace mix to reflect local needs.
 - (5) Support residents to access quality employment opportunities.
 - (4) Support existing & future local business through capacity building.
- 7.14. Other ideas included: a regional product market; improving local broadband bringing large employers to the area; and a continued emphasis on ensuring the employment needs of older people sit alongside youth provision.

Indicators and measures of success

- 7.15. Indicators and measures will be added to this section once established as part of the next stage.

¹⁴ (N) indicates the number of times the priority was chosen. Priorities are as outlined in February 2018 and may have been subsequently updated

Priorities and initiatives

Outcomes	Proposed Steps
Support residents to access quality employment opportunities	
<p>Local residents gain employment created and located in the masterplan area and wider area including:</p> <ul style="list-style-type: none"> • During construction. • In operational use. • Apprenticeships, traineeships. <p>Future occupiers can easily access a pipeline of local talent.</p> <p>Businesses owned by local residents are grow and feature in the masterplan.</p>	<p>Employment programmes for construction and end use focusing on unemployed and under-employed; potential for bespoke programmes aimed at specific groups, e.g. over 50s returning to work or people with disabilities.</p> <p>We will continue to run and pilot our bespoke Starting Out programmes at Surrey Quays and look to expand this into construction.</p> <p>Explore working with other developers and the Southwark Construction Skills Centre.</p> <p>Develop a bespoke information, recruitment and training service for the construction and operational use employment; investing in the infrastructure – physical or digital – to ensure people can be matched with the jobs created, and those requiring additional support can access it. This could include digital recruitment and skills platforms and a recruitment one-stop shop as part of the masterplan.</p> <p>Support in-work progression through training and upskilling in construction.</p> <p>Link local educational establishments directly to new occupiers; establish mentoring and work experience programmes.</p>
Enable a varied retail and workspace mix, reflecting local diversity	
<p>Locally grown and recognised shops and stalls sit alongside national names; some coming through support programmes.</p> <p>Diverse communities of the area are reflected in the businesses operating and benefitting from the site.</p> <p>All feel included and welcome to seek opportunities created on site.</p>	<p>Work with local Independent businesses and deliver start up programmes to support and enable locals to take advantage of the future opportunities (Tree Shepherd is our pilot here).</p> <p>Engaging with relevant business support organisations and all interested local businesses regarding space in the development in future; keeping their details on file until the appropriate time.</p> <p>Look at specific activities and actions that promote diversity of ownership and provision on site.</p> <p>Explore offering flexible leases or cover fit-out costs for independent businesses.</p> <p>Progress plans for accessible, flexible space for local start ups as part of our meanwhile strategy (we're working with Tree Shepherd on a project to establish workspace within a former restaurant)</p> <p>Deliver a new market for Canada Water and ensure access for local stall holders and generate new ideas.</p>

Support local businesses existing and new

The existing high streets flourish, finding and sustaining new trade and their USP.

Businesses operating in the area – large and small, new and old – connect through self-sustaining networks, supporting trade, capacity and local economic growth and supporting new entrants.

Support a local business network to establish and grow.

Explore establishing a low-cost shared workspace as part of our 'meanwhile' strategy to support fledgling local businesses.

A programme of business support to Lower Rd and Albion St traders. This could be through supporting the traders' networks, signposting, and supporting the local independent businesses to take on apprentices, for example through part funding these roles.

Capacity building with local SMEs to support them to access opportunities created within the supply chain, for example through achieving vital accreditation.

Work with contractors and sub-contractors to explore the potential to develop packages that are suitable for local SMEs.

Continue to support the Southwark Chamber of Commerce; a member of the British Land team sits on the executive committee.

Example: Broadgate Connect

Since 2012, over 200 East London jobseekers have found jobs and apprenticeships with suppliers and occupiers at Broadgate, City of London, through Broadgate Connect, our employment and training initiative with the East London Business Alliance (ELBA).

Many of the people engaged through Broadgate Connect would never otherwise have thought of trying to secure a job in the City. The programme involves an ELBA Employment and Skills manager embedded with the Broadgate team, with business cards and an email address to match. Through this programme, over 820 residents from our target boroughs of Hackney and Tower Hamlets have accessed training and work experience.



Figure 12: Glenn, who gained a job through Broadgate Connect as a handyman with Engie (Broadgate's Mechanical and Electrical supplier).

8. Theme 4: A place to be happy and healthy

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

Why it's important¹⁵

- 8.1. Not only is being happy and healthy good for us and our loved ones, there is a wealth of research showing that happier, healthier people are also more productive. On the flipside, poor physical or mental health can be extremely limiting and have significant negative consequences.
- 8.2. Canada Water has tremendous potential to contribute to the health, happiness and productivity of local people. This will also support Southwark Council's social regeneration framework, which aims to reduce health inequalities across the borough.
- 8.3. We want Canada Water to be a green place, with popular waterways, where people enjoy time outdoors. Many studies show that simply spending time in nature boosts wellbeing. Shared spaces and recreational opportunities also encourage social relationships, one of the most powerful drivers of human health and wellbeing. Canada Water will be a place that brings people together.
- 8.4. It is well evidenced that being active is critical to happiness and productivity. Through good design, we can get people moving around more, helping to prevent ill health before it occurs. Walkways, cycle routes and other initiatives at Canada Water will make it easier for people to live active lives and reduce their risk of cardiovascular disease, depression and other health issues.

Policy

- 8.5. Planning and development can play a significant role in improving health and wellbeing outcomes and enabling healthy lifestyles. Policy is placing an increasing emphasis on this opportunity fostered by regeneration and development. Relevant policy and guidance has been considered to inform and support this charter:
- 8.6. Southwark Council Policies:
 - 8.6.1 New Southwark Plan: One of the Strategic Policies of the New Southwark Plan is SP5: Healthy, Active Lives – to “*maintain and improve the health and wellbeing of our residents, encouraging healthy lives by tackling the causes of ill health and inequalities.*” This aim can be achieved through developments providing warm, dry and safe housing, quality public realm and green spaces, active travel networks and improved access to healthcare and other community facilities.

¹⁵ Sources include: Cox et al. (2017); Spengler et al. (2014); Grinde and Patil (2009); Helliwell, Layard and Sachs (2010 and 2017); Martin, Goryakin and Suhrcke (2014).

- Health and Wellbeing Strategy¹⁶: sets out intentions to address the wider socio-economic determinants of health, promote and support lifestyle changes and integrate health and social care.
- Social Regeneration Framework¹⁷: key outcomes are for social regeneration facilitated by development for residents to: enjoy safe and healthy places that are affordable to people on a range of incomes; live long, happy, active and healthy lives; and have quality support networks through friends, family and in the community.

8.6.2 Mayoral/Greater London Authority:

- New London Plan: One of the core Good Growth Policies is Policy GG3 Creating a Healthy City, which aims to ensure development improves the mental and physical health of Londoners and reduces health inequalities, through: promoting active and healthy lifestyles; providing improved access to green spaces and provision of new green infrastructure; and creating healthy food environments through increasing availability to healthy food and restricting unhealthy options.

8.6.3 Guidance:

- BRE Healthy Planning and Regeneration¹⁸: presents findings on planning and development features that most successfully influence health and wellbeing. With regard to social isolation, street layout and design, greenspace, public transport and local facilities for leisure and recreations most promote social engagement. Factors influencing physical inactivity are similar to those which impact on social isolation. Healthy food habits are influenced by access to healthy food outlets and community food growing. The co-location of a range of health services has been found to improve access and has a range of positive benefits including improved health outcomes.

Socio-economic research findings

8.7. The following summarises the key findings from the socio-economic baseline research, which will be published as an accompanying report in due course. Data sources include official data such as the 2011 Census and GLA population predictions, and feedback from the qualitative research.

- **Happiness:** Residents report strong levels of satisfaction with the local environment, particularly the peace and quiet of the peninsula, with its green spaces and waterways, and Southwark Park. The area is well-served with amenities and facilities, with Canada Water Library popular and widely used.
- **Health:** 57% of households are classified as healthy, above Southwark (44%) and London (48%) averages. Surrey Docks has more residents with “very good” and “good” health compared to the Southwark average, whereas Rotherhithe is closer to the Southwark average. Many health indicators are in line or better than England averages but there are high levels of Chronic Obstructive Pulmonary Disease and lung cancer, linked to lifestyle factors and historic dock work and heavy industry. Echoing wider trends in Southwark*, the area has high rates of childhood obesity, with Rotherhithe slightly higher than Surrey Docks. People believe Canada Water has high potential to promote healthy lifestyles through exercise and walking.
- **Socio-economic:** The two wards differ across indicators such as income, health, employment, crime, education and skills. Surrey Docks generally performs better than the Southwark average, whereas Rotherhithe is similar to the Southwark average. The area has high levels of inequality, with neighbourhoods ranked from the 10% least deprived to the 20%

¹⁶ Southwark Council (2015) Draft Southwark Health and Wellbeing Strategy 2015-2020.

¹⁷ Southwark Council (2017) Draft Social Regeneration Framework.

¹⁸ BRE (2017) Healthy Planning and Regeneration: innovations in community engagement, policy and monitoring.

most deprived in the country (IMD 2015). This polarisation is greatest for income, employment and health and disability (DCLG 2015).

- **Connections:** Many residents value the area's location and transport connections, though overcrowding is a concern. Some groups of the population suggest there is a physical disconnect from the rest of Southwark and the City, grounded in the peninsula's historical detachment. Isolation is a key local issue, particularly affecting the elderly, exacerbated by poor transport connections, displacement of younger generations due to rising housing costs and young professionals with few connections in the area.
- **Safety:** 80% of residents report feeling safe, with short-term residents feeling safer and social tenants feeling less safe. There is a strong disparity in crime deprivation between the north and south west of the peninsula.

* The rate of childhood obesity in Southwark is amongst the worst in the UK.

Consultation and community feedback

- 8.8. Feedback that existing health provision is under strain has been consistently heard, alongside some calls to consolidate existing local healthcare facilities.
- 8.9. Residents have reported health and mental wellbeing concerns as issues locally; and concern has specifically been raised around the impacts of the construction period in this regard.
- 8.10. Overall, the permeable and open nature of the masterplan has been supported, with several noting the impact this could have on local levels of walking and cycling.
- 8.11. The blue and green nature of the area has consistently been referenced as important to the area's character and community wellbeing.

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- 8.12. At the pop-ups, a place to be happy and healthy was the most commented topic. The value of the area's proximity to nature was reinforced, with 12 people rating this as the most important attribute. The local civic and community amenities were also referenced, including the library and Seven Islands Leisure Centre.
- 8.13. Safety and perceptions of safety were highlighted as a key concern, in the topic session in particular, with feedback requesting that charter consider how community safety in adjacent areas can be improved alongside the development.
- 8.14. The feedback on the draft priorities emphasised the importance of health and wellbeing to local residents and their desire to see strong social connections facilitated:
- (15) Enable social connections and healthy, active living.
 - (11) Enhance quality of local nature and access to it.
 - (8) Enhance local resources for health and care.

Indicators and measures of success

- 8.15. Indicators and measures will be added to this section once established as part of the next stage.

Priorities and initiatives

Desired outcomes	Proposed Steps
Enhance local built and natural environment and community safety	
<p>Residents feel safe in and around the local area.</p> <p>Local community feels ownership of key spaces and local assets and are involved in their long term management and sustainability, for example the dock.</p> <p>The local built and natural environment creates a more pleasant place to be, walk through and bring visitors to, providing activities for a diversity of need.</p> <p>People across the community feel ownership over the spaces and what happens within them.</p>	<p>Activities, routes and lighting connected to the surrounding area, improving surveillance and safety.</p> <p>Explore mechanisms for residents and local groups to play a role in managing and maintaining important local spaces such as the dock, building ownership of and engagement with key civic assets.</p> <p>Establish temporary parklets in the public realm – these are small and varied car parking space sized parks created in groups by local residents such as school children or older people, involving the masterplan design team in the co-creation. These would test ideas for the more permanent public realm spaces. We are working with Global Generation on this project with the first parklets housed in the Printworks.</p> <p>Locally led and focused events and activities as part of the programme, across the site and areas within our management. With assistance and support from our on-site teams for groups and organisations seeking to run these, growing local organisational capacity in parallel.</p> <p>Build upon existing local environmental and conservation programmes and organisations to maximise impact on site, including partnering with local schools as part of proposed off-site tree planting. Partner with local schools to maximise educational and recreational potential of spaces created.</p> <p>Explore opportunities for the masterplan’s public art strategy to include civic and or social infrastructure, for example revolving public area in key areas of the potential health centre, learning from a successful similar project in Bristol.</p>
Design for social connection and healthy, active living	
<p>Health inequalities are reduced, for example through:</p> <ul style="list-style-type: none"> • Increased walking to work, school and amenities. • Improved quality of life for local residents, increase purposeful living. <p>Residents, existing and future, have opportunities to meet and connect.</p>	<p>Clearly legible new routes, more pleasant and safer environments encourage walking and cycling; we are actively exploring programmes to support this and encourage use of new routes such as <i>Beat the Streets</i>.</p> <p>Exploring bringing bike hire to Canada Water, and a skate park in the park.</p> <p>Support opportunities for all ages to get active, such as local sports clubs and facilities – continuing our work with Southwark Park Cricket Club and Docklands Jnr Football Club.</p> <p>Create safe, explorative play spaces for all ages; potential to enhance off-site existing infrastructure to encourage wider use.</p>

	<p>Active asset management to ensure healthy food choices are available and promoted.</p> <p>Support community growing and cooking programmes and access to healthy alternatives – incentives could play a role here.</p>
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Enhance resources for health and care

<p>New and improved infrastructure supports community health and social needs.</p> <p>High quality local infrastructure are amenities for the whole community to use, bringing people together and sustaining healthy and connected living.</p>	<p>New homes, particularly those aimed at older residents. Continue to explore the potential for Canada Water to incorporate a range of tenures and types of new homes including piloting relatively new approaches such as intergenerational living.</p> <p>Potential strategic health ‘sub-hub’ centre as part of the development, up to 2,000m² incorporating a range of services to address community needs (Subject to ongoing discussions with Southwark Council and the CCG).</p> <p>Continue to work with the community, CCG and Southwark’s Public Health team to explore how the masterplan can play a wider role in supporting the health and wellbeing of the local community.</p> <p>Continue to explore opportunities for Canada Water to become home to health infrastructure, supporting the delivery of health services for the borough and region.</p>
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9. Governance and Process

This Charter is a shared framework, jointly adopted by Southwark Council and British Land, and involving the local community at each point of the Charter’s development, delivery and review.

Establishing the charter

9.1. The September 2017 Cabinet report set out a broad process for establishing the charter priorities and actions, outlined and added to below. We are currently coming to the end of stage 1, with the initial socio-economic research to be concluded in early summer 2018, and further local engagement and the development of indicators in parallel. Engagement with Southwark Council and the local community will form a key part of establishing the review and ongoing governance process. The Charter will be further considered by Southwark Council’s Cabinet as part of the second stage. It is intended that the Charter is then formally adopted between the two parties.

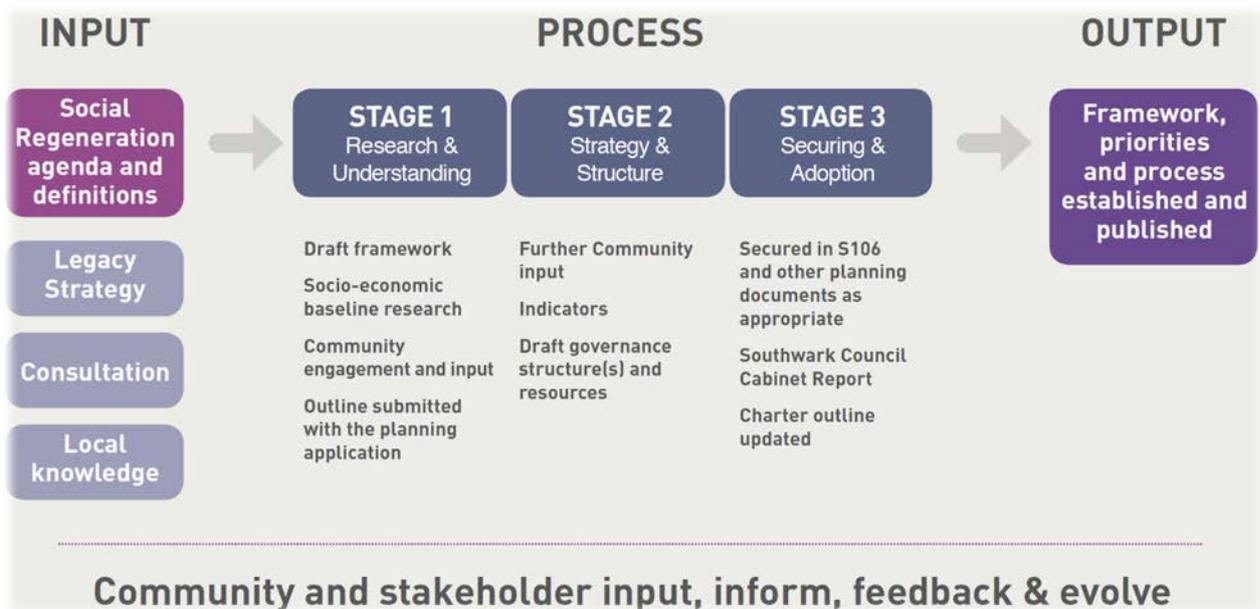


Figure 13: Process for developing the Social Regeneration Charter

Governance

- 9.2. The partnership of Southwark Council and British Land will work together to establish the best governance and decision-making structure for the Charter. The details will be outlined through the planning process. The reporting approach will also be developed and agreed by the partnership.
- 9.3. At all stages, governance will be open and transparent, in line with the Charter values. The local community will be kept informed and actively engaged throughout, with their input sought on decisions and progress as appropriate.
- 9.4. As the masterplan progresses, the partnership will continue to consider options for optimal governance and resourcing. This includes the potential for a local trust to be established and active community involvement in the governance structure.
- 9.5. Principles agreed include:
- Full review of the Charter every five years, or as appropriate depending on development timelines, including local consultation.
 - Charter themes to be incorporated into planning and management documentation where appropriate, e.g. in the design guidelines, planning conditions and Section 106 agreement.
 - Charter themes to influence more detailed sub-strategy documents and delivery plans for specific areas where appropriate, e.g. employment, education and skills.
 - Charter themes to be reflected in other documents where relevant, e.g. the construction management strategy.
 - Charter to be updated on an ongoing basis to provide a single point of reference.
 - Regular impartial reviews of achievements and outputs through the charter which would be shared with all stakeholders (in addition to ongoing monitoring and reporting as part of the Section 106).

Community Involvement and impact

- 9.6. Alongside community engagement to establish the principles of the charter, community involvement would play a key role in the implementation and review of this approach. (governance?) It is intended that community input will inform priorities, initiatives and potential partners/projects, and local perceptions and socio-economic data would be collected at intervals to form the basis of the indicators i.e. measures of success, And measure progress against them.
- 9.7. We are also committed to exploring the potential of partnering with a university to monitor feedback and updates from a range of local residents and businesses on a regular basis This would aim to provide a consistent qualitative narrative on the impacts of the charter and the masterplan on local life.

An ongoing process

- 9.8. The Charter process is designed to be flexible and responsive to opportunities that arise as the masterplan progresses – to maximise social, economic and health benefits. This enables Charter priorities, actions, targets and outcomes to evolve to reflect local conditions over time. It also empowers positive decision making by the partnership of Southwark Council and British Land.



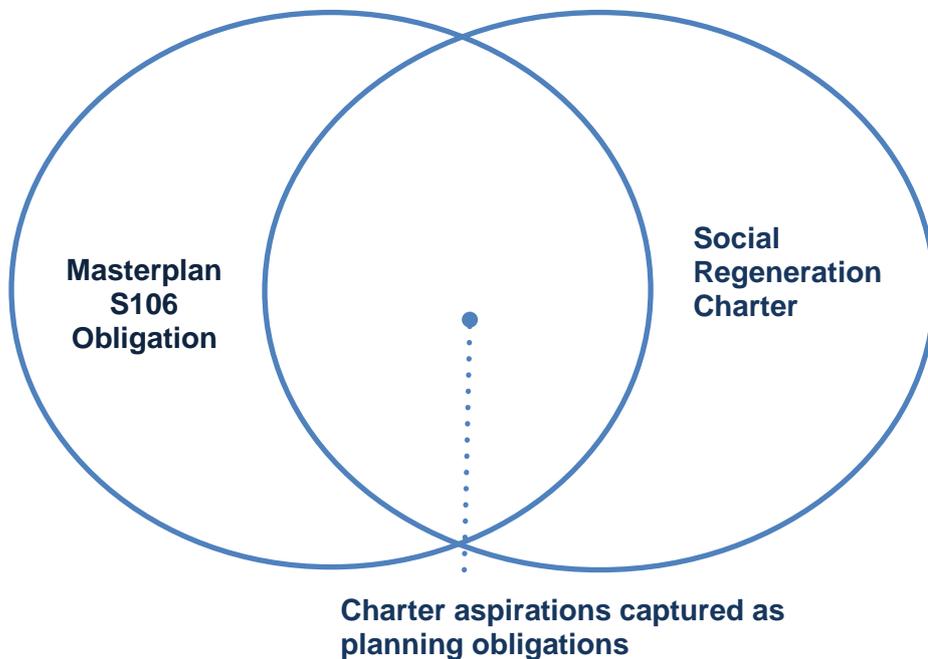
Figure 14: Outline of ongoing review process

Funding and resources

- 9.9. Delivering on the charter will involve provision of both funds and in-kind contributions. Funding to deliver the Charter will come from a variety of sources, which will change over the lifetime of the project. These could include: contribution secured through the Section 106 agreement, Community Infrastructure Levy contributions, New Homes Bonus, business rates revenue, external grants, external funding sources such as Crowdsourcing and British Land community investment.
- 9.10. The partnership will work to secure third party funding to achieve joint objectives and maximise the social, economic and health benefits. These could include contributions from the Government, Greater London Authority, charities and business partners.
- 9.11. The Charter scope will incorporate the team and resources required to deliver the Charter. This could include dedicated staff to manage projects on a day-to-day basis, monitor indicators and progress, carry out evaluations, reporting, community engagement and communications.

The Charter and the Section 106 Agreement

- 9.12. Canada Water Masterplan and the wider development in the local area represent a major opportunity for social regeneration. The approach outlined in the charter represents the framework for the development of a bespoke approach to some of the masterplan's Section 106 planning obligations, for example those concerning employment and training. This bespoke approach will be tailored to the opportunities presented by the masterplan, whilst ensuring the relevant policy requirements of the development plan are fulfilled. Equally, the Section 106 Agreement will include obligations required in connection with the masterplan that will not be captured within this charter. This relationship is represented below.
- 9.13. In light of this, the implementation of a bespoke approach to planning obligations to mitigate the impacts of the Development and to provide planning benefits has been initially discussed with Southwark Council as part of the emergence of the charter, and with particular reference to the opportunity for the masterplan to contribute to the emerging priority of health and wellbeing. This bespoke approach will be an alternative to that which is detailed in the Southwark Council Section 106 Planning Obligations and Community Infrastructure Levy SPD.



10. Next steps

- 10.1. The document represents an outline of the charter. It will be developed, discussed and reviewed over the planning determination period, and the charter approach and priorities will be considered by Southwark Council's cabinet again in early autumn.
- 10.2. It is important to note that the process underpinning the charter aims to ensure that the focus and priorities can be reviewed, and the focus and effort adjusted to maximise impact and progress against the agreed measures of success.
- 10.3. As noted previously, there will be further activity and engagement informing this charter and next steps during the planning period, this includes:
 - Further baseline research – summer 2018
 - Further community engagement and input on outline priorities and indicators– summer 2018.
 - Charter to be considered by Southwark Council's Cabinet – autumn 2018.
 - Establishing resources, funding and governance mechanisms including ongoing community involvement. Aspirations captured in approach to Section 106 and CIL and further planning documents and conditions as appropriate – ongoing.
 - Continue to review current projects and identify potential partners for delivery – ongoing.
 - Subject to planning permission being granted, more detailed action plans would then be developed for each of the four areas for the construction, 'meanwhile' and operational use of the first phase and overall.

For further information please contact

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