Consultation

Public consultation began in July with an interactive exhibition of the Masterplan Principles at the Consultation Hub on Walworth Road. This two week event has been followed by two Community Forum meetings, two meetings of each of the three Liaison Groups and outreach meetings with local schools and community groups.

Feedback from these events has been collated into reports and provided to Lend Lease and the design teams working on the project. This has informed the development of the concept masterplan, presented here for discussion.

The graph below shows the most frequent topics ticked as a priority for the new Heygate Estate masterplan:

- **Green space**: 47
- **Security/safety**: 49
- **Open space**: 58
- **Streets & squares**: 71
- **Community facilities**: 80

The graph shows the most frequent consultation:

- **Consultation**:
  - Key changes as a result of consultation:
    - The park has increased in size in direct response to the 3 highest rating items of feedback, namely open space; green space; and places to sit & relax.
    - The park’s location has been adjusted by moving it south to ensure more of the best trees on the site are retained and to improve its connection to the Market Square adjacent the station.
    - Increased recognition of the value of the existing trees and revisions to plot boundaries to accommodate key individual trees and clusters of trees.
    - The movement strategy has developed in relation to the landscape approach and in response to the tree retention strategy.
    - The number of vehicular routes has decreased, especially around the southern edge of the park.
    - Some raised courtyards have been replaced with ground level courtyards which have been introduced to the residential plots to the south-east of the site

- **Key proposals retained**:
  - The tall buildings approach has developed responding to local and strategic views and the site’s sensitive edges.
  - The landscape, play and amenity strategies have evolved and the network of public spaces with a variety of functions has been developed.
  - There is better integration of the existing London Network cycle routes through the masterplan area.

- **Height & massing**
- **Making connections**
- **Public squares & open spaces**
- **Employment, business & retail**
- **Play & recreation**
- **Place making & social infrastructure**
- **Active frontages**
- **Well connected spaces**
- **Distribution of height towards the shopping centre**
- **Permeability for pedestrians and cyclists**
- **Interim uses**
- **New pocket park**
- **New central square**
- **New town square**
- **An activate frontage to New Kent Road**
- **The extension of Walworth Road shops**
- **A new market square**
- **A new pocket park**
- **A new market square**
- **A new town square**
- **An activate frontage to New Kent Road**
- **The extension of Walworth Road shops**
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- **The extension of Walworth Road shops**
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- **A new pocket park**
- **A new market square**
- **A new town square**

- **Key proposals retained**:
  - **Well connected spaces**
  - **Distribution of height towards the shopping centre**
  - **Permeability for pedestrians and cyclists**
  - **Active frontages**
  - **Interim uses**
  - A mix of uses including residential, retail, community and open space.

- **Key changes to the process as a result of the consultation**:
  - An Interim uses workshop has taken place to develop ideas for interim use of the site.
  - A workshop on sustainability is planned to take place in November.
  - A document library containing key policy and reports prepared for or related to the project has been established at the Consultation Hub.
  - The has been an increase in local press releases and advertising to help raise awareness.
  - Young people are being targeted in outreach work that has begun to take place.
  - The Consultation Hub is now open Friday afternoons between 1 and 5pm.

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A significant new park

- One of the largest new parks in central London in the last 70 years
- Delivering a significant public open space at the heart of the district that defines the Elephant & Castle regeneration and its London-wide identity
- Protecting and integrating the highest quality existing mature trees and providing the focus for a wider landscape strategy and green infrastructure connections
- Responding to consultation findings that clearly demonstrated the importance of open space
- Providing a visual and physical focus which is well connected with local routes
- Creating a successful transition from busy transport interchange to local residential community
- Creating a flexible, inclusive and varied space including formal and informal areas
- Creating a clearly defined and strong architectural response to the park edges and the green space with key buildings and a park pavilion
- Creating activity on the edges and places to relax

Illustrative section (AA)
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Walworth Road

- Completing Walworth Road with a new retail offer including shops to continue the high street activity
- Connecting Walworth Road to the shopping centre, railway, tube station and local buses
- Creating a parallel shopping street as a pedestrian and green link with independent shops and small businesses
- Delivering a significant new public space, Walworth Square, that provides a better setting for the historic town hall and assists to anchor the retail offer
- Modern and high quality buildings to announce the new development and act as wayfinding
- Aspire to revitalise the railway arches to improve pedestrian connections with the shopping centre and public transport hub, and intensify activity

Connections north

- Responding to the bustling and strategic context of the existing road while introducing modern urban blocks
- Reconnecting with the wider area
- Creating an inviting series of gateways that form the new district approach
- Providing a retail offer of larger units and an active street environment
- Maximising the opportunities of views across London
- Drawing people from the north of the site by creating a destination public open space
- Establishing a strong frontage which links with the surrounding area and consented Oakmayne Plaza while working with the existing trees
- Providing a concluding focus to New Kent Road and relationship to the tall building context of the transport interchange
Walworth local

- Delivering a quieter and predominately residential quarter
- Respecting the scale and context of the historic fabric of Walworth to the south
- Providing pocket parks and local residential amenity with play space, family housing and ground level courtyards
- Linking with wider borough connections that lead to open spaces
- Delivering a transformed Heygate Street environment with calmed traffic and a relaxed residential atmosphere with pedestrian activity
- Reinforcing a key east west link within the wider context and facilitating local north south crossing routes
- Maintaining a tree-lined and green character of streets and retaining the best existing mature trees whilst integrating with a wider landscape strategy

Phase One

- Delivering a high quality residential neighbourhood that complements and is integrated with the existing area
- Creating modern and high quality buildings which will act as a gateway and will announce the area when approaching from the southeast
- Complementing existing local businesses
- Providing pocket parks and local facilities
- Preserving and enhancing the existing environment such as trees and listed buildings
Exploring and developing a series of landscape moves that have informed and have been informed by, the evolution of the masterplan. The rationale for the public realm framework is principally based on:

- **Creating landscape spaces of real value** i.e. positive structure and layout, good provision of facilities, synergy with the surrounding built form and a quality tree legacy.
- **Creating a hierarchy of public spaces**; boundaries gateways, streets and open spaces of different character – a community park at the heart.
- **Creating a successful mix of streetscapes** that respond to the wider context and hierarchy of scale and use – an emphasis on connectivity.
- **Retaining important trees** which contribute positively to the masterplan and a new planting strategy.

**Landscape Concepts**

**Green Infrastructure**
We have identified a strong pattern of connected open space and green corridors that provides an underlying framework and multi functional resource. Designed and managed to deliver a wide range of 'quality of life' and environmental benefits for local community:

- Places for outdoor relaxation & play
- Improving habitat opportunities & access to nature
- Improving environmental education
- Productive landscapes - local food production
- Climate change adaptation
- Improved health & well being

**Urban Squares**
We are developing a hierarchy of public realm spaces that include a series of distinct gateways into the site which provide a welcoming invitation into a network of streets and public spaces.

The gateways will provide a distinctive identity enhanced by specific treatments to surfaces and details to create a particular character. Strategic tree planting will be used to channel views and create focal points into the development.

**Park & Gardens**
The park has increased in size and been reconfigured to retain what are considered to be the best trees. Design development has improved the east-west and north-south connections through the park along natural desire lines helping to define the park and its green assets. The character of spaces and associated activities are being carefully considered as part of the design development to create a park for the 21st century, for users of all ages and abilities.

**Living Streets**
The public realm includes a variety of street types that have a different character and scale depending where you are within the development; there are three principal street types that include retail, shared surfaces and pedestrian streets.

**Sustainability**
We are looking in more detail at the wider ecosystem services for the development and how this is embedded in the final master plan. In essence it is an integrated approach to environmental systems that underpins the overall design for the masterplan. We are developing a scheme that will 'put the landscape to work' and provide:

- Creative approach to sustainable urban drainage (urban context)
- Establishing a robust habitat framework (urban ecology)
- Retention of many of the existing trees
- Establishing urban food production (interim use and beyond)
- Managing microclimates to improve the local environment
Developing a Tree Strategy

Between May and September 2011, the Lend Lease team undertook a wholesale review of the existing trees in order to inform the emerging masterplan. This review focused on exploring how the aspiration of integrating the best of the existing mature trees could be realized when balanced against achieving the other objectives of a successful regeneration scheme. This aspect of the vision is to deliver a new development with the benefit of a 40 year head start in landscaping terms.

The key activities undertaken during this time were:

- Site tour of the estate to photograph and understand the trees in situ as groupings in their natural environment, reviewing how they exist with the current buildings and with the local habitat.
- Internal review of key clusters of trees, locations and assessment of their character in their environment following the site visit.
- A team workshop was held to create a shared understanding of the importance of valuing groupings of trees (see image above). Following this, a shared vision for the emerging tree strategy was developed and a brief was agreed that identified the important groupings on site on the basis that there was no development.
- The brief was presented to the masterplan design team in a workshop and the professional team were instructed to review the masterplan addressing the requirements of the brief.
- In order to support the masterplan design review, a detailed review of the technical implications and site constraints was also commissioned to understand the impact of the existing levels, existing buildings, proposed demolition, services, surface water drainage on the existing trees and requirements of the brief.

Existing Trees

A full technical assessment of the site trees has been carried out by Crown Consultants (arboriculturalists), who carried out the tree survey of the site according to professional standards, which identified that there are 447 trees on site which range in quality as follows:

- 104 Category A (trees of high quality)
- 140 Category B (trees of moderate quality)
- 170 Category C (trees of low quality and amenity)
- 33 Category R (trees that have poor structural condition)

As well as the arboriculturalists, further professional advice has been sought from the wider team to inform the tree strategy, this has included Grant Associates advising on the wider landscaping proposals; Arup engineering and infrastructure consultants, providing detailed technical analysis as well as Make architects who have been reviewing the design implications. The wide range of work undertaken has included conservation and environmental advice; a landscape appraisal; as well as a CAVAT (Capital Asset Value for Amenity Trees) survey of the trees on site.

Tree Strategy

As a result of this work, a strategy has emerged that identifies the key groupings of trees that provide a strong framework of scale and maturity for the masterplan focusing on the main perimeter streets, the central park and at key focal points. The second element of the tree strategy is to keep the right trees, which will include a review of the arboricultural quality of individual specimens, habitat value, character, species diversity, as well as planning for future growth and establishing a legacy landscape framework.

New tree planting will form an integral part of the tree strategy and will provide added identity and depth of character to the masterplan.

Next steps

The concept masterplan has been heavily influenced by the tree strategy work carried out to date and has led to significant changes to the location and alignment of the proposed plots; as well as the location and nature of roads whilst substantially increasing the size of the new proposed park.

Consultation has been essential to informing this process and to developing a coherent strategy and proposals for maximising the potential of the existing mature trees. Going forward, the strategy will develop further with the masterplan to incorporate a detailed biodiversity strategy and planting in the wider area to create a green infrastructure through and around the masterplan.
Housing design brief

The outline planning application for the Heygate Estate will establish the numbers and type of residential units for approval. However, the individual residential units will not be designed in detail until the reserved matters stage, i.e. once the outline planning application has been approved. Lend Lease will commit as part of the outline planning application to meeting the relevant residential design standards applicable when each of the individual plots is submitted for detailed reserved matters approval.

New residential accommodation in London needs to take account of a series of detailed design standards set by the Mayor and Southwark. The current standards are defined within:

- The Southwark Core Strategy
- The Southwark Residential Design Standards Supplementary Planning Document
- The Mayor’s London Housing Design Guide Standards

Examples of the standards expected by these documents include:
- An appropriate mix of unit sizes and tenure
- An appropriate split between private, social and intermediate housing
- Minimum dwelling standards
- Minimum floor areas for units (for example, a minimum of 36 sqm for studios, 50 sqm for 1-bed units, 61 sqm for 2-bed units, and 74 sqm for 3-bed units)
- Minimum room sizes
- Minimum amenity space per unit
- Standards of privacy, outlook, daylight, and ventilation
- All new residential development should be built to Lifetime Homes standards
- Wheelchair design standards

Design requirements
The development will meet or exceed the requirements of the following specific standards:

- Code for Sustainable Homes Level 4
- Lifetime Homes
- Secured by Design
- Building for Life
- Housing Quality Indicators for affordable homes
- NHBC compliance
- London Housing Design Guideline space standards

Density and mix
The proposed mix for the site is in line with planning policy for the area and is anticipated to be:

<table>
<thead>
<tr>
<th>Type</th>
<th>Proposed</th>
</tr>
</thead>
<tbody>
<tr>
<td>3 bedroom units</td>
<td>10%</td>
</tr>
<tr>
<td>2 bedroom units</td>
<td>55%</td>
</tr>
<tr>
<td>1 bedroom units</td>
<td>30%</td>
</tr>
<tr>
<td>Studio units</td>
<td>5%</td>
</tr>
</tbody>
</table>

There is an aspiration in planning policies for high density mixed-use developments to be located in areas with good public transport accessibility. The Elephant & Castle Opportunity Area is promoted in the Southwark Core Strategy as being suitable for high density development and able to accommodate 4,000 new homes, alongside other new uses. The Concept Masterplan seeks to provide the level of new homes on the Heygate Estate alongside other complementary uses, which will help to achieve this policy aspiration.

10% of these new homes are to be suitable for accommodation of disabled residents.

A key aspiration for the scheme is to maximise the activation of the ground floor with front doors onto streets providing opportunities for residents to interact with neighbours and create a sense of place.

Affordable housing
The requirement in the brief is that a minimum of 25% of the new homes be affordable, with the remainder being new private homes. It is anticipated that the proportion of intermediate & social homes will be divided equally (50/50). This requirement has been set as part of the regeneration agreement between the council and Lend Lease.

The affordable housing will be distributed across the scheme with some affordable housing in each urban block. The affordable housing will not be recognisably distinct from the private housing when viewed from the public realm.

Amenity and play space
All homes will benefit from private amenity space via either balconies, gardens or terraces. The development will also provide private space in courtyards in each of the urban blocks.

Play space for younger children will be integrated across these open areas in creative and innovative ways. Playspace for older children will be provided via improvements to existing play facilities in the local parks in the area.

Transport
The brief for the development requires 25% of the homes to have access to a car space (including 10% disabled car parking).

All car parking will be provided within the site and residents of the scheme will not be eligible to purchase on-street car parking permits from the council to park in the surrounding streets.

A number of accessible spaces may be provided within the site boundary off the existing streets. Planning policy for the Elephant and Castle Opportunity Area aims for new developments to be car free (with the exception of provision for disabled parking at 10%). Lend Lease is in discussion with the council about its proposals in respect of this policy.

Cycles
The design proposals will comply with the relevant planning policies for both the local authority and the London Plan for cycling facilities in the public realm.
Making connections

Pedestrian desire lines & crossings

Approach:

- Reconnecting the neighbourhood to its surroundings, east to west, and north to south
- Creating active streets and safe spaces
- Improving existing and creating new cycle routes
- Encouraging positive changes in behaviour such as walking and cycling more
- Car parking to be provided within plots and potentially on street

Cycle access

- Cycle parking to be provided for residential units and within the public realm
- Engagement with TFL to review the existing transport links
- Improved links to existing public transport activities
- Three principal street types
  - retail
  - shared surfaces
  - green streets

Vehicular movement

Existing public transport provision

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Community facilities

Community facilities are a vital component of any masterplan and consultation to date has supported this premise.

From the feedback received at the Masterplan Principles exhibition in July, it is clear that the local community would like to see improved leisure facilities, a sports grounds in the area along with a strong desire for a swimming pool. The facilities in the new leisure centre, being provided by Southwark Council, which includes a 25m pool, will address this to an extent.

Entertainment venues such as a cinema or theatre and art and cultural spaces would also be welcomed, as would quality cafes and restaurants. Existing local facilities that are highly valued include open spaces and parks such as Victory Park and Burgess Park, the library and the leisure centre. Lack of maintenance, antisocial behaviour, affordability and lack of funding are thought to be the challenges community facilities need to overcome.

Within the application we are analysing the social and economic impacts of our proposals and this will also inform future demand and needs. At this early stage of masterplanning, we are not committed to specific occupiers in terms of community use, however we are creating the framework for accommodating demand when phases are brought forward in the future. This is a long-term regeneration and in planning future community facilities it is important to factor flexibility into the proposals.

We will continue to meet with various local groups and organisations to gain a better understanding of the needs and aspirations. If you have any thoughts or ideas of who we should be talking to, please let us know on a feedback form.

Play and recreation

We are developing a hierarchy of play provision, based on the Mayor of London’s “Providing for Children and Young People’s Play & Informal Recreation”, to provide a range of play opportunities within close reach of home for children of all ages and abilities.

The strategy focuses on creating a variety of doorstep play opportunities to provide play within safe environments close to home. We are exploring the opportunities for dedicated local and neighbourhood play within the proposed public open space. The strategy will include social space for older children and youths. We are also assessing existing play opportunities close to the site to identify opportunities for integrating existing and proposed provision as part of the wider masterplan.

In addition to the play spaces, the public realm will be designed to provide other types of green space that invite informal play and recreation.
Economic development

Land uses in the masterplan
With the outline planning application, parameters will be set to inform the minimum and maximum floor space figures for each land use to be provided. We are currently proposing the following range of uses:

- 2300 - 2500 residential units (C3)
- 10,000 - 16,750 sqm retail (A1-A5)
- 2,000 - 5,000sqm business (B1)
- 1,000 - 5,000sqm community & culture (D1)
- 1,000 - 5,000sqm leisure (D2)

All areas are gross external area and are indicative.

Economic development
The long term nature of the regeneration of the Heygate affords the opportunity to have a significant positive impact on the local economy through employment, training and business development.

The development, along with the transformation of the Shopping Centre, will make a sizeable contribution of around 3,000 jobs, helping to meet Southwark Council’s employment and enterprise strategies and the London Plan target of 5,000 new jobs for the Opportunity Area.

Lend Lease is committed to increasing the diversity of its supply chain and to including greater opportunities for small and medium sized enterprises and minority group businesses to win contracts as well as increasing the local spend at each tier of our supply chain.

Clauses designed to support our aspirations are also embedded within our contracts enabling suppliers and contractors to engage with BeOnsite, our not-for-profit employment and training company, linking local people to job opportunities in demolition, construction and operational jobs and paving the way to apprenticeships and industry-led training.

As part of our approach we collaborate with existing organisations, such as local business groups, employment brokerages and educational institutions to ensure initiatives such as tender awareness workshops and ‘meet the buyer’ events are worked up to ensure potential suppliers understand our trading requirements and which make the most of established networks to build local capability. Our skills training is specifically geared towards filling current job vacancies.

We also work with local schools and colleges to develop education programmes which support the national curriculum, encourage students to explore careers in property and construction for example, and make the link between school and the world of work through work experience opportunities.

Approach
- Support local people into demolition, construction, retail and other operational jobs through our not-for-profit brokerage BeOnsite and local partners
- Work specifically with those furthest from the labour market to help them progress towards employment
- Pro-actively encourage Apprenticeships with our contractors
- In collaboration with our contractors, business development organisations and Southwark Council actively encourage small and medium sized enterprises and minority group businesses to access contracts and deliver services
- Encourage local businesses to build capacity and access affordable retail space on our development
- Take advantage of vacant land to activate the local economy through interim uses
Sustainability

Health & Wellbeing
Our buildings will incorporate best practice design principles including natural ventilation, cleaner air, maximising day light and the use of non-polluting materials to promote healthier and more sustainable lifestyles.

Communities
We want to provide a genuine mixed use development for all ages backgrounds and means. In close collaboration with the local community we plan to restore local street and pedestrian connections in order to preserve vibrant and diverse traditions and build healthy & safe communities.

Economy
Lend Lease will play a leading role throughout the development timeline in identifying and training for new jobs and skills. Given the length of the development we commit to using available land, with community, education, and business partners to ensure opportunities are realised from day one.

Energy Efficiency
Our buildings will be designed to substantially reduce running costs: starting with Code for Sustainable Homes Level 4 as a minimum and including the latest smart technology, we will work towards building zero carbon homes from 2016 onwards.

Energy Sources
We will build an on-site low-carbon energy facility which will provide a development wide district heating network, reducing energy wastage, and providing more efficient and cleaner energy source.

Nature
Through our masterplan we will create a major new urban park which includes many of the valuable and magnificent mature London Plane trees that already exist on the site. Our vision of urban regeneration holds ecology at it core creating a biodiverse landscape for all parts of nature.

Shared Infrastructure
The homes and shops will have a common approach to waste and water management. All the plots are interconnected from a design, orientation and overall infrastructure in order to ensure the highest common standards and longevity.

Social
Through exemplar standard of design and close collaboration with community we will create a diverse range of outdoor spaces, retail and cultural offers to create a place that promotes play and recreation and community cohesion.

Materials
We will use the scale and scope of the development to partner with like-minded innovative companies to source low-carbon materials and the best technologies to ensure the best quality and value for our customers.

Sustainable Transport
Our development will promote walking, cycling, and car sharing. Expanding and improving what is already one of the greatest transport hubs in London, our vision is to make Elephant and Castle a model for sustainable transport and connectivity.

Waste
Our approach to construction will see minimal wasting of resources and careful measurement of energy use and carbon emissions. In operation the development will feature state of the art waste treatment and management with a strong focus on education and behaviour change.

Water
Reducing water use by 30% through efficient fixtures and fittings as well as using natural processes to manage rain and stormwater run off.

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Interim uses

The first public exhibition in July outlined a number of uses that might be possible to put in place on site as ‘meanwhile’ or ‘interim uses’. Strong support was given to green projects such as food growing and a community garden as well as for creative uses and event space such as a temporary cinema.

There has been much enthusiasm for involvement with potential interim uses shown throughout the consultation and at Liaison Group meetings and as a result, a specific workshop was held.

The interim use workshop took place on 21 September 2011 and was attended by 15 local residents and stakeholders as well as representatives from Soundings and Lend Lease. Potential uses were discussed at the workshop of what might be likely uses in the interim period before demolition, these included:

- construction training facility - proposed to be located on the Phase One site
- community garden - proposed to be located at the eastern end of Wansey Street
- artist workshops - proposed to be located in unused garage space on the estate
- container business/retail space - proposed to be located on the Shell garage site after the garage has relocated

Construction Training Facility

Lend Lease and its not for profit employment and training organisation, BeOnsite have been in discussions with Southwark College who are seeking a suitable location to provide practical experience for students on its construction training course. This kind of facility is very scarce in London and is a valuable element to supporting students’ learning of key construction skills. As the Phase One site is already vacant and cleared land, it provides the best opportunity for this use to be one of the earliest interim uses to be put in place. Key aspects of this proposal include:

- Partnership between Lend Lease, BeOnsite & Southwark College
- Construction training programme, co-ordinated by Southwark College
- Industry links to identify key skills/training required and provision of required equipment from industry partners
- Funded by Southwark College through LBS s106 monies
- Recruitment targeted at local schools, NEETs (Not in Education, Employment or Training), and long term unemployed (through Job Centre Plus)

- Early consultation with nearby residents is key to understanding concerns such as operational hours, noise, acceptable works etc.
- Plans will be developed further and proposals for the types of activities will be discussed at the next interim use workshop, however, it is hoped that this use could be on site by summer next year.

Community Garden

This type of use had the most support from respondents at the first masterplan exhibition and as a result, Lend Lease and the Council have been pursuing the potential to put this in place. The area of land at the eastern end of Wansey Street where this garden is proposed is currently hoarded and overgrown with weeds. However, it is possible to clear this space as part of the wider Phase Two demolition works of Heygate south.

The workshop discussed how this might be a successful garden and proposed that a temporary garden space would ideally be in this location for up to three years. As a result of the workshop discussions, representatives from community groups, local residents, Lend Lease and the council are meeting on site to discuss how this can be brought forward as a community space.

Proposals will be developed as a result of the visit and discussed at the next interim use workshop, however, it is anticipated that the site will be cleared and made ready throughout the winter period with the hope that it would be possible to be on site for next year’s growing season.

Temporary Container Business and Retail space

The potential to create temporary business space similar to the ‘Boxpark’ in Shoreditch or Container City at Trinity Buoy Wharf was also presented and discussed at the workshop. This proposal has evolved from the ambition to create temporary space that could foster business development and growth in the area in advance of the wider development. There are several successful examples of this kind of facility in London and elsewhere. It is proposed that this could be located on the Shell garage site as the garage will be relocating in the near future.

Through the discussion at the workshop, the local business development group Business Extra highlighted that this is something that they could develop and manage. As a result, Lend Lease and Business Extra are pursuing the development of this proposal with a view to identifying a viable business plan that could be put in place - this will be presented back and discussed further at the next workshop.