



THE GOODSYARD

Regeneration Strategy

September 2019



ballymore.



PREFACE

This is a Regeneration Strategy prepared by Temple Group.

It is submitted in relation to amendments ("Proposed Amendments") that are being made to the planning applications and applications for listed building consent (the "Applications") for the redevelopment of Bishopsgate Goodsyards. The Applications as amended by the Proposed Amendments form the "Revised Scheme".

On 21st July 2014 Bishopsgate Goodsyards Regeneration Limited (the "Applicant") submitted the Applications to the London Borough of Hackney and the London Borough of Tower Hamlets (the "Boroughs").

On 23rd September 2015 the then Mayor of London directed that he would act as local planning authority for the purposes of determining the Applications.

On 12th April 2016 the then Mayor deferred the determination of the Applications to allow the Applicant to address the issues raised in the Stage III Report.

The Applicant has carefully reviewed the issues raised in the Stage III Report and has liaised closely with the Mayor of London, the Boroughs and other stakeholders and consultees and is now submitting amendments to the Applications to address their feedback.

In broad terms, the Applicant is making the following Proposed Amendments to the Applications:

Plot 1 (Formerly Plots A and B)

The Proposed Amendments maintain the height of the building and the type of uses, as currently proposed and retains the bridging over the East London Line box. The building massing is proposed to be revised to include setbacks at the upper levels as a result of feedback from the GLA and the Boroughs to address the relationship with adjacent buildings.

Plot 2 (Formerly Plots F and G)

The Proposed Amendments replace the two tallest residential buildings with a commercial building with retail at the ground floor. The building would extend up to 17 to 29 storeys and would be the tallest building proposed. This building is being submitted with all matters in detail.

The reduction in height of Plot 2 means that no part of the scheme is now visible in views from the South Bastion of Tower Bridge.

Plot 3 (Formerly Plot K)

The Proposed Amendments maintain the height and footprint of the building and the type of uses, as currently proposed. The Proposed Amendments address design comments in respect of the treatment to Phoenix Street and the listed Oriel Wall along Commercial Street.

Plot 4 (Formerly Plot C)

The Proposed Amendments maintain the uses within this building and comprise retail at ground floor with residential above. The height of the building is proposed to be reduced to 19 storeys.

Plot 5 (Formerly Plot D)

The Proposed Amendments maintain the uses within this building and comprise retail at ground floor with residential above. The height of the building is proposed to be reduced to between 6 -13 storeys.

Plot 6 (Formerly Plot E)

The Proposed Amendments change the use of this building to a cultural type use with retail use. The height of the building is proposed to be reduced to up to 5 storeys in order to address comments raised by the GLA in respect of daylight and sunlight impacts along Sclater Street and the massing in the north-east part of the site.

Plots 7, (Formerly Plots H, I, J), 8, 8A, 8B, 10 and 11 (the Pavillion)

The Proposed Amendments maintain the mix of retail uses within the Oriel as well as the potential for Class D1/D2 uses within the Braithwaite arches with public open space above, as currently proposed (Plot 7). Plot 8 introduces hotel and residential uses with access at ground floor level within a 25-storey building to the west of Braithwaite Street, plus 4 storey buildings on top of the existing arches. The Proposed Amendments introduce residential use within Plot 10 with retail at ground floor. The Proposed Amendments introduce retail use within a single storey building in Plot 11.

Public Open Space

The overall amount of public space as part of the Proposed Amendments would increase at platform level, including an area of consolidated open space at the eastern end of the platform.

The Proposed Amendments, and the rationale for them, are explained fully in the Planning Statement prepared by DP9 Ltd.

The Proposed Amendments to the Applications have required some changes to be made to the Regeneration Strategy and other documentation originally submitted with the Applications.

Rather than issuing tracked changed documents, the Applicant has issued this revised Regeneration Statement which replaces in its entirety that submitted previously.

EXECUTIVE SUMMARY

Bishopsgate Goods Yard is a 4.4 hectare (ha) site located in the Shoreditch area of East London, close to Spitalfields Market and Liverpool Street Station. The site falls within the London Borough of Hackney (LBH) and the London Borough of Tower Hamlets (LBTH).

Bishopsgate Goodsyards represents one of the most significant central London regeneration sites. The redevelopment unlocks the opportunity to:

- Open to the public one of London's most important historic industrial assets;
- Transform extraordinary historic physical assets into a unique, characterful and authentic city quarter;
- Make new connections linking Shoreditch High Street and Brick Lane, and Sclater Street to London Road;
- Create consolidated outdoor green space that is much needed in this part of London;
- Create a unique, mixed use place that offers something for everyone including a range of business and employment opportunities; and
- Create a new leisure destination capable of attracting to east London people from across the globe.

It is important that this regeneration scheme brings a wide range of benefits to local communities, including local opportunities for jobs, training and housing. The quantum of employment space (under the maximum development scenario) is as follows:

- Up to 139,023 m² Gross External Area (GEA) of commercial floorspace (B1 use);
- Up to 16,436 m² GEA of retail floorspace (A1 to A5 use);
- The provision for up to a 150 room hotel (11,595 m² GEA); and,
- 4,977 m² GEA D1 / D2 use.

The Revised Scheme will contain a range of high quality work spaces in a variety of floorplate sizes which will be flexible for today's and future work practices. Included within the development is space suitable for start-ups, micro businesses and SMEs.

For the 13 year construction period, an estimated 379 net jobs will be created, and net jobs during the operational phase will number 9,759². This represents £24 million Gross Value Added (GVA) per annum during the 13-year construction phase and £741 million during the operational phase.

Over and above these benefits, there are also opportunities for temporary business uses on the site, including continuation of some of the current temporary uses. Temporary uses will

be encouraged where possible throughout the construction programme to maximise the usage of the site.

The Revised Scheme will provide up to 500 new residential dwellings under the maximum development scenario (including 185 affordable homes) contributing 13 % of the 3,931 dwellings that are required within a year in LBTH (if targets were spread equally over the planned period).

There will also be contributions to the provision and improvement of local social infrastructure through provision of a healthcare facility and contributions made through a S106 Agreement and the Community Infrastructure Levy, which could include upgrades to local public realm and streetscape, a management plan for the open space at the site, education contributions, and training and access to employment schemes.

The Revised Scheme includes a considerable quantity of new publicly accessible open space, both at ground level and platform level. More importantly than the measured area of space included is the environmental quality and format of the spaces. The design is to create a rich multi-layered landscape from ground level to roofscape, from 'city to wilderness'. The Goodsyards is located in a rapidly developing area of London that would benefit significantly from the provision of additional accessible public open space, green space and play space proposed.

The open space has the potential to generate significant economic benefits to the area, including uplift in property prices as well as bringing new visitor spending to the area. As well as the economic benefits, there is the opportunity to create an integrated, high quality public realm with improved pedestrian links to the surrounding streets. Combined with this will be retail experiences and spaces that acknowledge the needs of both local communities, retailers and visitors.

The design is intended to reveal and celebrate the historical narrative of the site. The heritage assets that exist within the Goodsyards are unique in character and scale. They range from large railway structures to intimate small spaces. Opening up the Goodsyards and reusing the structures to bring shape and character to the development are fundamental to establishing a new identity for the area that is firmly founded on this rich granular history.

The design of the Revised Scheme is based on sustainable design and construction principles as informed by planning requirements and industry best practice. It will regenerate a derelict brownfield site, bringing it back into productive use and leading to a landmark development with considerable economic, social and environmental benefits.

² Figures differ from socio-economic chapter of the Environmental Statement as these were based on the minimum development scenario to provide a reasonable worst case, whereas the Regeneration Statement is based on the maximum development scenario for the Revised Scheme.

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THE GOODSYARD

1.1 INTRODUCTION

- 1.1.1 Bishopsgate Goodsyards is a 4.4 ha site located in Shoreditch in east London and is centred at Ordnance Survey (OS) National Grid Reference (NGR) TQ336822. The Applicant is seeking permission for a hybrid application, including commercial floorspace, residential homes, a hotel, D1 / D2 space and public open space.
- 1.1.2 The Revised Scheme is likely to bring a range of benefits to the area, including to residents, employees, visitors and tourists. This Regeneration Statement is intended to highlight the positive regeneration benefits of the Revised Scheme. It covers economic and employment benefits, community benefits along with connectivity and environmental regeneration. It builds on the socio-economics work undertaken in 2014 by Aecom for the 2015 Proposed Development.
- 1.1.3 It should be noted that references in this document Regeneration Strategy to 'application' should be taken to read 'applications' reflecting the fact that two identical planning applications were originally submitted – one to the LBH and one to the LBTH with each borough tasked with determining consent for the extent of the Revised Scheme that fell within each respective area. Therefore, references to 'planning permission' should be taken to read 'planning permissions' given that two planning permissions will be required for the Proposed Amendments to proceed in its entirety.

Site and Revised Scheme

- 1.1.4 The application site, as shown in Figure 1, lies within two boroughs: London Borough of Hackney (LBH) and London Borough of Tower Hamlets (LBTH).
- 1.1.5 The site has been in a derelict state since a fire in December 1964 and demolition of buildings on-site in 2004. In 2010 the Shoreditch High Street Rail Station opened in the centre of the site, serving the London Overground between Highbury & Islington and several stations south of the River Thames.
- 1.1.6 The site is bounded by transportation infrastructure in the form of road and rail. The site is bounded by the A1209 Bethnal Green Road and Sclater Street to the north, Brick Lane to the east and the A10 Shoreditch High Street to the west. The Great Eastern Main Line and West Anglia Main Line railways from Liverpool Street station form most of the southern boundary of the site, with the A1202 Commercial Street to the southwest. Wheeler Street / Braithwaite Street run north/south through the centre of the site. Aside from the Shoreditch High Street Rail Station building and associated elevated London Overground rail line, there are currently no other permanent buildings on the site. Since December 2011, several temporary 'recycled metal shipping containers' used as a pop-up retail mall known as the 'Boxpark' are located on the Application Site.
- 1.1.7 Through the centre of the site in a west/east orientation are multiple games pitches, including eight 'five-a-side' football pitches operated by Powerleague

Fives Ltd. The southern section of the site including the listed arches and viaduct is vacant and overgrown with scrub-like vegetation and several low value trees.

1.1.8

The Revised Scheme comprises an outline application for the comprehensive mixed use development of the site:

LB Hackney Description of Development

An OUTLINE application for the comprehensive mixed use redevelopment of the site comprising:

- Residential (Class C3) comprising up to 500 residential units;
- Business Use (Class B1) – up to 130,940 m² (GIA);
- Hotel (Class C1) – up to 11,013 m² (GIA);
- Retail, financial and professional services, restaurants and cafes and hot food takeaways (Class A1, A2, A3 and A5) – up to 18,390 m² (GIA) of which only 3,678 m² (GIA) can be used as Class A5;
- Non-residential Institutions (Class D1) / Assembly and Leisure (Class D2) – up to 6,363 m² (GIA);
- Public conveniences (sui generis) – up to 298 m² (GIA);
- Basement, ancillary and plant space – up to 21,216 m² (GIA);
- Formation of new pedestrian and vehicular access; means of access and circulation and car parking within the site; and
- Provision of new public open space and landscaping.

The application proposes a total of 10 buildings that range in height, with the highest being 142.4m AOD and the lowest being 19m AOD.

With all matters reserved save that FULL DETAILS for Plot 2 are submitted for alterations to, and the partial removal of, existing structures on the site and the erection of a building for office (Class B1) and retail use (Class A1, A2, A3, A5) comprising a part 17 / part 29 storey building; and Plot 7 comprising the use of the ground level of the Braithwaite Viaduct for retail and food and drink uses (A1, A2, A3, A5) and works to and use of the Oriel and adjoining structures for retail and food and drink uses (A1, A2, A3, A5).

For that part of the site within LB Hackney, the proposed development comprises the following mix of uses:

- Up to 109,599 m² (GIA) of Business Use (Class B1);
- Up to 4,509 m² (GIA) of Retail Use (Class A1, A2, A3 and A5), of which only 902 m² (GIA) can be used for hot food takeaways (Class A5);
- Up to 2,254 m² (GIA) of Class D1 / D2 use; and
- Up to 12,752 m² (GIA) of ancillary and plant space.

LB Tower Hamlets Description of Development

“An OUTLINE application for the comprehensive mixed use redevelopment of the site comprising:

- Residential (Class C3) comprising up to 500 residential units;
- Business Use (Class B1) – up to 130,940 m² (GIA);
- Hotel (Class C1) – up to 11,013 m² (GIA)
- Retail, financial and professional services, restaurants and cafes and hot food takeaways (Class A1, A2, A3 and A5) – up to 18,390 m² (GIA) of which only 3,678 m² (GIA) can be used as Class A5;
- Non-residential Institutions (Class D1) / Assembly and Leisure (Class D2) – up to 6,363 m² (GIA);
- Public conveniences (sui generis) – up to 298 m² (GIA);
- Basement, ancillary and plant space – up to 21,216 m² (GIA);
- Formation of new pedestrian and vehicular access; means of access and circulation and car parking within the site; and
- Provision of new public open space and landscaping.

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For that part of the site within LB Tower Hamlets, the proposed development comprises the following mix of uses:

- Up to 44,067 m² (GIA) of residential use (Class C3);
- Up to 21,341 m² (GIA) of Business Use (Class B1);
- Up to 11,013 m² (GIA) of Hotel Use (Class C1);
- Up to 13,881 m² (GIA) of Retail Use (Class A1, A2, A3, A5) of which only 2,7576 m² (GIA) can be used for hot food takeaways (Class A5);
- Non-residential Institutions (Class D1) / Assembly and Leisure (Class D2) – up to 4,109 m² (GIA);
- Up to 298 m² (GIA) of sui generis use; and
- Up to 8,464 m² (GIA) of ancillary and plant space.

1.1.9 The Revised Scheme is shown in Figure 2.

Structure of Regeneration Statement

1.1.10

The Regeneration Statement is structured as follows:

- Section 2 highlights the local socio-economic conditions which have influenced the design of Revised Scheme;
- Section 3 sets out the relevant policy drivers which have shaped the design and implementation of the Revised Scheme;
- Section 4 considers the regeneration benefits structured around the following themes:
 - Business growth, jobs and skills;
 - Community and lifestyles;
 - Connectivity, transport and environmental regeneration; and
- Section 5 summarises the findings and conclusions.

Figure 1: The Application Site



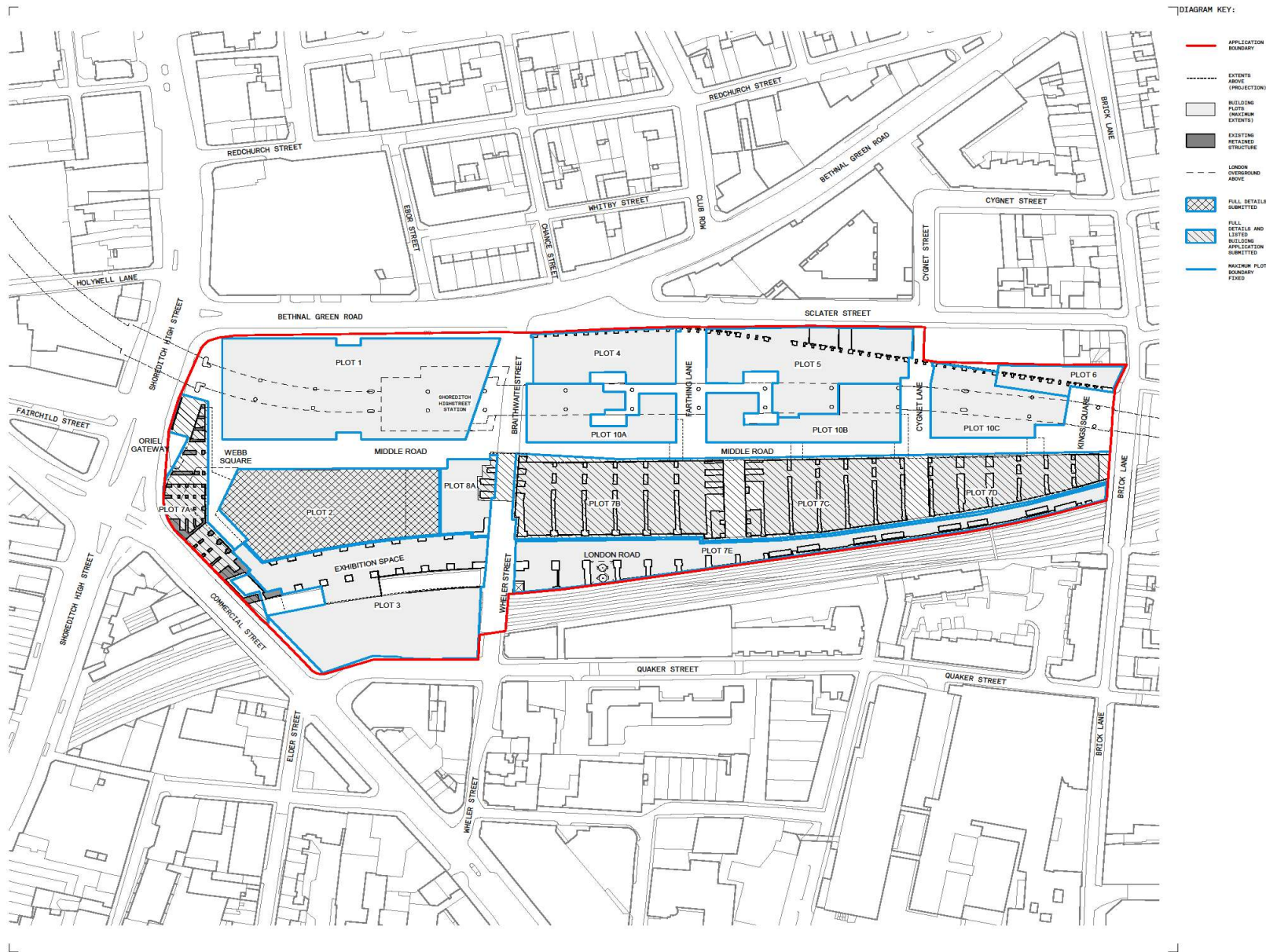
Project: Bishopsgate Goods yard
Client: Bishopsgate Goods Yard Regeneration Ltd
Application Site Boundary

Legend
[Red outline] Site Boundary
[Dashed line] Borough Boundary



TEMPLE
Temple Group Ltd, The Woolyard, 52 Bermondsey Street, London, SE1 3UG
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Figure 2: The Revised Scheme



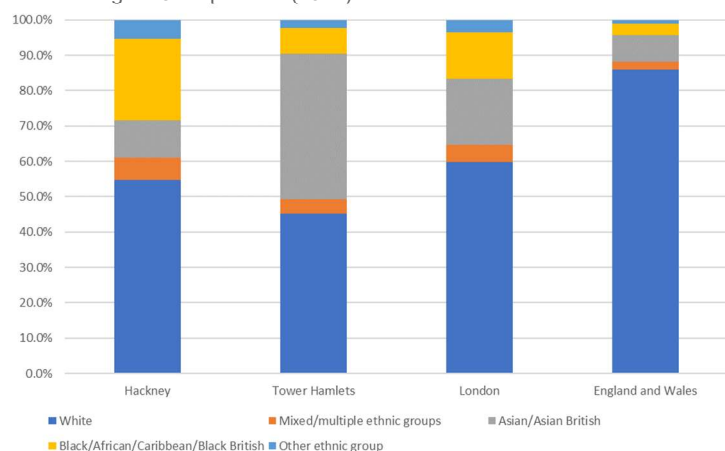
1.2 SOCIO-ECONOMIC PROFILE

Local Population and Demographics

1.2.1 According to the most recent estimates, the population of LBH and LBTH was 275,929 and 307,964 in 2017³. In terms of age groups, the proportion of the population aged 16-64 was 74 % for LBTH, 72 % for LBH and 68 % for London as a whole. Furthermore, the proportion of the population aged 65 and over was 6 % for LBTH and 7 % for LBH, both lower than the 11 % for London as a whole.

1.2.2 According to the Census 2011, around 45 % of the population in LBTH categorising themselves as White, with the vast majority of these being White British. In contrast, the proportion of white residents in LBH was 55 %. Both Boroughs were below the London average of 60 % (**Figure 3**). LBH also has a relatively larger proportion of Black / African Caribbean / British residents with 23 % compared to 7 % for LBTH and 13 % across London as a whole.

Figure 3: Population (2011)



Source: ONS Census 2011

Population Projections

1.2.3 In terms of future population, the latest available projections (2016-based Sub-National Population Projections) indicate that the total population of LBTH is expected to increase by 15 % from around 300,943 in 2016 to 383,179 by 2034 (when the Revised Scheme is expected to be completed). Furthermore, LBTH's population is expected to increase by 12 % (equating to an increase of 35,254) over the same period. During this period, the proportion of population aged 65 and over in LBTH is expected to increase by 4 % whilst the working age population is set to increase by 2 %.

1.2.4 In contrast, LBH is expected to experience a significant increase in the over 65s by 71 % and a 16 % increase in the working age population between 2016 and 2034. For London as a whole, the overall population is expected to increase by a more modest 6 %, driven by the increase in people aged 65+ by 44 %.

Deprivation

1.2.5 The proportion of households experiencing multiple deprivation in the Weavers (LBTH) and Haggerston (LBH) wards that the Application Site is situated within is higher than that of LBTH, LBH and London. Overall, 71 % of households resident in the two wards are deprived in one or more dimensions (67 % in LBTH, 69% LBH, and 61 % in London); 21 % of households are deprived in two dimensions compared to 21 % LBTH, 22% in LBH and 19 % in London, while 10 % of the ward's households are deprived in three dimensions compared to 9% in both LBTH and LBH and 6 % in London.

Housing

1.2.6 According to the Ministry of Housing, Communities and Local Government's household projections, the number of households in LBTH is expected to increase from 137,027 in 2016 to 163,941. Household size is expected to increase from 2.20 to 2.34 (between 2016 to 2034) as the population is expected to increase at a slightly higher rate than the number of households.

1.2.7 Households in LBH are expected to increase by 29 % over the same period. Whereas, household sizes in LBH are expected to get smaller from 2.46 to 2.31 between 2016 and 2034.

³ ONS (2018) Population Estimates for UK, England and Wales, Scotland and Northern Ireland: Mid-2017.

- 1.2.8 Households in LBTH are more likely to live in social rented accommodation compared to Greater London and have rates similar to LBH.

Local Economy, Employment and Skills

- 1.2.9 LBTH plays a significant role in London's global economy. In terms of productivity, LBTH is ranked third nationally and in London, after Camden and the City of London. Over 5 % of London's employment is concentrated in LBTH, and the Borough accounts for 30 % of all employment in the East London Boroughs. This is predominantly concentrated in Canary Wharf and the City Fringe, where more than 75 % of employment in the Borough is concentrated.
- 1.2.10 LBTH Local Economic Assessment (2016) reveals it is a net importer of labour from across London and the South East. The Borough's economy imports highly-qualified employees for 'high-value sectors' from a wider catchment but exports less-qualified labour to low-value sectors in the surrounding Boroughs. Occupational forecasts for the Borough show that there will be continual growth in the higher-level occupational groups with the increased demand for the highly qualified.
- 1.2.11 The local economic assessment reveals around 15 % of local jobs are filled by residents within the Borough. Tower Hamlets Fairness Commission's Time to Act report revealed most jobs within the Borough are taken by those commuting in with the skills and qualifications to work in the growth employment areas. The increase in financial services has increased demand for workers with skills that are not present in the Borough. Commuting from within LBTH to other parts of London is a significant trend for those who are employed. Alongside this, LBTH has an issue of immobility, where those out of work are not travelling outside of the Borough for work.
- 1.2.12 Within LBH, Dalston is the key major town centre in the area, although its employment rates are only marginally captured by available data. The indirect regeneration of the sub regional area brought about by the 2012 Olympic Games and the London Legacy Development Corporation (LLDC) is in fact later than Census data 2011.
- 1.2.13 According to LBH's latest Local Economic Assessment (2017), The City Fringe area (which the Application Site sits within) around Shoreditch and Old Street is the biggest sub-economy in Hackney and is home to 43 % of employment in the borough⁴. The employment in this area is concentrated in the professional, scientific and technical; information and communication; and business administration and support services sectors. Furthermore, the number of annual

business births in LBH has significantly increased since the financial crisis in 2009. In 2015, the 4,105 business births in the borough was over 160 % higher than the 1,570 of 2010.

Economic Activity

- 1.2.14 According to the Census 2011, the proportion of economically active population in LBTH was 73 % and in LBH was 74 %. This is lower than the average for Greater London at 76 %. LBH has a low employment rate, particularly among women and ethnic minorities, and over a quarter of residents are economically inactive. Economic activity is shown in **Table 2**.

Table 2: Economic Activity (2011 Census)

	LBTH	LBH	London
Economically active	73%	74%	76%
EcA: In employment	64%	65%	69%
EcA: Employee: Part-time	18%	18%	18%
EcA: Employee: Full-time	58%	52%	57%
EcA: Self-employed	12%	18%	16%
EcA: Unemployed (inc. full-time students)	12%	11%	9%
Economically Inactive	27%	26%	24%

Source: Census 2011 / EcA = Economically Active

- 1.2.15 More recent data from the Annual Population Survey indicates that for the year October 2017-September 2018 the economic activity rate of both LBTH and LBH was 74 % compared to 79 % for London as a whole⁵. Furthermore, the

⁴ London Borough of Hackney (2017). <https://hackney.gov.uk/local-economic-assessment> [Accessed 22 February 2019]

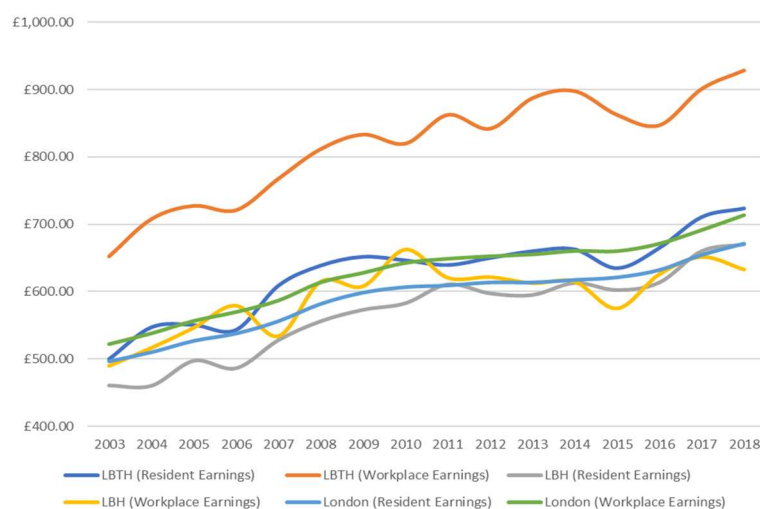
⁵ ONS (2018) annual population survey: October 2017-September 2018

unemployment rates for the two Boroughs (LBTH – 7% and LBH – 6%) were above the London average at 5 % and higher than the national level (4 %).

Income

- 1.2.16 In 2018, the average (median) earnings by residence in LBTH for full-time workers is £723.20 per week. This is higher than the LBH average (£669.80 per week) and above the London average (£670.80 per week).
- 1.2.17 Workplace earnings in LBTH are higher than resident earnings. Gross workplace weekly pay amounts to £928.20 in the Borough, which is considerably above LBH and London averages of £632.40 and £713.20. This indicates many people travel into LBTH to seek higher paid employment.
- 1.2.18 In contrast, LBH's resident-based earnings are higher than workplace-based earnings demonstrating that LBH's residents are likely to work in other Boroughs such as LBTH, City of London or Westminster. Earnings are shown in Figure 4.

Figure 4: Gross Weekly Earnings (2003-2018)



Source: Annual Survey of Hours and Earnings (2018)

Qualification Attainment

- 1.2.19 Data on the highest level of qualifications obtained by residents (**Table 3**) suggests that LBTH and LBH are areas of contrast with mixed

populations. They outperform London as a whole (Census 2011) for Level 4 qualifications but also have higher proportions of residents with no qualifications.

Table 3: Highest Level of Qualifications

	LBTH	LBH	London
No qualifications	20%	20%	18%
Level 1	9%	9%	11%
Level 2	9%	10%	12%
Apprenticeship	1%	1%	2%
Level 3	10%	9%	10%

Source: Census 2011

Town and Other Centres

- 1.2.20 LBTH has a number of centres that offer high levels of retail, leisure and cultural facilities. LBTH Retail Capacity Study (2016) describes Canary Wharf as a major town centre that has a global role as a competitive financial district and a key employment location. Canary Wharf's benefit in terms of local employment is limited by the shortfall in the residents' skills and qualifications. The demand for low-skilled jobs among those seeking work far exceeds the supply for local workers. LBTH's Retail Capacity Study summarised that:
- 1.2.21 "In summary, Canary Wharf, Crossharbour, and Whitechapel are the dominant centres in terms of retail market share and corresponding centre turnover. Whitechapel and Crossharbour attract the greatest proportion of convenience expenditure, which is largely supported by the presence of a major foodstore in each centre. Whitechapel also attracts the greatest proportion of comparison goods expenditure. Retail market shares for Brick Lane are the lowest out of the

all the District Centre”⁶

- 1.2.22 Brick Lane, the nearest LBTH district centre in close proximity to the Application Site is a district centre located 200 m or a 3-minute walk from the Application Site. Brick Lane sits within the heart of the City Fringe Activity Area. According to the LBTH Retail Capacity Study, it has approximately 339 units and is characterised by its ethnically diverse population including a large Bangladeshi community and diverse socio-economic demographics. The City Fringe is also an important economic hub. It hosts office space, cultural, creative and tourism activity. London Metropolitan University and the Royal London Hospital are also located here.
- 1.2.23 Brick Lane has experienced major change during the 2010s and has transformed into a centre which has become a focus for the creative industries, fashion industries and a strong evening economy, particularly for Bangladeshi restaurants. Despite this strong and expanding economy the neighbourhoods of Brick Lane are one of the poorest in the UK with residents living in social housing estates which are located around the district centre. In 2016, the vacancy rate in Brick Lane town centre was 10 % which was just under the UK national average of 11 %, showing that Brick Lane is a relatively healthy town centre.
- 1.2.24 LBH only has four main centres (comprising of Metropolitan / Major and District Centres) that offer retail, leisure and cultural facilities. According to the LBH's Retail and Town Centre Retail Study (2017), Dalston is a Major Centre - the same document identifies the following areas as District Centres: Finsbury Park, Hackney Central and Stoke Newington High Street.
- 1.2.25 Hoxton Street is the nearest LBH shopping area to the Application Site (approximately 1.3 km away and a 17-minute walk from the Application Site) and is a local shopping / neighbourhood centre. The centre has two clear 'anchor' stores in the form of Poundland and Iceland, with the latter currently being the only main supermarket serving the Hoxton / South Shoreditch area. LBH is considering allocating Shoreditch (location of the Application Site) as a District Centre.

⁶ London Borough of Tower Hamlets (2016): Town Centre Retail Capacity Study 2016: Executive Summary.

1.3 POLICY CONTEXT

National Planning Policy Framework

- 1.3.1 The National Planning Policy Framework (NPPF) (2019) is a material consideration for planning decisions by Local Planning Authorities. It describes the purpose of the planning system as contributing to the achievement of sustainable development in three mutually supportive ways – economic, social and environmental (paragraph 8). The economic role of the planning system is to contribute to building a “strong, responsive and competitive economy” where the right type of land use is available in the right place. The social role involves supporting “strong, vibrant and healthy communities” by providing housing to meet the needs of present and future generations and through a high-quality built environment.
- 1.3.2 The NPPF lists various planning principles that should underpin both plan-making and decision-making, including contributing to the achievement of sustainable development, effective engagement between plan-makers and communities and be accessible to assist public involvement.
- 1.3.3 Chapter 5: ‘Delivering a sufficient supply of homes’ states that in order to deliver a wide choice of quality homes, improve opportunities for home ownership and create sustainable communities, a mix of housing is required which reflects demographic trends, market trends, the needs of different groups and local demand.
- 1.3.4 Chapter 6: ‘Building a strong, competitive economy’ outlines that planning policies and decisions should address and recognise the specific requirements of different sectors, to help create the conditions in which local economies can thrive and businesses can invest, expand and adapt.
- 1.3.5 Chapter 7: ‘Ensuring the vitality of town centres’ states that planning policies should promote the long-term vitality and viability of town centres as well define a hierarchy and network and recognise that residential development often plays an important role in ensuring the vitality of centres.
- 1.3.6 Chapter 8: ‘Promoting healthy and safe communities’ outlines the key role that planning policy has in ensuring the health and wellbeing of communities through considerations such as the availability of school places, public safety and

security, and the promotion of social interaction and community cohesion.

- 1.3.7 Chapter 12: 'Achieving well-designed places' highlights the fundamental importance of good and local-oriented design to promote sustainable development and better places for communities to live and work in.

The London Plan (2016)

- 1.3.8 The current version of the London Plan⁷ includes the following policies which are relevant to regeneration and the Revised Scheme:

- Policy 2.13: 'Opportunity Areas and Intensification Areas' seeks to realise the potential for growth in both opportunity and intensification areas. This will be done through proactive engagement between stakeholders and by creating opportunity area frameworks to inform planning policy in the opportunity and intensification areas. Development proposals within opportunity areas and intensification areas should: *"seek to optimise residential and non-residential output and densities, provide necessary social and other infrastructure to sustain growth, and, where appropriate, contain a mix of uses"*.
- Policy 3.3: 'Increasing Housing Supply' states that the Mayor recognises the need for more homes in London to promote opportunity and provide real choice for all Londoners in ways that meet their needs at a price they can afford. The Mayor will work with relevant partners to seek to ensure that housing need as identified in the Plan, is met and monitored, periodically, going forward through the lifetime of the Plan.
- Policy 4.5: 'London's Visitor Infrastructure' aims to support London's visitor economic and stimulate its growth by prioritising business and leisure visitor's needs. This includes seeking to achieve 40,000 net additional hotel bedrooms by 2036, of which should be wheelchair accessible.
- Policy 4.8: 'Supporting a Successful and Diverse Retail Sector and Related Facilities and Services' states that a vibrant and diverse retail sector is essential to London's success, to ensure access to goods and services and playing a key role in London's economy.
- Policy 4.12: 'Improving Opportunities for All' aims to remove barriers to employment and progression and to tackle low participation in the labour market. Planning decisions should support local employment, skills development and training opportunities. The Mayor's Economic Development Strategy highlights the importance of extending employment

opportunity to all Londoners. This includes measures to tackle worklessness, employment support, help people get into work, stay in employment and progress in their career.

Draft New London Plan (showing Minor Suggested Changes, August 2018)

- 1.3.9 In August 2018, the Draft New London Plan was published to provide an updated strategic plan which will shape how London evolves and develops⁸. The policies set out in the emerging Plan, when adopted in their final form in 2019, will comprise an *"integrated economic, environmental, transport and social framework for the development of London over the next 20-25 years"*.

- 1.3.10 The Emerging London Plan policies of relevance to this statement include:

- Policy GG1: Building a strong and inclusive economy - ensuring that London continues to generate a wide range of economic and other opportunities, and that everyone is able to benefit from these by providing good access to good quality goods and services and amenities that accommodate and strengthen communities. Also, to ensure streets and public places, as well as buildings and the spaces they create are well designed and well planned while promoting the crucial role of town centres to support the creation of a city for all Londoners where everyone can move around with ease and enjoy the opportunities provided;
- Policy GG5: Growing a good economy - ensuring London diversifies and shares the economic benefits. Supplying sufficient employment and industrial sites in the right locations. Providing physical and social infrastructure to support growth as London continues to provide leadership in innovation, research and policy whilst promoting and protecting London's heritage and culture and maximising existing and future public transport and sustainable modes of travel;
- Policy SD1: Opportunity Areas - provide support and leadership for the collaborative preparation and implementation of planning frameworks to ensure Opportunity Areas realise their growth and regeneration potential by bringing together the range of investment and intervention needed to deliver the vision and ambition for the area;
- Policy SD6: Town centres - London's town centres should be location for high quality mixed-use or housing-led intensification that is accessible and inclusive building sustainable, healthy neighbourhoods;
- Policy SD7: Town centre network - town centres should be managed in

⁷ GLA (2016). The London Plan – Spatial Development Strategy for London Consolidated with Alterations since 2011.

⁸ GLA (2018). Draft New London Plan showing Minor Suggested Changes.

relation to the town centre network, supporting sustainable economic growth and enhancing the vitality and viability of London's centres with deficiencies addressed by promoting town centres to a higher level in the network;

- Policy SD8: Town Centres: Development principles and Development Plan Documents – development plan documents should accommodate town centre uses on sites within the town centre/boundary or on the edges of town centres and firmly resist out-of-town centre development;
- Policy E1: Offices - improvements to the competitiveness and quality of office space of different sizes should be supported by new office provision and increases in the current stock of offices;
- Policy E2: Low-cost business space – ensuring the provision, where appropriate, and protection of a range of low-cost B1 business space should be supported to meet the needs of micro, small and medium-sized units;
- Policy E3: Affordable workspace – planning obligations may be used to secure affordable workspace at rents maintained below the market rate for that space for a social, cultural or economic development purpose;
- Policy E9: Retail, markets and hot food takeaways - development plans should identify future requirements for retail development having regard for town centre policies and strategic and local evidence of demand and supply; and
- Policy E10: Visitor Infrastructure – states that sufficient supply of serviced accommodation for business visitors should be maintained. In addition, areas within inner London outside of the CAZ, serviced accommodation should be encouraged in town centres and Opportunity Areas that are easily accessible to public transport links.
- Policy E11: Skills and opportunities for all – development proposals should seek to support employment, skills development, apprenticeships and other education and training opportunities in both the construction and end-use phases, including through Section 106 obligations, where appropriate.

London Borough of Hackney Core Strategy (2010)

1.3.11 The Local Development Framework is made up of a portfolio of Local Development Documents and a number of Supplementary Planning Documents (SPD). Its main document, the Core Strategy, sets out the general spatial vision and objectives in the LDF. The London Borough of Hackney's (LBH's) Core Strategy was adopted in 2010, setting out the Council's vision for the Borough. Concerning the local economy and employment:

- Policy 13 outlines support for the provision of a range and mix of employment uses, encouraging flexible workspaces and provision of units for small and medium businesses as well as larger workspaces where appropriate (for example, in locations which are accessible and well connected).

- Policy 16 seeks to address unemployment and facilitate access to jobs “by promoting training opportunities for the local population, increasing employment offer in the borough and allocating land for employment purposes”. The Council will encourage “the provision, use and growth of education and other training facilities within the borough in areas of need” and high unemployment.
- The development of employment floorspace and economic diversity are encouraged in Policy 17, through “growth and promotion of effective use of land through the identification and regeneration of sites for employment generating uses” and “the encouragement of mixed-use development with a strong viable employment component that meets the identified needs of the area”.

Emerging LBH Local Plan 2033 (2018)

1.3.12

In January 2019, LBH's emerging Local Plan was submitted to the Planning Inspectorate for examination in public. The emerging Local Plan 2033 for LBH, known as LP33 will be the key strategic planning document used to direct and guide development in the Borough. The following emerging policies are of relevance to the Revised Scheme:

- Policy PP8: This outlines that the Council seek to further establish Shoreditch and Hoxton (including Haggerston) as thriving and vibrant destination recognised internationally for Tech City; the home of creative, digital and tech industries. The Council's vision also includes growth in south Shoreditch will extend into the more residential neighbourhoods of Hoxton and Haggerston which will share in the success of this part of the borough through improved access to high quality affordable homes and workspaces, community facilities, training and employment.
- LP26: New Employment Floorspace, outlines LBH's aim to support a diverse and mixed economy which generates 23,000 new jobs by 2033 and provide affordable workspaces and low-cost industrial spaces. Shoreditch has been identified as a Priority Office Areas (POA) which will result in support of B1a Use offices within Shoreditch.
- LP27: Protecting and Promoting Office Floorspace: this policy promotes the provision of well-designed offices (B1a) for new developments. Also, the policy identifies that “Future Shoreditch AAP (Shoreditch POA and part of the Wenlock POA) at least 60% of the floorspace across the area as a whole is B1 employment floorspace”.
- LP32: Town Centres, the LBH identifies that the Council plans to deliver 34,000sqm of new retail and leisure floorspace by 2033.
- LP48: New Open Space, outlines that all new major mixed-use or commercial development proposals must provide 4 sqm of communal open space per employee.

Emerging Future Shoreditch Area Action Plan (2010)

- 1.3.13 In early 2019, LBH prepared an area action plan (AAP) for Shoreditch, called Future Shoreditch. The plan sets out a vision for what Shoreditch will look like in 2034 and the planning policies to guide and manage future development and investment in the area. Once adopted, it will be an important document when making planning decisions in Shoreditch. The Greater London Authority's (GLA) London Plan has defined the Shoreditch area as a City Fringe Opportunity Area which sets out a requirement of 8,300 new homes and 70,000 new jobs (for Shoreditch area) by 2031.
- 1.3.14 Policy FSOS 10 outlines the Bishopsgate Goodsyards as a site allocation within the Future Shoreditch AAP. The development guidance states that Bishopsgate Goodsyards provides a significant opportunity for optimising density with a mixed-use development that provides a balance between maximising employment floorspace and optimising housing. In terms of employment space, the policy requires that at least 50% of proposed floorspace should be for employment uses including affordable workspaces.

London Borough of Tower Hamlets Core Strategy (2010)

- 1.3.15 The Core Strategy (2010) sets the spatial strategy for the London Borough of Tower Hamlets (LBTH) to 2025⁹. The strategic objectives seek to promote development which makes optimal use of land to achieve the London Plan housing targets.
- 1.3.16 Policy SP01 outlines the Borough's aim to create a "hierarchy of interconnected, vibrant and inclusive town centres" and "to promote mixed use at the edge of town centres and along main streets". Policy SP06 seeks to "maximise and deliver investment and job creation in the borough, by: supporting, maximising and promoting the competitiveness, vibrancy and creativity of the Tower Hamlets economy". It outlines support for the provision of a range and mix of employment uses, encouraging flexible workspaces and provision of units for small and medium businesses.
- 1.3.17 Its priorities for Shoreditch include ensuring "the regeneration of Bishopsgate Goodsyards is responsive to, and reinforces, the character and vibrancy of Shoreditch and improves connectivity with surrounding areas".

The LBTH Draft Local Plan 2031

- 1.3.18 The draft Local Plan will (on adoption) become the key spatial planning document for LBTH¹⁰ in conjunction with NPPF and London Plan. It is currently at an advanced stage of development, having been submitted to the Secretary of State for examination.
- Paragraph 1 of Policy S.SG1 Areas of growth and opportunity within Tower Hamlets states that "*New development within the Borough will be directed towards:*
 - the opportunity areas (City Fringe, Lower Lea Valley and Isle of Dogs and South Poplar); and/or*
 - highly accessible locations along transport corridors*"; and
 - Policy S.SG2: Delivering sustainable growth in Tower Hamlets states that sustainable growth should share the benefits of growth, through contributing to creating healthy environments, creating mixed and balanced communities, delivering tenure-blind developments, increasing opportunities for social interaction, providing local training or employment opportunities and delivering social and transport infrastructure and public realm improvements which are inclusive and accessible to all.

Bishopsgate Goods Yard Interim Planning Guidance (2010)

- 1.3.19 The Bishopsgate Goods Yard Interim Planning Guidance¹¹, prepared by the LBH, the LBTH and the GLA, was adopted by both boroughs and the GLA. The document states that redevelopment of the site presents an exciting opportunity to create a sustainable mixed-use location in Shoreditch for people to enjoy.
- 1.3.20 Policy BG18 states that "proposals should ensure that development does not have an adverse effect on existing businesses, but create opportunities for the local economy to grow, for example through supply chains of goods and services. New employment opportunities should meet the needs of both the new and existing local communities, so as to reduce the need to travel...Flexible accommodation of a size suitable for small to medium businesses should be promoted across the site. There is considerable scope to include space for small businesses within the arches beneath the Braithwaite Viaduct."
- 1.3.21 The opening of the Shoreditch High Street Overground Station in 2010 is cited as an improvement to access which presents "an exciting opportunity to redevelop the site in a way that re-connects the surrounding areas and contributes to on-

⁹ LBTH (2010) Local Development Framework Core Strategy.

¹⁰ LBTH (2017) Tower Hamlets Draft Local Plan 2031.

¹¹ Mayor of London / LBTH / LBH (2009): Bishopsgate Goods Yard: Interim Planning Guidance 2010

going regeneration”.

- 1.3.22 The guidance also includes policies with regards to a new park on the site and opportunities for possible leisure facilities and a health centre.

The City Fringe Opportunity Area Planning Framework

- 1.3.23 The GLA City Fringe Opportunity Area Planning Framework (OAPF)¹² was published in December 2014. It aims to enable delivery of a spatial planning framework for the City Fringe Opportunity Area as designated by the London Plan, which covers parts of LBH, LBTH, the London Borough of Islington and City of London.
- 1.3.24 Section 1 of the OAPF ‘Implementing the London Plan’ introduces the general policy direction for the City Fringe OA:
- “The arc of the eastern City Fringe from Shoreditch to Wapping is identified as containing a number of accessible, relatively central sites with significant development capacity, both residential and commercial”.
 - It emphasises a strategic need “to accommodate the expansion of London’s world city role in the City Fringe, to balance this with the need to maintain other economic and cultural activities in the area which serve both city and local markets and to accommodate the intensification of residential development”.
- 1.3.25 The Goodsyard is identified as the largest development site in the City Fringe Area.

1.4 BUSINESS GROWTH, JOBS AND SKILLS

Business Growth and Employment Opportunities

- 1.4.1 The Revised Scheme will generate considerable economic benefits during the operational phases through the provision of new, high quality employment floorspace, with opportunities for existing and new businesses to locate at the

site. The Revised Scheme is in a LBH priority office area (based on the submitted Local Plan 2033) and LBTH opportunity area, and this development helps ensure that there is sufficient commercial floorspace to meet the Boroughs’ economic needs. The quantum of employment space (under the office base option¹³) is as follows:

- Up to 139,023 m² Gross External Area (GEA) of commercial floorspace (B1 use);
- Up to 16,436 m² GEA of retail floorspace (A1-A5 use);
- The provision for up to a 150 room hotel (11,595 m² GEA); and,
- 4,977 m² GEA D1 / D2 use.

- 1.4.2 During the construction phase, there are also opportunities for businesses to make use of the site. The Revised Scheme will be developed in eight phases over approximately 13 years. Some of the buildings will not be constructed for some years into the construction programme. This means that there are opportunities for temporary business uses on the site, including continuation of some of the current temporary uses. Temporary uses will be encouraged where possible throughout the construction programme to maximise the usage of the Revised Scheme.
- 1.4.3 There will also be opportunities during construction for a range of construction and specialist contractors within the supply chain. The jobs created during construction of the Revised Scheme will be varied, from low-skilled labouring through a range of skilled construction trades to technical and professional work.
- 1.4.4 The value of investing in development and construction in terms the employment returns to the economy is well evidenced. Employment supported by house building, for example, is equivalent to between 2.4 and 3.1 direct, indirect and induced jobs per new permanent dwelling built¹⁴.
- 1.4.5 The predicted employment associated with construction and operation is as follows:
- Construction employment – some 5,200 person-years of employment which equates to 432 Full Time Equivalent (FTE) jobs for the 13 year period. The net additional jobs (FTEs) in the LBTH and LBH economy could be 379 FTE jobs. This does not take account of the potential for additional jobs associated with any temporary uses which would also benefit the local economy and communities.

¹² GLA (2014). City Fringe Opportunity Area Planning Framework (OAPF) – December 2014.

¹³ Two options were presented for a retail base and an office base, the office base has been used here as this will generate higher employment figures.

¹⁴ Home Builders Federation (Lichfields) (2018) The Economic Footprint of House Building in England and Wales.

- Operational employment – the total number of gross jobs expected to be created by the Revised Scheme is 11,185. The net increase in employment, taking account of current employment at the site and economic adjustments, has been estimated for the local economy at 9,759 net jobs¹⁵.
- 1.4.6 These economic benefits can also be expressed in Gross Value Added (GVA) per annum rather than job numbers. Gross value added (GVA) is a measure of the increase in the value of the economy due to the production of goods and services. It is anticipated that the estimated net construction jobs of 379 will generate £24 million GVA per annum to the economy. It is anticipated that the estimated net jobs during operation of 9,759 will generate £741 million GVA to the economy¹⁶.
- 1.4.7 Both the residential and employment elements of the Revised Scheme will bring further economic benefits to the area in addition to employment. The increased number of residents, visitors and employees, including the workforce during construction, will lead to increased spending in local shops, food and drink venues and at other businesses, boosting these businesses. The additional 500 dwellings in the Revised Scheme (under the maximum development scenario) is expected to accommodate a resident population of approximately 1,059 people. Approximately £5.7 million per year is expected to be spent by these additional residents in shops in the local area by 2034.

Supporting a Diverse Mix of Businesses

- 1.4.8 The Weavers Cottages, for example, are proposed to be restored and extended to the rear to create a co-working office space. Spaces within the retained structures such as the Goodsynd platform structure are proposed to be open to use by community groups, creatives, entrepreneurs, retailers and makers. Affordable workspace is provided within the Revised Scheme, with up to 10 % of employment space to be affordable.
- 1.4.9 The Applicant has a strong track record of supporting start-up businesses through its PopUp Business School.

Supporting Entry into Employment, Skills and Education

- 1.4.10 The Applicant is committed to working with local partners such as JobCentre Plus, New City College, Hackney Works and Tower Hamlets WorkPath to deliver an Employment, Skills and Enterprise Strategy (see **Appendix B**). This includes opportunities for pre-employment training and recruitment roadshows. The Applicant has a Community Manager who will lead on delivery of commitments related to employment and skills.
- 1.4.11 The Applicant and their supply chains will use reasonable endeavours to ensure that a minimum of 25 % of labour employed across the development is to be local during construction. Local in this instance means LBTH, LBH and neighbouring boroughs. All construction site vacancies will be sent to LBH and LBTH brokerage (Hackney Works and WorkPath) in the first instance to ensure local residents are able access roles.
- 1.4.12 Apprenticeships will be created during the construction phase. Apprentices are either directly employed by the Applicant or by one of our sub-contractors. An apprentice working on this development would be working alongside industry experts who are dedicated to nurturing talent whilst providing opportunities to grow skills and help individuals develop a career in construction. The Applicant is committing to 150 apprentices working on the scheme during construction (this includes new and existing apprentices).
- 1.4.13 As well as trade apprenticeships, the Applicant will provide opportunities for local young people to undertake Higher Apprenticeships in various professions including Surveying, Construction Management and Design.
- 1.4.14 The Applicant has extensive experience of working within LBTH on apprentice and pre-apprentice programmes. The Applicant was chosen to partner WorkPath and Tower Hamlets College to run a pilot Pre-Apprenticeship Programme to support local students move from fulltime education into employment. The programme was a major success with the Applicant placing eight students into employment within its own supply chain.

Enhanced Retail Capacity

- 1.4.15 LBH's most recent Town Centre and Retail Study (2017)¹⁷ states that the Council should plan for additional convenience goods floorspace to serve the Shoreditch

¹⁵ Net figure takes into account leakage at 10 %, displacement at 25 % and multiplier effect at 1.3. This is based on the maximum development scenario.

¹⁶ GVA figures are based on ONS Labour Productivity statistics (Q3, 2018) by region and sector. FTE figures have been converted to workforce jobs number (both part time and full time) using Business Register and Employment Survey 2017 data.

¹⁷ GVA (2017) London Borough of Hackney Town Centre & Retail Study 2017. <https://hackney.gov.uk/media/9654/town-centre-and-retail-study-2017-/pdf/hackney-rtcs-volume-1-main-report.pdf?m=636443671331070000>

area, as existing provision is limited to small-format convenience stores which offer limited choice.

- 1.4.16 A 2016 Town Centre Retail Capacity Study¹⁸ for LBTH identified a quantitative and qualitative need for new food and beverage (Class A3-A4) uses across the majority of LBTH's main centres, along with the potential for new gyms and health and fitness facilities, and hotels to help underpin the daytime, evening and visitor/tourist economies. Within the Brick Lane area, there was an identified need for convenience floorspace (e.g. a supermarket). This area could also benefit from a broader mix of comparison retailers as current offer is largely catered to tourists.
- 1.4.17 The Revised Scheme will contribute to meeting the boroughs' retail needs, providing up to 16,436 m² GEA of retail floorspace (A1-3 and A5 use), as well as a hotel. The proposed floorspace will comprise a mix of retail and restaurant / café units, providing facilities for residents at the Revised Scheme, as well as those people working, visiting and residing in the area surrounding the site. A mix of covenants and unit sizes will attract an eclectic range of retailers that complements the current retail environment rather than competes with it.
- 1.4.18 The retail strategy has the aim of strengthening and celebrating the site's identity, not only as a unique landmark to Shoreditch's industrial past, but also as an instinctively relevant and vibrant meeting point for the neighbouring diverse communities. The retail strategy actively takes into account this diversity and aims to provide retail experiences and spaces that acknowledge the needs of both local communities, retailers and visitors.

Bringing Derelict Land into Productive Use

- 1.4.19 Bishopsgate Goods Yard is currently a derelict brownfield site in a valuable and prominent location, which has been vacant for a number of years. It currently adds little or no value to the local economy and impacts negatively on local perceptions of the area. The Revised Scheme presents a viable opportunity to enhance the site, drawing on the existing connectivity provided by the existing transport node at Shoreditch High Street station.
- 1.4.20 The Revised Scheme could help to enhance people's perceptions of Shoreditch as a vibrant 'destination' area of London. The opportunity to create linkages with the Brick Lane and Shoreditch High Street areas is recognised and the

Goodsyard can positively contribute towards better linkages between these two centres.

Economic Benefits of Public Open Space

- 1.4.21 The Revised Scheme includes a considerable level of new publicly accessibly open space, resulting in a total contribution of 25,812 m² (2.6 ha).
- 1.4.22 **Appendix A** comprises a study produced by AECOM on the possible economic benefits of a large open space at the Goodsyard. While this study is based on a previous design iteration from 2015 and many of the figures will have changed regarding the extent of the space and the individual jobs numbers, the overall conclusions of the study remain valid. The economic benefits of the public open space include:
- Increases in land and property value – the potential for an increase of approximately £53,000 per dwelling within a 450 m catchment of the Goodsyard, resulting in a total potential uplift of between £53.1 million and £63.7 million per annum once the open spaces are complete and operational;
 - Increases in visitor spend – the potential for between £500,000 and £2,500,000 increased spend per annum from visitors to the multiple open spaces created within the Goodsyard. Whilst specific spending patterns by visitors to the open spaces are unknown it is anticipated that the majority of additional spending in the local area should be attributed to visitors from a wider catchment (not local residents or employees);
 - Additional new jobs (and associated GVA) to maintain the open spaces and operate retail / kiosk / restaurant space with the Goodsyard (linked with the open space), with estimates between 8-10 new jobs (included within the overall employment figures); and
 - A new apprenticeship route which supports apprentices into estate management.

¹⁸ Carter Jonas (2016) Town Centre Retail Capacity Study 2016.
https://www.towerhamlets.gov.uk/Documents/Planning-and-building-control/Strategic-Planning/Local-Plan/Town_Centre_Retail_Capacity_Study_2016.pdf

1.5 COMMUNITY IMPACTS

Contributing to Housing Supply

- 1.5.1 The Revised Scheme will provide up to 500 new homes (under the maximum development scenario) into an area with an identified housing need, and where there is a current ambition to introduce new homes in the period 2016-2031¹⁹. This would meet 13 % of the 3,931 dwellings that are required within a year in the Borough if this was spread equally over the planned period. It will also contribute 185 new affordable homes in a range of unit sizes from one- to four-bedroom.
- 1.5.2 The LBTH submitted Local Plan Policy D.H2 requires a mix of housing including larger family homes. Of the 500 homes within the Revised Scheme under the maximum development scenario, 87 homes will be suitable for families (three bedrooms or more).
- 1.5.3 Available data indicates relatively high levels of social rented housing within the local area and levels of owner occupancy and private rented housing which are below the London average. A good proportion of new homes are likely to be owner occupied or privately rented dwellings. This will bring more economically active residents to the area which will help to sustain local businesses and services to the benefit of the whole community.
- 1.5.4 Dwellings will be spacious and offer exemplary design. Additional facilities will include a privately accessible shared roof gardens and children's play areas. Homes have been designed to meet Lifetime Homes standards and BREEAM standards (outline, with details to follow on plot by plot basis).

Open Space

- 1.5.5 The Revised Scheme includes a considerable quantity of new publicly accessible open space, both at ground level (12,958 m²) and platform level (12,854 m²). This is a total contribution of 25,812 m² (2.6 ha).
- 1.5.6 More importantly than the measured area of space included is the environmental quality and format of the spaces. The design is to create a rich multi-layered landscape from ground level to roofscape, from 'city to wilderness':

- A fast space at ground level – The Shoreditch Tapestry;
- A slow space on viaduct level – The Platform;
- Amenity retreat on multiple levels – The Roof Gardens; and
- Ecology retreats on high roofscape – The Wildlife Gardens.

- 1.5.7 The Goodsyards is located in a rapidly developing area of London that would benefit significantly from the provision of additional accessible public open space, green space and play space now proposed. The benefits of open space as part of encouraging health lifestyles amongst both adults and children are also well documented.
- 1.5.8 There will also be a potential food growing area as part of the Revised Scheme. The 'Continental Fruit Bank' forms part of the southern 'Banks' character area of the Platform Level. It provides a range of amenity including planted viewing terraces, community growing areas, seating places, play features and the Fruit Bank offices cafe building.

Community Facilities

- 1.5.9 In addition to the provision of on-site open space, hotel, employment, restaurants and shops and residential dwellings that has been covered within other sections of this Regeneration Statement, there will also be a healthcare facility within the Revised Scheme. The facility will have capacity for two GPs – it will initially accommodate one FTE GP, with the potential for a further GP to be accommodated in the future.
- 1.5.10 A recreational centre / visitor attraction (D2 class use) will also be constructed on the Application Site which will be available to residents of the Revised Scheme. The nature of this facility has not yet been confirmed.
- 1.5.11 The masterplan is shaped to support existing meanwhile uses across the Application Site, and add to them as the development evolves. During the early phases of development, ideas will be shared with community groups to ensure that meanwhile uses bring value to all and inspire the community to become part of the Goodsyards' future. An engaging arts-led meanwhile strategy will play on the creative strengths and celebrate the heritage and identity of The Goodsyards.
- 1.5.12 The Revised Scheme will also contribute to the wider community infrastructure through a range of mechanisms, including through Section 106 (S106) contributions and the Community Infrastructure Levy (CIL). S106 contributions are subject to further discussion between The Applicant and the relevant

¹⁹ LBTH (2018) Tower Hamlets Local Plan 2031, Submitted version. Policy S.H1

authorities, and will reflect the need to mitigate certain impacts associated with the Revised Scheme.

- 1.5.13 These financial contributions and obligations, together with those relating to employment described previously in this Regeneration Statement, will translate into considerable benefits for the local community.

Community Cohesion and Opportunities for Social Interaction

- 1.5.14 The Revised Scheme will provide new local facilities, for example, a range of retail opportunities selling convenience and comparison goods which local people can enjoy. The retail space and associated community facilities will cater for new residents and employees at the Revised Scheme, increasing opportunities for participation in the local evening economy, for example through use of cafes and restaurants which will be open in the evening, and potentially events.
- 1.5.15 The Applicant will dramatically improve the public realm and create an active landscaped area where communities can interact, promoting and encouraging a sense of place and improved community cohesion. The raised open space will offer opportunities for learning, passive recreation and active play.

Tackling Crime and Fear of Crime

- 1.5.16 Crime and the fear of crime have a negative impact on the quality of people's lives. Ward profiles for Haggerston and Weavers wards show above average instances of crime compared with borough wide averages²⁰.
- 1.5.17 The intention is to design the Application Site to minimise criminal opportunity, to protect the sites buildings and personnel assets, to maintain operational activities and to create a safe and secure environment for staff and visitors. The Revised Scheme achieves Secured by Design Commercial 2015 version 2 (SBD) accreditation across the site and buildings.
- 1.5.18 The Goodsyrd security strategy, security operations and mitigation measures, have been developed through discussions with the Met Police's Designing out Crime officers. These are designed to be proportional to the potential threats and risks identified for the site, and security activity is integrated within site operations to create a safe and secure environment. The Applicant is committed to ongoing engagement with key external stakeholders to ensure that the approach taken to security is both appropriate and considers the impact on the wider community.

- 1.5.19 Security measures will be in place from an early stage and throughout construction to protect the site from theft of equipment, plant and criminal damage.

- 1.5.20 Consideration has been given to the need to discourage antisocial behaviour, burglary, violence, and other types of crime. This will be through natural surveillance, mixed uses within the Revised Scheme resulting in active and vibrant spaces, the use of lighting and discrete CCTV. The proposed landscape has been designed so that trees are located away from the buildings and do not obscure CCTV lines of site. Tree placement has also been considered so that they cannot be used as climbing aids onto buildings.

- 1.5.21 An emphasis has been placed on providing well designed places where users feel safe and secure. The public realm has been designed to minimise opportunities for street crime; in particular, circulation routes and other spaces have been designed to maximise the benefits of natural surveillance and overlooking from passing vehicles and ground floor windows.

- 1.5.22 As such, the Revised Scheme will improve the local environment and public realm, helping to deter crime by increasing sight lines, increasing footfall and natural surveillance. The increase in the numbers of local residents could also increase the sense of personal safety, by virtue of there being more people within the area acting as 'eyes on the street'.

- 1.5.23 For further information, see the Crime Reduction Statement within the Design and Access Statement which forms part of this Planning Application.

Mitigating Adverse Construction Impacts

- 1.5.24 Adverse construction impacts (e.g. noise, traffic congestion and disruption as a result of works) will be limited by registering the Revised Scheme with the Considerate Constructors Scheme. The Scheme ensures that contractors carry out their operations in a safe and considerate manner with due regard to pedestrians, local residents and road users.
- 1.5.25 Various mitigation measures (for example, the use of hoardings and construction screens to minimise noise effects) will also be implemented during the construction phase.
- 1.5.26 In addition, a point of contact will be available to ensure the local community can raise issues which can be communicated to the onsite construction team.

²⁰ Metropolitan Police Service (2019) Offences by Ward and Month, January 2019.

Furthermore, regular newsletters and information will be provided to the local community to ensure effective communication is maintained.

Involving the Local Community

- 1.5.27 From the beginning of the project we listened to a range of different local organisations, stakeholders and residents and have taken their opinions as positive influences on the shape of the proposals.
- 1.5.28 During the process of formulating this planning application, the Applicant has attached great importance to early and continuous engagement with local interest groups, residents and other stakeholders. It is hoped that this approach has been the start of a close relationship between, The Goodsyrd development team and the local community. The intent is that this working relationship will continue long into the future, and stimulate a feeling of collective ownership of the spaces and places in the new development.
- 1.5.29 The objectives of the consultation strategy comprise:
- to provide information about the proposals to as many people as possible, and ensure that hard-to-reach groups are aware of the plans;
 - to receive feedback about the plans from stakeholders that is representative of the community; and
 - to carefully consider feedback, and assess where the responses we have received can influence the final proposals.
- 1.5.30 A summary of the community consultation is set out below. Further details regarding the wider consultation process, feedback and responses are set out in the Statement of Community Involvement (SCI) accompanying this application.
- Initial outreach began in 2011, followed by extensive consultation between 2013 to 2015 engaging over 1,500 local people on the earlier proposals. This included a wide range of public events, regular newsletters, a steering group made up of local residents and a community liaison group. The consultation recorded the areas of most importance locally, setting community aspirations and tracking where the proposals had and had not met these, and why. The 2014 Statement of Community Involvement and 2015 Addendum provide a record of all earlier consultation and feedback and is available on the project website.
 - In November 2018, eleven public events were held including three themed exchanges. Across the event around 620 people attended and 74 provided feedback on forms provided.
 - In March 2019, further consultation was undertaken to share the updates to the masterplan that were made in response to the previous round of feedback. Three public exhibitions were held sharing the updated

masterplan as well as a 3D model of the proposals. Two site tours were also held giving the community an opportunity to visit the site and understand the opportunities and constraints of the project.

1.6 CONNECTIVITY AND REGENERATION OF PLACE

Enhanced Public Realm and Ground Level Improvements

- 1.6.1 The Revised Scheme presents the opportunity to create an integrated, high quality public realm with improved pedestrian links to the surrounding streets. The proposals for improvements within the site, and streets surrounding the Revised Scheme include the creation of an extensive, landscaped public realm area accessible to residents at the Revised Scheme, and local people, employees and visitors to the area.
- 1.6.2 The different areas within the Goodsyrd public realm are intended to become key civic spaces, which mark gateways and entrances to the site and transitions between different parts of the Revised Scheme. These spaces are intended to be hard and robust, using a range of materials which emphasise the heritage and historic elements within the site. The various spaces within the ground level of the site will be landscaped and designed to create an inviting environment that draws people into and through the heart of the Revised Scheme.
- 1.6.3 These improvements would positively enhance the streetscape and public realm, and also contribute to the improvement of the local environment, potentially creating a catalyst for further regeneration and improvements locally.

Architectural Quality and Preserving Heritage Assets

- 1.6.4 The Bishopsgate Goods Yard Interim Planning Guidance emphasises that the site is located close to areas of distinct local character, diverse land uses, varied economic activities, and different architectural forms. Development of the site has the potential to strengthen the character of the area, by providing buildings and spaces that respond to the diverse existing context locally. The Interim Planning Guidance highlights that the areas in and around Shoreditch High Street are within a tall building opportunity area, with scope for prominent buildings to be accommodated. The Revised Scheme includes several tall buildings and the scheme itself is designed to reflect the diverse surroundings and strategic location that the site offers.

- 1.6.5 The design of the Revised Scheme meets the high standards of quality architectural design which are fitting within a world class city. The Revised Scheme will add to the architectural character of the local area, and the backdrop of tall buildings which characterise London's skyline; especially those locally in the Liverpool Street area.
- 1.6.6 The design is to reveal and celebrate the historical narrative of the site. The heritage assets that exist within the Goodsyards are unique in character and scale. They range from large railway structures to intimate small spaces. Opening up the Goodsyards and reusing the structures to bring shape and character to the development are fundamental to establishing a new identity for the area that is firmly founded on this rich granular history.
- 1.6.7 Many of the historic buildings and structures are capable of being re-used in exciting new ways that will generate new life. Others have significant importance in terms of the curation of the surrounding streetscapes. The intention is to retain these the existing heritage within the new design, for example, the full east west extent of the Goodsyards platform structure.

Improved Connectivity

- 1.6.8 The Bishopsgate Goods Yard Interim Planning Guidance identifies connectivity and legibility as an issue locally, with the site being historically and currently disconnected from its surroundings. Development of the site will allow the opportunity to introduce new routes and linkages to adjoining streets, improving the permeability of the area and establishing good pedestrian links with a network of footways.
- 1.6.9 The proposals create a new, distinctive pedestrian route through the site which provides a high quality linkage between Shoreditch High Street and Bethnal Green Road, reflecting the importance of these major routes within the local area. A significant improvement that these proposals offer over the 2015 scheme is increased connectivity between the ground level streetscape and the upper level park space.
- 1.6.10 The masterplan structure is designed to form a hierarchical network of streets, lanes, gateways and thresholds. Vertical circulation to platform level is to be a theatrical experience, providing all users appropriate and inclusive connection to the upper level. One of the key aims is to create a clear, legible circulation pattern and a high quality public realm. This approach to legibility will not only improve the legibility and clarity of the onsite circulation, but also create a vibrant and welcoming physical environment.

Sustainable Transport

- 1.6.11 The Revised Scheme will be car-free in line with local planning policy with on-site parking limited to delivery vehicle loading bays, as justified through the Transport Assessment. The site benefits from excellent public transport connection links reflected in its overall Public Transport Accessibility Level (PTAL) level of 6b, which indicates the 'best' access.
- 1.6.12 Sustainable modes of transport including walking, cycling and public transport will be encouraged throughout the design including appropriate bicycle network and storage. Two cycle hubs with additional facilities will be provided on Braithwaite Street (close to Shoreditch High Street Station) and Cygnet Lane. TfL docking stations will also be increased.

Sustainable Development

- 1.6.13 The design of the Revised Scheme is based on sustainable design and construction principles as informed by planning requirements and industry best practice.
- 1.6.14 Opportunities to protect and enhance site biodiversity have been explored. The existing site's green infrastructure will be reimaged through the provision of a network of green open spaces that run along an axial east west linear route. The development will maximise visual amenity for the occupants whilst contributing to their well-being through re-establishing connections to nature. A suitably qualified ecology expert has been appointed to identify solutions and measures early in the project to influence key planning decisions. The development will be air quality neutral for transport and building emissions as a minimum.
- 1.6.15 Resource efficiency is a key priority for the site. The design promotes passive measures in the first instance to reduce energy demand through energy efficient form, fabric and systems as well as energy demand reduction and management. Through the implementation of passive design measures, energy efficiency measures and the incorporation of air source heat pumps, a 36 % reduction in the overall CO₂ emissions compared with the Part L 2013 baseline in accordance with GLA policy is anticipated.
- 1.6.16 The Revised Scheme will include reclaimed / recovered rain or a grey water system into the design as a water reduction measure. The site will seek to achieve greenfield run-off rates during peak flows plus allowance for climate change.
- 1.6.17 The Application Site will seek to achieve zero waste to landfill for all on-site construction and demolition waste. The recycling and reuse of materials on site or locally will be maximised. The Main Contractor will be required to implement an Environmental Management System as well as a Site Waste Management Plan.

- 1.6.18 The Goodsyrd Sustainability Strategy which accompanies this planning application provides further information on how the Revised Scheme maximises the sustainability of the site.
-

1.7 CONCLUSIONS

- 1.7.1 The Revised Scheme offers the opportunity to generate significant economic, social and environmental benefits during both the construction phase and the operational phase. It is deliverable in the current economic climate while also addressing the local socio-economic and policy context. The key regeneration benefits include:
- Bringing a strategically important vacant brownfield site back into use;
 - Significant improvements to the public realm, including a new high quality raised public open space and extensive landscaping and public realm improvements at ground level, providing a catalyst for a step change in the quality of the local environment;
 - New local facilities including retail and restaurant units which will act as a catalyst for regeneration, attract visitors and create an active and vibrant destination where communities can interact;
 - The buildings within the Revised Scheme will achieve high standards of architectural design which are fitting for this strategically important site and a world class city;
 - Up to 500 new residential dwellings under the maximum development scenario (including 185 affordable homes), contributing 13 % of the 3,931 dwellings that are required within a year in LBTH (if targets were spread equally over the planned period);
 - Contributions to the provision and improvement of local social infrastructure through provision of a healthcare facility and contributions made through a S106 Agreement and the Community Infrastructure Levy, which could include upgrades to local public realm and streetscape, a management plan for the open space at the site, education contributions, and training and access to employment schemes;
 - An estimated 432 net jobs during the 13-year construction phase, and 9,759 net jobs during the operational phase, representing GVA of £24 million per annum during the construction phase and £741 million during the operational phase;
 - Support to ensure local businesses and people can access opportunities, working with the boroughs and other local partners to provide training, apprenticeships and other education and skills opportunities;
 - Preservation and enhancement of heritage assets with reference to the historical uses within the area and enhancing derelict or run-down structures, incorporating them into the design of the scheme where possible,

- particularly within the public realm and open space;
- Promotion of sustainable transportation through improved connectivity and permeability through the local area for pedestrians and cyclists, as well as cycle parking spaces for residents, employees and visitors; and
- High standards of sustainability relating to design, construction and operation including zero waste to landfill for construction and demolition waste, the use of passive design measures, sustainable drainage and maximising biodiversity.

APPENDIX A – ECONOMIC BENEFIT OF THE GOODSYARD GARDENS

1.1 INTRODUCTION

- 1.1.1 Bishopsgate Goodsyards is a 4.4 hectare (ha) site located in the Shoreditch area of East London, close to Liverpool Street Station. The site falls within both the London Borough of Tower Hamlets (LBTH) and the London Borough of Hackney (LBH) and has been derelict since a fire in the 1960s, and demolition of the majority of the remaining buildings in 2004.
- 1.1.2 Since then, the site has remained derelict apart from the new Shoreditch High Street Rail Station which was opened in April 2010. Bishopsgate Goodsyards Regeneration Ltd (hereafter referred to as the 'Applicant') is seeking to obtain outline planning permission with full details submitted for part of the development (forming 'hybrid planning applications') for a high profile mixed use development with residential, office and retail components, community uses and a substantial amount of public open space.
- 1.1.3 The proposed public open space at the platform level which forms part of the Revised Scheme comprises a series of gardens of varying character. The Platform level open space will be created on the space above the railway arches which intersect the site, amounting to approximately 12,854 m² (1.29 hectares) of publicly accessible space. The key components of the Platform level open space are as follows:
- The Balconies, marking the western and eastern ends;
 - The Gardens, smaller scaled spaces between the platform buildings;
 - The Field, the largest consolidated open space at the eastern end, with a flexible open lawn area and wooded play garden; and
 - The Banks, a linear route from east to west connecting the other areas of open space.
- The Existing Local Area**
- 1.1.4 The area to the north of the site along Bethnal Green Road comprises a mix of former warehouses converted to new uses (such as the Tea Building), small scale industrial estates, shops and the Rich Mix centre; an important arts and cultural venue.
- 1.1.5 Further north is the impressive Boundary Estate, an extensive residential area, developed in 1900 with wide residential streets focused on a green space at Arnold Circus.
- 1.1.6 To the west of the site Shoreditch High Street and Old Street are busy main roads, with shops and commercial uses. To the south west of the site is the City of London, characterised by large scale buildings.

- 1.1.7 The area to the south of the site is characterised by a network of smaller streets comprising a mix of residential, commercial and retail uses, extending south towards Spitalfields Market. The eastern edge of the site is defined by Brick Lane, a vibrant area with a mix of small shops, popular bars and restaurants, some with residential units above.

Scope of study

- 1.1.8 The case for investment in public open space is increasingly being recognised by both public and private sector bodies given its potential to contribute to multiple economic benefits. These can be quite wide ranging and although these definitions include direct economic outputs, such as job creation, they also include social (e.g. education, health) and environmental (energy efficiency) benefits. Although this report focuses primarily on quantifiable direct economic benefits it will also capture some of the more qualitative economic benefits from this type of open space.
- 1.1.9 This report provides a high level review of potential economic benefits of investment in public open space at Bishopsgate Goodsyards. It draws mainly on the report prepared by Aecom in June 2015 for the 2015 Proposed Development, but has been updated to reflect revisions to the scheme between 2015 and 2019 as well as policy and other contextual changes since that date.
- 1.1.10 The report has three main aims:
- I. Highlight how the proposed open space fits with local and London Plan policies;
 - II. Identify quantifiable economic benefits from development of the proposed public open space; and
 - III. Identify qualitative economic benefits from development of the proposed public open space.
- 1.1.11 The report begins by describing how the open space proposals align with local, regional and national planning policy. The report, using a series of case studies and benchmarks to inform this exercise, then identifies the quantitative and qualitative economic benefits from the proposed open space. A summary of the main conclusions is then provided.

1.2 STRATEGIC REVIEW

Introduction

- 1.2.1 This section provides a review of relevant national, regional and local strategy and policy and how it aligns with the open space proposals at Bishopsgate Goodsyards.

National Policy Context

National Planning Policy Framework

- 1.2.2 National policy is placing an increasing emphasis on sustainable development, tackling climate change and increasing opportunities for improving health, wellbeing and community cohesion through access to recreational space. The use of existing and provision of new green infrastructure is of key relevance as a means of achieving these wider objectives.
- 1.2.3 The National Planning Policy Framework (NPPF) was published by the Department for Communities and Local Government (DCLG) in March 2012 and revised in February 2019²¹. With respect to green infrastructure and open space, the NPPF provides the following definitions:
- Open space in the context of the NPPF consists of “all open space of public value, including not just land, but also areas of water...which offer important opportunities for sport and recreation and can act as a visual amenity”
 - Open space is recognised as “*important for the health and well-being of communities*”
 - Green infrastructure refers to multi-functional green space (both urban and rural) which is “*capable of delivering a wide range of environmental and quality of life benefits for local communities*”.
- 1.2.4 With regard to open space and green infrastructure, the NPPF outlines the following key considerations:
- Existing open space should not be built on unless an assessment has been undertaken which has clearly shown the open space...to be surplus to requirements or the loss resulting from the proposed development would be

- replaced by equivalent or better provision.
- Policies and decisions should “*plan positively for the provision and use of shared spaces*”, including open space, to *enhance the sustainability of communities and residential environments*.
- Planning policies should be “*based on robust and up-to-date assessments of the need for open space, sport and recreation facilities (including quantitative or qualitative deficits or surpluses) and opportunities for new provision. Information gained from the assessments should be used to determine what open space, sport and recreational provision is needed, which plans should then seek to accommodate.*”
- Plans should take a *strategic approach to maintaining and enhancing networks of habitats and green infrastructure*. Green infrastructure is seen as a potentially suitable adaptation measure to manage the risks associated with climate change and air quality.

Regional Policy Context

The London Plan – Spatial Development Strategy for Greater London

- 1.2.5 The London Plan (2016)²², consolidated with alterations since its first publication in 2011, sets out an integrated framework for the future development of London to 2031.
- 1.2.6 With regard to open space, the London Plan outlines that in addition to ‘hard’ infrastructure, a network of “green and other open spaces also has a crucial part to play in ensuring good health and a high quality of life – as well as helping to address the challenges of climate change”, recognising the range of benefits which networks of green and open spaces bring to the city. Several London Plan policies are of key relevance to open space delivery as part of the Revised Scheme:
- Policy 2.18: ‘Green infrastructure: the multifunctional network of open and green spaces’ emphasises the need to “*protect, promote, expand and manage the extent and quality of, and access to, London’s network of green infrastructure*”. As part of this process, enhancements to London’s green infrastructure should be sought from development, with proposals encouraging “*the linkage of green infrastructure... to the wider public realm to improve accessibility for all*”. The policy emphasises the need to ensure that “*green infrastructure needs are planned and managed to realise the current and potential value of open space to communities and to support*

²¹ MHCLG (2019), National Planning Policy Framework.

²² GLA (2016) London Plan.

delivery of the widest range of linked environmental and social benefits".

Green infrastructure has a wide range of functions, including the "protection and enhancement of biodiversity, including mitigation of new development" and helps to tackle climate change by adapting to and mitigating its impact. In addition, open spaces can help to reduce flood risk, increase recreational opportunities, improve access to and enjoyment of open space, help to promote healthy living, create a sense of place, and provide opportunities for enjoyment of the landscape and cultural heritage local to an area.

- Policy 3.2: 'Improving health and addressing health inequalities' outlines the importance of access to green and open spaces and places for children to play, in order to encourage health benefits for local communities. The policy emphasises that "places can be designed to promote health, for example by providing attractive spaces that promote active lifestyles".
- Policy 3.6: 'Children and Young People's Play and Informal Recreation Facilities' outlines that all children and young people should "have safe access to good quality, well-designed, secure and stimulating play and informal recreation facilities". Developments which include residential provision should make provision for play and informal recreation.
- Policy 7.5: 'Public realm' emphasises the need for London's public spaces to be "secure, accessible, inclusive, connected, easy to understand and maintain, relate to local context, and incorporate the highest quality design, landscaping, planting, street furniture and surfaces". Opportunities for the integration of landscaping, street furniture, public art and water should be considered, where appropriate.
- Policy 7.18: 'Protecting local open space and addressing local deficiency' aims to ensure that "future publicly accessible open space needs are planned for in areas with the potential for substantial change such as opportunity areas", ensuring that open space needs are planned in accordance with green infrastructure strategies to deliver multiple benefits.
- Policy 7.19: 'Biodiversity and access to nature' identifies the requirement to plan for nature from the beginning of the development process, "taking opportunities for positive gains for nature through the layout, design and materials" of the development.

1.2.7 The London Plan sets out a public open space hierarchy that provides benchmarks for the provision of open space.

1.2.8 Table 1.2.1 presents this hierarchy.

Table 1.2.1: Open Space Hierarchy in Greater London

Open Space Categorisation	Site Guidelines (Hectares)	Distances from Homes to Open Space (km)
Regional Parks	400	3.2-8
Metropolitan Parks	60	1.2-3.2
District Park	20	0.4-1.2
Local Parks and Open Spaces	2	0.4
Small Open Spaces	<2	<0.4
Pocket Parks	<0.4	<0.4
Linear Open Spaces	Variable	Wherever Feasible

Source: *The London Plan*

Green Infrastructure and Open Environments: The All London Green Grid Supplementary Planning Guidance

1.2.9 The London Green Grid (LGG)²³ Supplementary Planning Guidance (SPG) was adopted in 2012, and provides guidance which aims to: protect, conserve and enhance London's open and green spaces; encourage greater use of open spaces, and make key destinations more popular; and "secure a network of high quality, well designed and multifunctional green and open spaces".

1.2.10 The SPG outlines key aims for open space across London which are of relevance to the Revised Scheme, such as:

- Enhancing biodiversity and increasing access to nature, creating new open spaces which provide a significant experience of nature;
- The delivery of sustainable travel connections, using green spaces as routes to link local areas;
- Encouraging the use of parks and play facilities as a means to encourage more active lifestyles and improved mental wellbeing;

²³ GLA (2012) Green Infrastructure and Open Environments: The All London Green Grid

- Enhance distinctive destinations and boost the visitor economy, by improving and promoting natural heritage value, visitor facilities, “views into and out of green spaces”, and green routes and linkages as part of widening the appeal and use of the green infrastructure network.

1.2.11 The Revised Scheme site falls within Green Grid Area (GGA)12: Central London; the most urbanised and constrained of all twelve LGG areas, but “*where new and improved green infrastructure could provide significant benefits in relation to surface water flood management, mitigating the urban heat island effect and increasing access to open space*”. Strategic green infrastructure opportunities identified in GGA12 relevant to the Revised Scheme are: the creation of “*new public realm and green space, including green roofs, as an integrated part of major infrastructure schemes*”; improvement to the “*quality, connectivity and safety of the pedestrian and cycling environment*”; and promoting London’s ‘urban forest’ and plan for planting which ensures delivery of maturing trees that contribute to the quality and distinctiveness of central London’s open spaces.

Local Policy Context

London Borough of Hackney Core Strategy

1.2.12 The LBH Core Strategy²⁴ sets out the spatial vision and objectives for the borough, and provides a definition of the ‘multi-functional roles’ open space can play. Their importance is emphasised through their many values, including: providing opportunities for “*informal and formal leisure activities, which contribute towards a healthy lifestyle and physical wellbeing*”; opportunities for encouraging ecology and biodiversity; the provision of opportunities for social interaction; and providing well managed and maintained spaces, creating an attractive environment for those people living, working and visiting the borough.

1.2.13 With regard to open space, the following policies are relevant for consideration:

- Policy 12: ‘Health and Environment’ notes that the Council will encourage development that enables residents “*to lead a more healthy and active lifestyle in which regular physical activity plays a greater role and the physical environment contributes more to tackling childhood obesity*”.
- Policy 24: ‘Design’ emphasises the need to enrich the built environment with a variety of public open spaces, to enable enhancement of the public realm, improve pedestrian connectivity, and aims to reduce crime and the perception of crime by promoting social inclusion and spaces for community

integration.

- Policy 26: ‘Open Space Network’ outlines the importance of diversity and multifunctionality of open spaces, and the need to provide areas for active and passive recreation, including for child play. The Core Strategy identifies the site and surrounding local area as deficient in child play space provision. Where appropriate, “*new open spaces will be created which are publicly accessible and linked to other open spaces to enhance the borough’s green infrastructure*”.
- Policy 27: ‘Biodiversity’ aims to enhance nature conservation areas and develop local habitats. Developments will be “*encouraged to include measures that contribute to the borough’s natural environment and biodiversity*”.

London Borough of Hackney Open Space Assessment²⁵

1.2.14 The LBH Open Space Assessment identifies the existing supply, quality and value of open spaces within the Borough, also highlighting additional need. Public parks are identified as comprising a total of 70 % of all open space within the Borough.

London Borough of Tower Hamlets Core Strategy²⁶

1.2.15 The LBTH Core Strategy sets out the Council’s vision to “*create a borough of opportunity for all*”. The following policies are of relevance to the development of open space at the Revised Scheme:

- Policy SP03 ensures that opportunities for healthy and active lifestyles will be supported by providing high quality walking routes and access to leisure and recreation facilities.
- Policy SP04 supports the delivery of an open space network by: “*protecting existing open spaces; maximising opportunities for new publicly accessible open space; improving the quality, usability and accessibility of existing publicly accessible open spaces; and supporting new developments that include the provision of new open spaces*”. Developments that incorporate green roofs and other measures to green the built environment will be encouraged.

²⁴ London Borough of Hackney (2010) Core Strategy

²⁵ London Borough of Hackney (2017) Open Space Assessment

²⁶ London Borough of Tower Hamlets (2010) Core Strategy

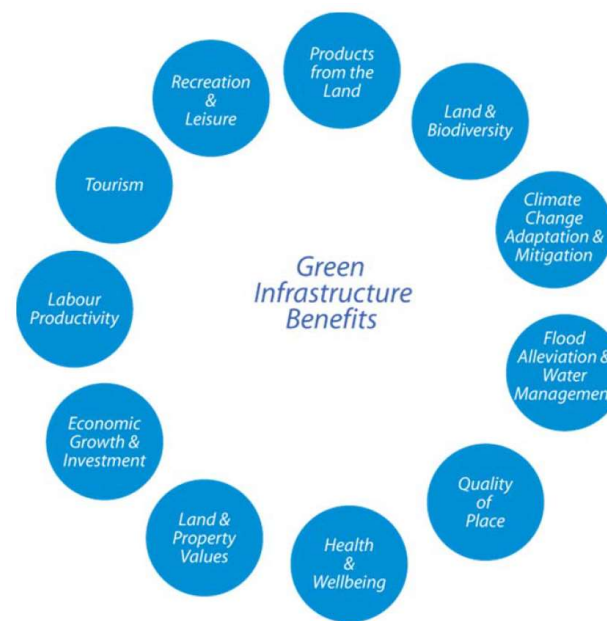
- 1.2.16 The LBTH Open Spaces Strategy identifies the existing supply and deficit of open space within the Borough, noting that *rapid population growth is a challenge for the provision of open space* in the Borough. The Strategy emphasises the benefits parks and open spaces have for local communities, the environment, wildlife, and the local economy. They are freely accessible and socially inclusive places which promote community cohesion (by providing meeting places) and improve the health and wellbeing of individuals, supporting active, healthy lifestyles.

1.3 ECONOMIC BENEFITS

Introduction

- 1.3.1 This section of the report focuses on the economic benefits which could be generated from investment in open space at Bishopsgate Goodsyards. This covers quantifiable economic benefits which can be estimated through using a combination of benchmarks and case studies and wider economic benefits which are hard to quantify but are important to acknowledge.
- 1.3.2 Although the benefits which can be derived from investment in open space are widely recognised, quantifying these is more complex. As such, ECOTEC sought in a 2008 study²⁸, to establish clear links between investment in green infrastructure and the generation of economic benefits. The ECOTEC study demonstrated that green infrastructure has a range of economic benefits and proposed a framework which defined eleven key benefits see Figure 1.3.1.

Fig 1.3.1: Benefits of Green Infrastructure



Source: ECOTEC, 2008²⁸

Assessment Framework

- 1.3.3 There are wide ranging benefits of investment in open space as presented in the diagram above. This assessment framework focuses on the quantifiable direct economic benefits from the Platform level open space – the findings of which are presented in paragraphs 1.3.6 to 1.3.27. It is also important to acknowledge the wider economic benefits (for example, improved health and well-being of individuals) of the proposals which are described in greater detail in paragraphs 1.3.27 to 1.3.43. Table 1.3.1 presents the structure of the assessment framework.

²⁷ London Borough of Tower Hamlets (2017) Open Space Strategy

²⁸ The Economic Benefits of Green Infrastructure: The Public and Business Case for Investing in Green Infrastructure and a Review of the Underpinning Evidence, ECOTEC, February 2008

1.3.4 Drawing on the above areas of influence, our methodology has been developed on the basis of determining a series of key economic benefits (both qualitative and quantitative) which encompass the above themes. The quantifiable benefits we have determined as measurable in relation to our assessment of the Platform level open space are as follows:

- Land & property values (encompassing residential and commercial property value uplift);
- Tourism/recreation & leisure (including number of additional visitors and additional visitor spend);
- Economic growth & investment (jobs created/safeguarded and Gross Value Added (GVA)).
- Qualitative economic benefits which are measurable in relation to the development of the Platform level open space are:
- Climate change adaptation (such as increase/reduction in CO2 emissions, improvement in air quality);
- Flood alleviation;
- Quality of place (such as greater community cohesion, reduced crime rates and anti-social behaviour);
- Health & wellbeing (such as an increase in physical activities);
- Labour productivity (greater employee motivation and reduced stress);
- Provision of education opportunities; and
- Transformational (strategic) fit.

Table 1.3.1: Structure of Assessment Framework

Measure	Associated Key Benefit	Method
Households and businesses within the local area	Land and property values	Residential Estimate the number of households (a broad range estimate) within 450 m of the perimeter of the Platform level open space (i.e. not including residential dwellings within the Platform level open space itself); an appropriate catchment as outlined by Dunse (2007) when determining residential property value in relation to open space. Apply the percentage uplift for a city park, based on the average values given (due to the lack of available data on the types of properties outside of the Revised Scheme site itself) per annum once the park is fully operational.

		<table><tr><th></th><th>Detached</th><th>Flat</th><th>Non-detached</th><th>Average</th></tr><tr><td>City Park</td><td>20 %</td><td>7.5 %</td><td>2.9 %</td><td>10.1 %</td></tr></table> <p><i>Source: Urban Parks, Open Space and Residential Property Values', Dunse, 2007</i></p> <p>Commercial The relationship between up-lifts in commercial property value and open space is less clear cut than the residential sector. There is little quantitative data available to understand what the uplift may be and how much it varies by sector. Potential commercial property uplift is illustrated through case studies.</p>		Detached	Flat	Non-detached	Average	City Park	20 %	7.5 %	2.9 %	10.1 %
	Detached	Flat	Non-detached	Average								
City Park	20 %	7.5 %	2.9 %	10.1 %								
No. of additional visitors	Tourism / Recreation & leisure	<p>The Genecon Toolbox²⁹ provides guidance on a number of demand estimate methods, including, penetration rates based on local population estimates, travel time catchment areas and benefit transfer using tourism density from a similar site. These are explained further below:</p> <p>Population penetration analysis: this approach estimates the likely use of the green infrastructure by local residents based on taking a percentage of the relevant population (drawing on household population data) within a given catchment area. In the case of the Platform level open space, catchments of 0.4 km and 1.2 km have been used (on the basis of London Plan guidance on open space accessibility). The percentage penetration by residents within these two catchments of the Platform level open space is based on evidence from case studies of other areas or green infrastructure type projects or a specific leisure use study of public open space.</p> <p>Site transfer: this estimates the likely total number of visits based on the experience of other similar sites. This approach can be applied to the Platform level</p>										

²⁹ Valuation Toolbox, Genecon 2010

		<p>open space based on the scale of the site and after an adjustment for the proportion of users from the local area is taken into account.</p> <p>It is important to understand the nature of a visit and where the visitor has come from. For example, some visitors to the open space will be local residents and office workers while other visitors may come from a wider area to visit the open space and other attractions in the local area.</p>
Visitor spend	Tourism / Recreation & leisure	<p>Average expenditure in the local area by visitors to the Platform level open space varies depending on type of visitor and where they have come from. Using the most appropriate daily expenditure method is therefore important in estimating economic impact.</p> <p>Average spend per visitor can be taken from visitor expenditure surveys, for example, survey data such as the GLA Local authority tourism profiles which provide estimates of expenditure by type of visit and use. This data provides a figure for average spend per day, by day (rather than overnight) visitors for each London borough.</p>
Jobs created /safeguarded	Economic growth & investment	<p>Jobs will be created / supported through land management (by maintenance and garden management staff) and through the retail units offered at park level. An estimate can therefore be made of jobs per square meter of retail/kiosk space within the open space, and regarding the number of additional staff on site associated with the ongoing maintenance, management and operation of the Platform level open space. While employment benefits have already been outlined in the Socio-economic assessment as part of the ES, and outlined above in the Regeneration Statement, it is also important to also set the benefits of the Platform level open space in its own right. As such, the jobs associated with the Platform level open space are also outlined here (to emphasise this benefit in relation to the open space).</p>
Gross Value Added (GVA), £	Economic growth & investment / Products from the land	<p>The number of jobs created and safeguarded (net jobs, adjusted to account for full and part time jobs) can be multiplied by the average GVA per workforce job from National Statistics data; £39,814 per annum for garden maintenance jobs, for example. This gives an overall figure of annual GVA associated with the</p>

		<p>Platform level open space. While benefits in terms of GVA have already been outlined in the Socio-economic assessment as part of the ES, and outlined above in the Regeneration Statement, it is also important to also set the benefits of the Platform level open space in its own right. As such, the GVA per annum associated with the Platform level open space is also outlined here (to emphasise this benefit in relation to the open space).</p>
Other (qualitative) impacts		<p>While the primary focus is upon direct and quantifiable economic outputs (which are outlined above) it is also important to acknowledge social and environmental impacts which can also lead to longer term economic benefits. These are:</p> <ul style="list-style-type: none"> • Climate change adaptation (for example, increase / reduction in CO2 emissions, improvement in air quality); • Flood alleviation (such as increased / reduced flood risk); • Quality of place (such as greater community cohesion, increased / reduced crime and anti-social behaviour); • Health & wellbeing (such as an increase / reduction in physical activities); • Labour productivity (such as greater employee motivation and reduced stress); • Provision of education opportunities; and • Transformational (strategic fit).

Double Counting

1.3.5 The economic benefits outlined above are not mutually exclusive given, in some cases, the impacts cut across themes. This includes:

- Job created / safeguarded is an impact which cuts across a number of the economic benefits. For example, there may be job creation as a result of increased spending in the local area due to the Platform level open space development. For the purposes of this report and to avoid double counting issues we have looked to capture increased local spending as part of the 'visitor spend' theme although recognise that this spending will also create additional jobs.
- A high level estimate of the number of visitors (both local and those from a wider catchment) has been provided for this study. Whilst specific spending

patterns by visitors to the Platform level open space is unknown it is anticipated that the majority of additional spending in the local area should be attributed to visitors from a wider catchment. This assumption has been made to avoid double counting of existing spend by 'local' visitors to the open space.

- An improved 'quality of place' can be a factor which increases property and land values in an area. With regard to this study, this uplift is being covered to an extent by the 'land and property' theme.

Quantitative Economic Benefits

- 1.3.6 This section of the report applies the assessment framework, outlined in the previous section, to estimate the economic benefits of the Platform level open space.

Increase in Land and Property Values

- 1.3.7 Development of the Platform level open space has the potential to result in an uplift of residential and commercial property values. By applying the methodology outlined by Dunse (2007) to estimate residential property value increases, households within 450 m of the Platform level open space (excluding those dwellings within the Goodsyrd development itself) have been taken into account.

- 1.3.8 The relationship between up-lifts in commercial property value and open space is less clear cut than the residential sector. Therefore, potential commercial property uplift is demonstrated through the use of comparison case studies outlined below.

Case Study Evidence

- 1.3.9 A selection of the key evidence drawn from research papers relating to increases in residential and commercial property values due to development of open space is outlined below. It is acknowledged that not all the case studies outlined below, for example Bryant Park, are contextually directly comparable to the Platform level open space and surrounding local area, however they have been included in order to demonstrate the clear causal relationship between the development of open space and uplift in residential and commercial property values.

Residential

- A study of house prices in Aberdeen showed that *"relative to a property located 450 metres away from a park, a property located on the edge of a park could potentially attract a premium of between 0.44 % and 19 %"* (Dunse et al., 2007).

- A study of house prices in London found that on average a one per cent increase in the amount of greenspace in a ward can be associated with a 0.3 to 0.5 per cent increase in average house price (GLA Economics, 2003).
- For properties 'on' a local park, the average premium was 11.3 % and for properties within close proximity to the park the average premium was 7.3 % (CABE, 2005).
- A study undertaken in the Netherlands reported that a view of a park was shown to raise house prices by 8 %, and having a park nearby by 6 % (CABE, 2004).
- Having a well-managed green space nearby results in average property premiums from 2.6 % to 11.3 % (Forest Research, 2010).
- Properties increase in price by an average of 7 % in environments landscaped with trees (CABE, 2005).
- The development of community woodland on the former Bold Colliery site in St Helen's is estimated to have directly enhanced existing property values in the surrounding area by £15 million (Natural England, 2012).

- 1.3.10 On the basis of the above evidence, residential property values can be expected to increase anywhere between 0.5 % and 19 %, dependent on the location (and condition) of dwellings and their proximity in relation to public open space.

Commercial

- Investment in landscaping and development of open space at Riverside Park Industrial Estate in Middlesbrough created a revitalised setting for stimulating business growth and investment. The redeveloped site attracted new, high profile, occupants and saw occupancy grow from 40 % to 78 %, and leveraged over £1 million of private investment (CLES / Groundwork, 2007).
- Since the redesign and rejuvenation of Bryant Park in New York in 1992, rental activity in commercial buildings surrounding the park was reported to have increased by 60 %. In 2002 Ernst and Young concluded that the Grace building located on the park saw rents climb rapidly after the opening of the park, rising more than 114 % through 2002; far higher than in comparative sub-markets. A more recent study by Jones Lang LaSalle found that vacancy rates in buildings surrounding the park stood at 3.8 % whilst vacancy rates in nearby Midtown stood at 11.5 %. In addition office rents in buildings surrounding the park stood at \$78.29 per square foot compared to rents in Midtown which were on average \$63.40 per square foot.
- In Atlanta, Georgia the Centennial Olympic Park was built as the central space for the 1996 Summer Olympics. Commercial property value within the immediate area was \$2 per square foot in the early 1980s; however this has since risen rapidly to \$150 per square foot by the end of the 1990s.
- The redevelopment of Post Office Square in Boston, Massachusetts was found to have increased the rental values of commercial properties facing

the park by 10 % in comparison to surrounding buildings which did not have a park view.

Assessment

Residential

- 1.3.11 The methodology outlined by Dunse in 'Urban Parks, Open Space and Residential Property Values' (2007) estimates percentage uplift by dwelling type for properties within a 450m catchment (not including dwellings within the Goodsyards itself as this uplift has already been captured) of different types of public open space. The most relevant approach in relation to the Platform level open space is to apply 'City park' values, on the basis of the average percentage uplift of 10.1 % per annum, once the open space is complete and fully operational.
- 1.3.12 An estimate of the number of residential units within 450m of the Platform level open space (not including dwellings within the Goodsyards itself) has been made, based on Lower Super Output Area data. It is estimated that between 1,000-1,200 residential units fall within 450m of the Revised Scheme (outside the site). Taking the average residential sale price within Shoreditch (encompassing the surrounding area local to the site) as £530,000 within the last 12 months³⁰, there is potential for an uplift of up to approximately £53,053 per dwelling on the basis of a 10.1% average – this is subject to macro and micro economic conditions however.
- 1.3.13 Applying the estimated potential uplift per dwelling to the 1,000-1,200 units within 450 m of the site would result in an overall increase in property values of approximately £53.1 million to £63.7 million. These figures should be treated with caution however, given that there is significant variability and uncertainty within current property markets. In addition, the overall Revised Scheme at the Goodsyards would also positively influence the values of local properties contributing to any uplift effect.

Commercial

- 1.3.14 The relationship between up-lifts in commercial property value and open space is less clear cut than the residential sector. There is little quantitative data available to understand what the uplift may be and how much it varies by sector or quality. For this reason specific values for commercial property uplift are not provided. However, as illustrated by the case studies described above, there is a clear correlation between investment in or the redevelopment of parks and green spaces close to commercial buildings, and increases in property values and this relationship would appear reasonable to apply to the Platform level open space.

Additional Visitors

- 1.3.15 The provision of a new green space in London (combined with other local attractions) has the potential to attract a range of visitors including those who may not have previously frequented the area. Key groups to consider are local residents, employees (who work in proximity to the open space) and other visitors (likely to be predominantly domestic or day visitors, travelling to the Goodsyards from further afield).
- 1.3.16 The following evidence provides an indication of visitor numbers for different parks in London which range in size and types of activities.

Case Study Evidence

- St Georges Gardens is a former burial ground in the LB Camden. It received £285,000 to rejuvenate the park and paths, create a Braille garden for partially sighted visitors and carry out repairs to tombs and monuments. The total size of the garden is approximately 14,000 m². In 2002, on completion of the renovation, visitor numbers were estimated at 36,500 per annum³¹.
- Mile End Park is a park located in LB Tower Hamlets which offers a range of leisure and sporting facilities. It is a linear park of approximately 320,000 m² and is estimated to attract 438,000 visitors per annum³².
- The Crystal Palace Park Regeneration project, a London Development Agency initiative which received planning permission from DCLG in 2010, involved proposals for revitalising the Park, which is approximately 800,000 m². In 2007, the Park was estimated to attract 1.7 million visitors per annum and if the regeneration proposals were successfully implemented it was estimated that the number of visitors would rise to between 2.6-2.9

³⁰ Right Move sold prices April 2018-19 (median figure for sales within 0.5 miles of Shoreditch Station). Available from: <https://www.rightmove.co.uk/house-prices.html>

³¹ Camden Parks. Available at: <http://www.camden.gov.uk/ccm/content/leisure/outdoor-camden/parks/great-parks-incamden.en?page=15>

³² www.gardenvisits.com

million visitors per annum³³.

- St James Park located in LB Westminster is recognised as a Royal Park and is approximately 230,000m² in size. Visitors to St James Park use the park for many different reasons including: jogging, quiet relaxation, and picnicking. In 2006-07 St James Park was estimated to have approximately 6.4 million visitors³⁴.

Assessment

Local Residents

- 1.3.17 Population penetration analysis has been used to estimate the potential number of visitors to the Platform level open space whom are considered to be local residents. This method estimates usage by a percentage of the relevant population (drawing on household population data) within a given catchment area. In the case of the Platform level open space, catchments of 0.4 km and 1.2 km have been used (on the basis of London Plan guidance on open space accessibility). Using these catchments, an estimate of the population within each catchment has been made using LSOA data which corresponds as closely as possible to these catchments. Based on these catchments, an estimated residential population between 3,000-11,000 people could potentially access the Platform level open space. Acknowledging that not all local residents are likely to visit the Platform level open space despite their proximity, a conservative assumption would be to assume that up to 30 % (between 900-3,300) of local residents may visit the Platform level open space at least five times per annum. This would provide a high level estimate of approximately 4,500-16,500 visits per annum by local residents to the open space.

Employees

- 1.3.18 Within a catchment which covers the eight LSOAs that surround the area local to the Platform level open space, there are an estimated 47,000 employees who could potentially access the Platform level open space, most likely during their lunch hours. Acknowledging that not all employees within the vicinity are likely to visit the Platform level open space despite their proximity, a conservative assumption would be to assume that up to 20 % (9,500) of local employees may visit the Platform level open space at least twice annually. This would provide a

high level estimate of approximately 19,000 visits per annum by local employees to the open space per annum.

Other Visitors

- 1.3.19 The Platform level open space will also attract visitors from a wider catchment attracted by increased access to green space. These types of visitors are much harder to quantify given that visitor numbers vary across different types of parks for a number of reasons. We have used a site transfer approach to estimate a broad range for visitors to the open space. This approach considers the number of visitors to a park and its size. This approach is only able to provide an indicative estimate given it does not take account of the types of facilities and activities offered within a park. Table 1.3.2 presents information on visitor numbers and size for a range of different parks in London.

Table 1.3.2: London Parks Visitor Numbers and Size

Park	Estimated Visitor Number per annum	Size (m ³)	Visitor Numbers per m ³
St George's Gardens	36,500	11,630	3.1
Mile End Park	438,000	320,000	1.3
Crystal Palace Park	1,700,000	800,000	2.1
St James Park	6,400,000	230,000	27.8

³³ Paper on Crystal Palace Park Regeneration Project presented to GLA Investment Performance Board.

³⁴ Visitors to the Royal Park, (2007); London Metropolitan University.

- 1.3.20 The site transfer approach provides a range for visitor numbers per m² of 1.3 to 27.8. The open space would be expected to attract a greater proportion of visitors per m² than St George's Gardens, Mile End Park and Crystal Palace Park which are at the lower end of the range (due to the Platform level open space being more centrally located, and situated in a busy area which is known to attract tourists and other visitors from a wider catchment). The figure for the highest point of the range is informed by St James Park and it is recognised that this nationally renowned Park is always likely to attract a greater proportion of visitors per m² than the Platform level open space. The reason for using St James Park as a benchmark however, is that in the longer term, aspirations for the Platform level open space are high with the objective of raising its profile as a regional destination.
- 1.3.21 Taking account of the above, visits by people from a wide catchment, e.g. day visitors (making the conservative assumption that visitors from a wider catchment area will only make one visit each to the park per annum) could range between 10,000-50,000 per annum³⁵.

Increase in Visitor Spend

- 1.3.22 Visits to the Platform level open space should result in an increased level of spend within the local area (including spending by visitors at retail type facilities such as retail units and cafés - within the park, but predominantly in the surrounding local area) as a result of new people being attracted to the area who may not have previously visited as well as people remaining in the area for a longer periods of time.

Key Evidence

- Average spend by day visitors to LBH is estimated to be approximately £67.30 per person³⁶.
- For LBTH, average spend by day visitors estimated to be approximately £67.50 per person³⁷.
- For the purposes of this study, we have assumed an average spend by visitor of £67 per person.

Assessment

- 1.3.23 The Platform level open space will be accessed by both local residents and employees. It is possible the development of the Platform level open space will lead to some economic benefits through additional spending by both residents and employees in the local economy. However we have taken a conservative approach in this study by discounting the spending by these groups from the analysis, given they are already incurring expenditure in the area.
- 1.3.24 We have estimated the open space could potentially attract between 10,000-50,000 visitors per annum from a wider catchment area. We have applied a 25 % discount to these numbers to account for the economic activity that would occur in the local area irrespective of the open space (for example, some of the visitors to the open space would already be visiting the area for other reasons).
- 1.3.25 Taking an estimated average spend (£67) by day visitors, there is the potential for the Platform level open space to contribute towards increased spending of between £500,000-£2,500,000 per annum in the local economy.

Job Creation

- 1.3.26 There are likely to be a small number of jobs associated with the 170 m² retail space within the Platform level open space (Plot 11). This is likely to generate approximately 3-4 full time staff. In addition, there will be staff employed to undertake landscaping and maintenance on site. The number of employees associated with these types of roles is unknown, however a conservative estimate is that approximately 5-6 people will be employed full time to fulfil these positions; the requirement for which will be determined later in the development process. It is likely however, that these positions will be undertaken by dedicated staff.

³⁵ This range will vary according to what services and activities are eventually provided in the open space.

³⁶ Note – this per person figure includes all day visits, and takes account of people visiting paying and non-paying tourist attractions, shopping and eating out.

³⁷ LATI for London Borough of Tower Hamlets, (2009); London Development Agency

- 1.3.27 As such, there is likely to be a small amount of additional direct employment generation as a result of the open space's construction. Taking account of employees within restaurant / kiosk / retail units in the open space, and landscaping, maintenance, management and security staff, overall employment generation is estimated to amount approximately 8-10 full time employees within the Platform level open space; the applicant will be looking to recruit locally for these roles. Note – the employment estimate associated with the Platform level open space has already been taken account of in the overall operational employment figure outlined within the Socio-economic assessment of the Goodsyards (see **ES Volume 2, Chapter 7: Socio-economics** for further detail) however it is presented here to emphasise the specific jobs and economic benefit of these, associated with the Platform level open space.

Increases in Gross Value Added (GVA)

- 1.3.28 As outlined above, it is estimated that approximately 8-10 full time staff will be employed at the Platform level open space equating to an increase in GVA of approximately £411,632 per annum in Greater London as a result of the new jobs created³⁸. While GVA benefits have already been outlined in the Socio-economic assessment as part of the ES, and above in the Regeneration Statement, it is also important to also set the benefits of the Platform level open space in its own right. As such, the GVA per annum associated with the Platform level open space is also outlined here (to emphasise this benefit in relation to the open space).

Qualitative (Wider) Economic Benefits

- 1.3.29 Paragraphs 1.3.6 to 1.3.27 consider the potential (quantifiable) direct economic benefits from the open space proposals. There are also a wide range of benefits associated with green infrastructure investment which include social and environmental influences as well as potentially providing longer term benefits for the local economy. These benefits are difficult to quantify but are discussed, in turn, below.

Improved Health and Well-being

- 1.3.30 Green space provides health and well-being benefits which not only provide more opportunities for physical activities and recreation but can also reduce stress levels, improve mental health and reduce limiting long term illness. This will ultimately have a positive economic impact upon employers; due to lower absenteeism levels, as well as the savings to the National Health Service due to lower health care costs (stemming from lower stress levels, reduced rates of mental illness and improvements to physical health, fitness and other chronic conditions (such as heart disease and obesity) due to improved access to open space for active and passive recreation.
- 1.3.31 The Goodsyards has the potential to positively affect the health and wellbeing of local residents and employees (particularly those who access the space on a regular basis) by providing opportunities for outdoor recreation and relaxation in the various areas within the open space, including open grassed areas, wooded / planted areas and the associated seating and play areas within the open space.

Increased Labour Productivity

- 1.3.32 Increased access to the natural environment should provide local residents and, in particular, the local workforce with opportunities for relaxation and recreation. This can help to develop a more productive workforce by improving the health of employees (as discussed above) leading to reduced stress levels, lower absenteeism and higher motivation.
- 1.3.33 The variety of open space provided through the Platform level open space introduces a number of natural and green spaces likely to appeal to all user groups, whether users are employees using the open space during their lunch break, or to commute through on foot, or local residents who come to relax after work.

Enhancing Quality of Place

- 1.3.34 Green infrastructure can help to create a high quality residential environment and improve the character, uniqueness and attractiveness of an area. By increasing opportunities for social interaction through the provision of public open spaces, landscaped public realm and facilities such as seating, lighting and places to play, a greater sense of community will be encouraged through use of an attractive, well designed landscape.

³⁸ GVA figures are based on ONS Labour Productivity statistics (Q3, 2018) by region and sector. FTE figures have been converted to workforce jobs number (both part time and full time) using Business Register and Employment Survey 2017 data.

- 1.3.35 Platform level open space will provide a good opportunity for local residents, employees and visitors to meet and engage in various forms of passive recreation; encouraging social interaction. This should lead to greater levels of facial recognition in the neighbourhood, fostering a feeling of safety and 'eyes on the street' which will also help to improve the quality of environment the local area.

Provision of Education Opportunities

- 1.3.36 Evidence suggests that the motivations and aspirations of children and young people tend to improve as a consequence of a wider learning experience and hence educational attainment should rise. The education aspects of the open space therefore have potential long-term economic benefits for the local area in terms of creating a larger pool of skilled labour.
- 1.3.37 The Platform level open space will offer a range of education and learning opportunities for young people in the local and surrounding areas. The Revised Scheme will provide education opportunities linked with play opportunities, including an emphasis on historic and architectural aspects of the site and biodiversity through the creation of habitat areas.

Flood Alleviation and Water Management

- 1.3.38 The development of trees (and woodlands) can reduce floods by storing rainwater and providing natural drainage systems. Evidence³⁹ suggests that the summer floods of 2007 cost insurance companies in excess of £3bn. Increased greenspace can also result in savings in capital flood defence schemes.
- 1.3.39 The Platform level open space will introduce over 12,854 m² publicly accessible space which will include grassed, wooded and planted areas with trees. The introduction of soft landscaping which will aid natural drainage is particularly important given the recent incidences of flooding in London and the UK, and also represents a considerable improvement on the baseline situation (which offered limited natural drainage and rainwater storage due to the presence of hardstanding).

Climate Change Adaptation / Carbon Reduction

- 1.3.40 The natural environment makes a number of important contributions to supporting climate change. Trees can generate a cooling effect which can reduce local temperatures – urban parks are on average one degree cooler than built up areas during the day⁴⁰. Indeed a literature review by Natural England on the Microeconomic Evidence for the Benefits of Investment in the Environment⁴¹ found that a single large tree can transpire 450 litres of water in a day, which uses 1,000 Mega Joules of heat energy, making urban trees an effective way to reduce urban temperature.
- 1.3.41 The development of trees as part of the Platform level open space proposals potentially offers a natural 'air conditioning' effect which could lead to a reduction in energy costs for nearby businesses and homes.
- 1.3.42 The Platform level open space also has the potential to reduce CO₂ emissions, due to carbon offset.
- 1.3.43 Studies have shown that urban trees can deliver considerable net reductions in CO₂ emissions which allows a monetary saving to be applied based on the average market value of carbon.
- 1.3.44 Taking account of three case studies based on carbon savings for urban trees in Chicago, Washington and San Francisco⁴² (which provide comparative examples to London, as dense urban cities) the average carbon saving per tree was estimated to be between £0.80 to £1.15 per annum.

1.4 CONCLUSIONS

- 1.4.1 The provision of new green infrastructure is receiving increasing interest and support as a means of providing a range of beneficial economic outcomes that can contribute to national, regional and local policy goals.
- 1.4.2 Proposals for the development of public open space at the Goodsyrd could potentially generate the following economic benefits:
- Increases in land and property value – the potential for an increase of approximately £53,000 per dwelling within a 450 m catchment of the

³⁹ Learning Lessons from the 2007 Floods, (2007); Pitt, Cabinet Office

⁴⁰ Bowler, D., Buyung-Ali, L., Knight, T. & Pullin, A.S. (2010). How effective is 'greening' of urban areas in reducing human exposure to ground level ozone concentrations, UV exposure and the 'urban heat island effect'? Collaboration for Environmental Evidence, Bangor: Bangor University

⁴¹ Sunderland, T. (2012). Microeconomic Evidence for the Benefits of Investment in the Environment - review. Natural England Research Reports, Number 033.

⁴² Urban Forest Data website – City Lists, Northern Research Station, US Forest Service: <http://nrs.fs.fed.us/data/urban/>

Platform level open space (outside of the Goodsyards site itself), resulting in a total potential uplift of between £53.1 million and £63.7 million for the 1,000- 1,200 residential units within this catchment. This estimated uplift does not take account of the naturally occurring increases in value in the London residential property market however.

- Increases in visitor spend – the potential for between £500,000 and £2,500,000 increased spend per annum from visitors to the Platform level open space.
- Approximately 8-10 new jobs created associated with retail / kiosk / restaurant space and landscaping, maintenance, management and security roles within the Platform level open space.
- Increases in GVA – amounting to an increase of approximately £411,632 GVA per annum as a result of the Revised Scheme.

1.4.3 The open space proposals at the Goodsyards also potentially generate a number of impacts that cannot always be quantified despite having positive effects. This includes the following wider economic benefits:

- Improving health and well-being;
- Increased labour productivity;
- Enhancing quality of place;
- Provision of education opportunities;
- Flood alleviation; and
- Climate change adaptation.

1.4.4 The evidence base available to help understand the impacts resulting from investment in green infrastructure is still relatively limited. At the same time these types of benefits can be hard to quantify and hence findings should be treated with caution. However these findings do give some idea of the extent to which the green infrastructure proposals at the Goodsyards can produce benefits for the local and regional economy.

APPENDIX B – EMPLOYMENT, SKILLS AND ENTERPRISE STRATEGY

Introduction

- 1.4.5 This document sets out the Applicant's Employment, Skills and Enterprise Strategy for The Goodsyrd development.
- 1.4.6 The Revised Scheme of the site which is located within the London Borough of Hackney (LBH) and London Borough of Tower Hamlets (LBTH) will deliver significant socio-economic benefits. It is estimated that during the development process an estimated 379 net construction employment jobs will be created. In addition, circa 8,335 jobs⁴³ will be created across the different operational uses of the development site; predominantly the retail and office sectors. This represents Gross Value Added (GVA) of £24 million per annum for jobs created during the construction phase and £632 million once the site is operational.
- 1.4.7 The Applicant is committed to ensuring that local people (LBH and LBTH) can access employment and skills development opportunities presented by the development of the site. Furthermore, the Applicant is committed to local (LBH and LBTH) SMEs benefitting through the construction and operational phases of the development through the contract tendering process. It has been calculated that out of the 9,744 operational jobs created 8,495 will be provided from the Greater London area.
- 1.4.8 The document is supported by examples of the Applicant's successful track record on other schemes and appendices of policies and procedures used by the Applicant.

Vision

- 1.4.9 The development of the site presents a significant opportunity to develop an exemplary public-private partnership model which will underpin and span the length of the programme delivery through to onsite occupation and operational use. The Applicant is committed to working in partnership with LBH, LBTH and key local stakeholders to deliver the Employment, Skills and Enterprise Strategy. The model will draw on the skills and expertise of each partner and local initiatives such as Hackney Works and Work Path to:
- Deliver Section 106 commitments to employment and training (once agreed);
 - Engage contractor, construction supply chain, estate management, retail and office tenants with the objectives of the Employment, Skills and Enterprise Strategy to maximise employment opportunities during each

phase of the development, including construction and the operational / end-use workforce;

- Ensure local people are able to access employment and associated skills development opportunities;
- Target pre-employment, skills development and recruitment initiatives to key jobseeker groups including young people not engaged in employment or training (NEET) and the long term unemployed (12 months +);
- Develop apprenticeship pathways for construction, estate management and other end-user roles;
- Commit to work with other stakeholders including Tech Nation (formerly Tech City), local colleges and British Fashion School to capacity build start up business and enhance existing initiatives;
- Engage with local SMEs and provide opportunities to tender for contracts during the construction and operational phases;
- Implement a flagship enterprise programme to support start-up businesses (Applicant's community programme); and
- Develop relationships with local educational institutions including local schools, further education colleges and universities.

Partnership Model

The Goodsyrd Initial Steering Group

- 1.4.10 The Applicant will work with LBH and LBTH to establish a Steering Group with agreed and appropriate governance arrangements. Membership of the group could include:
- A named representative from LBH – Economic Development;
 - A named representative from LBTH – Economic Development;
 - Three named representatives from Hammerson & Ballymore;
 - A named representative from Hackney Works;
 - A named representative from WorkPath; and
 - A named representative from Jobcentre Plus.
- 1.4.11 Once formed, the Applicant will work with LBH and LBTH to develop the terms of reference which will reflect key local authority strategies, target outputs and the Applicant's vision to work in partnership to maximise the socio-economic benefits

⁴³ Net jobs based on maximum development parameters. All employment figures are rounded to nearest 10.

for local people living in Hackney and Tower Hamlets. The Steering Group will agree a charter which will outline their commitment to work in partnership.

- 1.4.12 The Applicant recommends discussing governance arrangements and forming the Steering Group as soon as is reasonably practicable once the planning application has been submitted. This will ensure that appropriate planning and consultation with all relevant stakeholders takes place prior to the anticipated start on site in 2021. This builds on the Applicant's best practise outlined in **Appendix C**. The Steering Group will sign off the Employment and Skills Plan as submitted by the Applicant.

The Goodsyard Steering Group – Delivery and End-Use

- 1.4.13 Following the sign-off of the skills, employment plan, the membership of the Steering Group should be changed to focus more on delivery than on strategy. The membership of this group could include:

- A named representative from LBH – Economic Development;
- A named representative from LBTH – Economic Development;
- Three named representatives Hammerson & Ballymore;
- A named representative from Hackney Works;
- A named representative from WorkPath;
- A named representative from JobCentre Plus;
- Two named representatives from the major contractor (once appointed);
- A named representative from East London Business Place (ELBP); and
- A named representative from Tech Nation (formerly Tech City).

- 1.4.14 Once the delivery focussed Steering Group has been established, operational groups will be formed to focus on delivering key objectives around employment and skills. The operational groups will include representatives from relevant steering group members and wider community / stakeholder organisations including local schools and universities.

- 1.4.15 It is anticipated the Steering Group will also seek to address the town centre management and enterprise activities, for example:

- Public realm;
- Community events;
- Public art;
- Business support;
- Night time economy; and
- Meanwhile use.

- 1.4.16 The Applicant is committed to working with the local authorities before the Steering Group to develop governance arrangements and build intelligence on local initiatives.

Delivery Plan

- 1.4.17 The Steering Group will determine the most effective delivery mechanism to support each stage of the development process. As part of this process an Employment and Skills Plan will be written covering key targets such as local labour, apprenticeships and workforce development. This will be underpinned by a detailed skills forecasts covering each stage of the development and end-user roles. The Applicant will support the Steering Group by engaging the key employers to work with the partnership. The Applicant has experience of using the Construction Industry Training Board (CITB) National Skills Academy model and is willing to make an application for this status if requested. **Appendix C** is a recent Employment and Skills Plan for a leisure led development.

- 1.4.18 The Applicant will support the Steering Group to develop delivery methods including the Apprenticeship Training Agency (ATA) model for apprentices, pre-employment training and guaranteed interviews where appropriate.

Management

- 1.4.19 A dedicated Community Manager will be appointed to co-ordinate the delivery of the plan and will report into the Steering Group on a monthly basis. The co-ordinator will work closely with the Hackney Works and WorkPath teams. This will include time working in each of the partners' offices.

Construction Jobs

- 1.4.20 The Applicant and their supply chains will use reasonable endeavours to ensure that a minimum of 25 % of labour employed across the development is to be local during construction; this includes associated local labour during demolition / construction such as onsite security or administrative support.

- 1.4.21 During the tendering process for the main contractor the Applicant will outline the local partnership arrangements and commitments to local employment, skills and enterprise. The Applicant will assess the tender submissions for evidence of partnership working and local employment commitments.

- 1.4.22 Once appointed the Applicant will introduce the main contractor to the partnership. The main contractor will submit details of the work packages required for each phase of the development. The Steering Group will work with the main contractor to determine the engagement strategy for the

sub-contractors to promote employment opportunities and the tender process for local SMEs.

- 1.4.23 All contractors and sub-contractors will provide an employment and skills forecast before they commence work and then submit job and training opportunities to the Hackney Works and WorkPath teams. The Community Manager will work closely with the Hackney Works and WorkPath teams to monitor compliance with planning and tender agreements.

Operational Jobs – Estate Management / Retail / Office

- 1.4.24 The Applicant will work with the Steering Group and Hackney Works / Work Path to develop a comprehensive package of pre-employment and recruitment solutions that will link key operators to a pool of appropriately skilled local people including:
- Building management;
 - Park and estate management;
 - Tenant / occupier employment; and
 - Start-up enterprise support.

Apprenticeships, Graduate Employment and Curriculum Development

- 1.4.25 The Applicant will actively promote apprenticeship opportunities and support the development of a locally responsive model which will enable young people to complete the apprenticeship framework throughout the development lifecycle. This will include a target to achieve 150 apprentices during construction covering professional occupations and trades (includes new and existing apprentices). Target packages / trades for apprenticeships will be agreed with the Hackney Works and WorkPath teams.
- 1.4.26 The Applicant will work with an apprenticeship training agency model to support contractors when timescales do not deem it appropriate to recruit an apprentice for the duration of the framework. The partners have worked with ATAs such as Evolve and Co-Train on previous projects and have a process in place for monitoring the quality of ATA placements. This target will be subject to the design process.
- 1.4.27 The Applicant will seek to introduce a new apprenticeship route to support estate management particularly with regard to the open space and planned development of a new park area.
- 1.4.28 The Applicant will also maximise links to education institutions during the construction and operational phase. This will include developing curriculum support events and work placements for young people. The Applicant will

support local programmes to support graduates into work by working with Hackney Works and WorkPath.

Other Employment and Skills Support

- 1.4.29 The Applicant will offer a wide range of other support to engage, train and up-skill workers during the construction process. This will include:
- Support with the creation and implementation of training plans;
 - Health & Safety training with free places offered to local people;
 - Specialist training such as BIM, carbon awareness and environment awareness;
 - NVQs;
 - Work experience placements for the unemployed, and school / college leavers; and
 - Creation of a Traineeship Programme.

Enterprise Programme

- 1.4.30 The Applicant's flagship BITC shortlisted enterprise programme would support local start-up businesses with seed funding, space, training and mentoring. Further information can be found at:
- <http://sustainability.hammerson.com/stakeholder-goals/serve-and-invest.html>
- 1.4.31 The Applicant employs a small business advisor to manage this programme. This would offer 10 local businesses support each year. The programme includes:
- Dragon Den Competition – Seed funding for start-up enterprises and space / expertise from the Applicant's staff;
 - Digital Training – A nationally recognised course to help independent business maximise business. This is delivered in partnership with Association of Town Centre Managers;
 - Third Sector Support – The volunteering system provides leading experts to mentor and support local third sector organisations;
 - Targets to use Local Business – The Applicant already supports and procures services from the local area and will set an aspirational target to work towards 25 % local procurement on the project.

Under-Represented Groups and Disadvantaged Communities

1.4.32 The Applicant has a strong track record of working with local authorities to target disadvantaged communities and under-represented groups. For this scheme, the Applicant would:

- Set aspirational targets to increase the proportion of individuals employed from under represented group including black and minority ethnic communities and women;
- Work with LBH and LBTH to map local stakeholders supporting target groups;
- Fund and work with these groups to raise awareness of opportunities associated with the scheme and fund pre-employment training courses;
- Work with local schools to raise awareness of careers associated with the scheme;
- Fund a roadshow around key target wards to raise awareness of the skills and jobs related to the scheme;
- Adapt working practices to maximise the number of individuals employed from disadvantaged groups;
- Establish positive action programmes such as women into construction programmes; and
- Monitor performance against targets and discuss progress at the employment and training Steering Group.

Outputs

1.4.33 The Applicant will negotiate Section 106 commitments with regard to employment and skills with LBH and LBTH respectively. Once agreed the S106 commitments will be communicated with the Steering Group.

1.4.34 The Applicant is committed to delivering above the S106 commitments and will review target outputs accordingly with the Steering Group. Once the construction of phase one commences the operational group will be responsible for overseeing the delivery of the outputs and reporting progress to the Steering Group. The Applicant has experience of and is committed to using the CITB Client Based Approach.

Monitoring

1.4.35 Once construction has commenced the Applicant will submit to the Steering Group progress against targets on a monthly basis. The information will be collated by the Community Manager and include progress against targets and evidence of achievements.

1.4.36 It will be the responsibility of Steering Group members to report to Council Committees and strategic groups as agreed.

Goodsyard People

1.4.37 The Applicant will continue to deliver its dedicated community plan, Goodsyard People, for the development which will be launched pre-determination. The strategy and delivery of the Goodsyard People programme sits outside of this Employment, Skills and Enterprise Strategy as it is part of the Applicant's corporate CSR strategy. The Applicant will provide an annual report to the Steering Group on the activity in delivery of the plan throughout the year.

1.4.38 Delivery of the Goodsyard People strategy will focus on three main areas:

- Good Business – This will include programmes which support local businesses and assist new business to be established in order to make the most of the commercial opportunities offered by the development
- Good Jobs – This will include supporting and preparing local young people to make the most of the job opportunities available on the site longer term in their local area.
- Good Communities – Being a good neighbour by supporting community groups to address social issues around the site. This will include the continuation of a community fund advertised in partnership with LBH and LBTH.

1.4.39 The Applicant will liaise with the relevant departments at LBH and LBTH in order to share best practice.

APPENDIX C – TRACK RECORD, LOCAL EMPLOYMENT AND SKILLS STRATEGY

Track record – Local employment & skills

Ballymore – Embassy Gardens Employment & Skills plan

Ballymore have worked with Wandsworth Borough Council to develop a local employment agreement which sets out commitments to help local people find work and improve their skills. The purpose of the Employment and Skills Plan is to set out the means by which Ballymore and the Council will work together to ensure this commitment to the people in the local area is realised. The overall object of the provisions of the Plan is to maximise the business, employment and training opportunities for Local People and Local Businesses generated by the Development at Embassy Gardens. The area of local benefit is currently defined as the boroughs of Wandsworth and Lambeth.

Delivering the outputs

Ballymore are working collaboratively with Wandsworth Council, local stakeholders, their clients, supply chain and agencies to implement the strategy and targets based upon the 'Client-based approach to developing and implementing an Employment and Skills Strategy on construction projects'. This document is an industry best practice guide published by CITB.

Outlined below are the agreed output areas that the plan covers.

- **Work Placements – Target 14-16 year olds**

The work placements will most likely take the form of 5 to 10 days within the construction site offices to teach students a more overall view of what Main Contractors in construction do. A wide range of construction activities such as document control / design management / planning / quantity surveying can all be demonstrated during these periods, showing the breadth of careers available within the construction industry. Ballymore can also provide the students with work experience in Head Office in the Sales & Marketing, Developments & Planning, Finance or Residential Estates departments. We will ensure our supply chain partners in the following trades provide actual work experience on site, as part of their works – a wide range of architecture, structural engineer and Mechanical & Engineering.

- **Curriculum (schools / colleges and universities) support events**

Regular site tours for students have been planned where the main contractor will brief them on activities / construction processes / programmes / buildability / safety and so on.

- **Graduates**

Ballymore Properties has a Graduate Design Architect working with the Construction team. Carrying out tasks such as:

- Managing the design of communal/Landlord areas under all consultant's submissions. Liaising with all members of the design team on a weekly basis. Collating all their technical queries formalising them into a rolling document which monitors consultant direction and production. This information is fed back into weekly design team meeting held with these consultants on-site.
- On special requests the Graduate generates 2D and 3D drawings for different members of the EG team namely scaffolding layout, services layout, 3D sheet piles progression drawings and 3D structural presentations.
- Attending meetings with different members of the design/commercial team to lend technical assistance regarding architectural design.
- Finally on a rolling basis, working on certain planning matters, most importantly BREEAM and CFSH

- **Apprentices (New Starts)**

Ballymore have made a commitment to ensuring their supply chain provides at least 33 apprenticeship new starts during phase one of the development. New apprenticeship positions will be advertised locally in the first instance working through Wandsworth Council's jobs brokerage service, the brokerage service will source and prepare job ready candidates to compete for these opportunities. Wandsworth Council work closely with National Apprenticeships Service and CITB who will be able to support employers in the delivery of apprenticeships.

- **Apprentices (Existing)**

Working with their supply chain Ballymore are expanding the take up of apprenticeships directly. At least 10 in 2013 apprentices work on the project for a minimum of 8 weeks.

- **Jobs advertised through local employment vehicles**

Ballymore is working with Wandsworth Council's Access to Employment to advertise positions through the new job brokerage service which will include key partners such as Jobcentre Plus and South Thames College. Working with the Council and local agencies Ballymore is keen to ensure they are capitalising on all of the local provision available to support people into jobs and/or placements. Positions such as Gateman / office cleaning / site operative and document controller will all be advertised locally through Wandsworth Council's job brokerage service.

- **NVQ Starts for sub-contractors**

Sub-contractors will be required to provide evidence of NVA training started at the Embassy Gardens project. This will be written into all enquiries and orders. Ballymore is working with the Council to support for any NVQ requirements identified by their supply chain partners.

- **NVQ Completions for sub-contractors**

Sub-contractors will be required to provide evidence of NVQ training Completed at the Embassy Gardens project. This will be written into all enquiries and orders.

- **Training Plans for sub-contractors**

Ballymore's supply chain is required to provide evidence of training for their workforce within our own internal procurement / PQQ process. Ballymore Properties Limited will ensure training plans are in place for our contractors and / or work with the local Construction Skills Company Development Advisers to provide assistance in compiling these plans to achieve a minimum quantity of 20.

- **Leadership and Management training for sub-contractors**

This target aims to demonstrate upskilling for the management level of subcontractors. We will promote the requirement for this type of training to our supply chain and provide the necessary contacts to provide this training to ensure the targets are achieved for this project.

- **Supervisor training for sub-contractors**

All supervisors on site are required to be SSSTS (Site Supervisor's Safety Training Scheme) trained. We will ensure that all Sub-contractors provide this or similar supervisor training to current and future identified supervisors to meet our target.

- **Advanced Health and Safety training for subcontractors**

All supervisors on site are required to be SSSTS trained. We will ensure that all Sub-contractors provide this or similar training and that at least 25 supervisors are upskilled to site management level in the area of health and safety to attain SMSTS (Site Managers Safety Training Scheme) level during this project.

Hammerson – Work Highcross

The vision for Highcross was to provide the local community with access to employment opportunities whilst offering a comprehensive package of services to meet retail employer's recruitment and training needs.

Discussions with Leicester City Council began in 2004, four years ahead of the completion of Highcross. To encourage employers and public sector organisations to work together the Work Highcross partnership was developed. The consultation process on targeting key employers (including the main anchor John Lewis), and public sector partners continued in 2005.

Work Highcross was underpinned by the Leicester Charter for Employment and Training, instigated by Hammerson this established a strategic vision for the public sector, community and voluntary organisations to work collaboratively focused on the requirements of the retail and hospitality sectors. The Charter was officially launched in 2006.

The key objectives of Work Highcross were:

- To deliver a package of services to target employment opportunities within local communities
- To recruit employees for the 2,000 roles in retail, catering and management on offer at Highcross
- To minimise the impact on the existing city centre employers' workforce
- To raise the profile of career pathways in the construction and retail industries
- To deliver a comprehensive and flexible package of services to meet employer's recruitment and training needs
- To ensure the highest standards of customer satisfaction

The Partners

The key Partners were:

- Hammerson
- Hermes Real Estate
- The Shires
- John Lewis
- Sir Robert McAlpine
- Leicester City Council
- Jobcentre Plus
- Learning and Skills Council
- Connexions
- Next Step
- Braunstone Community Association
- Leicester Regeneration Company

Partner organisations including Skillsmart Retail, Leicester College, Working Links and Remploy also joined the partnership, alongside the original charter signatories, to deliver Work Highcross activities.

The Leicester Charter for Employment and Training encouraged early engagement between the public and private sector. As a result of Work Highcross's early initiatives, the city of Leicester was also selected as one of fifteen pathfinder areas by the Department of Work & Pensions to pilot innovative approaches in order to increase the employment rates of the most disadvantaged communities, and to meet the labour force needs of local employers. The creation of Work Highcross was an example of an initiative which met the aspirations of the pilot approach. The objectives of Work Highcross were also aligned to the City Strategy in 2007.

Challenges

The major challenges facing Work Highcross were:

- To encourage the private sector retailers and public sector agencies to work in partnership to develop the range of services that were required to meet the needs of the employers and local communities. Before Work Highcross was established there was no strategic vision for city's recruitment within the retail and hospitality industry
- Leverage additional funding from Government and European streams to support Work Highcross
- To positively engage with local disadvantaged communities experiencing high levels of unemployment.

Management Processes

Strategic and operational groups

Following the Charter launch strategic and operational groups were set up to deliver the partnership's objectives.

A strategic group with senior level representatives from key partners were held monthly to discuss and evaluate activity. Construction and retail operational groups were established to involve a wide range of partner organisations. Both groups devised project plans and met monthly to track progress against the plan.

Hammerson also created a dedicated Marketing and Communications Group to generate momentum and awareness for the programme with key regional media.

Work Highcross Delivery

Engagement with the local community commenced in 2007, as one of the major strengths of the programme was its acknowledgement that the individuals it was targeting to assist into

re-employment were over 12 months away from retailer required levels of employability, and needed training. At the beginning of 2008, the campaign surrounding the positions available with retailers at Highcross increased in intensity in advance of the launch in September 2008.

Hammerson led the Work Highcross partnership and provided new retailers at Highcross with the infrastructure to recruit their new workforce. Work Highcross developed a number of initiatives to target local communities with particularly high pockets of unemployment:

- **Work Highcross Information Days**

Over 1,000 people attended a series of 19 information days held during 2007 across the city and county at community locations.

- **Work Highcross Hub**

The Work Highcross hub was initially located within the existing Shires Shopping Centre. It provided a drop in facility for jobseekers to gain information and advice about jobs and careers. The hub was staffed by partner organisations and had a range of IT facilities, supplied by Hammerson, to enable jobseekers to apply on line or work on their CV.

- **Work Highcross website**

The site enabled jobseekers to register their details and directly apply on line to jobs. Retailers can upload their vacancies enabling all the current employment positions be viewed. The site also links to partner organisation websites to ensuring the widest advertising of vacancies.

Nearly 1,000 jobs were posted on the website and over 10,000 applications were handled online. Even though the vast majority of all jobs were offline we still had over 40% of all applications being made for the online only jobs. At the peak the website was sending over 15,000 job alert emails.

- **Work Highcross Road Shows**

The roadshow was an integral component of the Work Highcross programme. Launched in April 2008 the aim was to engage with local people in the heart of their communities around the employment and training opportunities. Over a 26 week period the Work Highcross roadshow visited 54 different locations in 33 wards across the City and county. The roadshow was equipped with a range of material to help people including career information packs and laptops to view the latest vacancies on www.workhighcross.com. The roadshow was one of the most successful initiatives in terms of directly engaging with local communities with high pockets of unemployment. The success of the roadshow was driven by the ability to speak to a number of advisors who were able to give initial advice to visitors about the services available to support them. Individuals who registered were then referred to the appropriate support to meet their needs whether it is specialist advice from Connexions, a training course or direct referral to apply for vacancies.

- **Work Highcross Recruitment Fair**

Over 5,500 people attended the three day fair in June 2008 offering the chance to meet retailers such as John Lewis, Yo! Sushi, Ghost, A-Wear and receive CV advice.

- **Retail and Hospitality Works**

Delivered in partnership with Leicester College, the two week pre-employment training programme is aimed at those who are currently unemployed. The course was developed by the Sector Skills Council for retail, Skillsmart Retail. Skillsmart engaged retailers and training providers to develop a bespoke pre-employment training course to introduce retailing skills to jobseekers and prepare them for work in the industry. The course features modules on retail core skills, health and safety, customer service and interview preparation.

570 individuals completed either the retail or hospitality training course. The Retail Recruitment Manager then worked with Highcross employers to gain guaranteed interview places. 30% of the trainees went on to secure employment in Highcross.

Results

Since its inception, over 30,000 members of the local community have been engaged in Work Highcross and the programme supported 2,075 local people into employment in Highcross.

From the detailed data that the partnership has collated to date the impact of the Work Highcross partnership has been:

- Supporting 72% of individuals who were previously unemployed or from the NEET group (16-19 Not in Education Employment or Training)
- 52% of this group live in Leicester's priority wards
- 67% of this group are from BME groups
- City Strategy has identified 5,397 clients on their database, 2,451 have been referred for enhanced information, and advice and guidance to support their journey back to employment or training.
- Retailer response to the programme has been exceptional, with high street retailers offering guaranteed interview places for Retail Works trainees. Some retailers were able to recruit their entire workforce through the jobs fair.
- Over 700 guaranteed interviews have been secured for Retail Works trainees with 60% of candidates interviewed by John Lewis passing the assessment and offered employment. Apple has also offered a full-time permanent role to a Retail Works trainee.

What the employers said

"The Hospitality Works programme helped to provide opportunities to people and candidates attending assessment days ensuring they were prepared and interested in the brand. Companies would be mad not to utilise the facilities and support available and it's great advertising for the company as there are three Nando's in Leicester who will all benefit."

Clive Greening, Store Manager, Highcross Nando's

"It was always our aim to support the city in getting unemployed people back into work and reassuring that we have actually managed to do this by all working together. Let's hope this sets the platform for the future."

Barbara Jacobs, Manager Personnel Operations, John Lewis

"Work Highcross is an excellent initiative and Hammerson's involvement has been crucial in establishing positive partnerships between the employment and training bodies and retailers. Providing employment opportunities which benefit the local community is pivotal to the success of the regeneration scheme."

Henry Inman, Partnership Director for Leicestershire Learning & Skills Council and Chair of the City Strategy Project Board

Appendix 1 – Employment and Skills Plan (West Quay Watermark)

TRANSFORMATION & PERFORMANCE

Southampton City Council
Civic Centre
Southampton
SO14 7LY

Direct dial: 023 80834421
Email: david.swieton@southampton.gov.uk
Please ask for: David Swieton



Date: 12th January 2015

Guy Wells
Development Manager
Hammerson
10 Grosvenor Street
London
W1K 4BJ

Construction Employment and Skills Plan

Dear Mr Wells,

Reference: WestQuay Watermark 13/00464

I am pleased to confirm that the Council has now approved the Employment and Skills Plan relating to the above development.

The council officer allocated to the development is David Swieton. He will be your first point of contact and details are at the top of this letter.

The Plan forms part of the obligations within the Section 106 Planning Agreement for the development. We are required to report regularly on progress against the training and employment targets. David will contact you in the near future to agree a schedule of monitoring and support visits for the duration of the development.

The activities and targets set within the plan will have a positive impact on individuals and communities across the city. We welcome the opportunity to work with you to enable these targets to be achieved.

A copy of the approved Employment and Skills Plan is enclosed with this letter.

Yours sincerely,

Denise Edghill
Head of Skills, Regeneration and Partnerships

c.c.
Simon Mackie, Planning Agreements Officer
Andy Tickner, Skills Manager
Richard Plume, Major Projects Co-ordinator

Employment and Skills Plan-Construction

Site	WestQuay Watermark
Developer	Hammerson Watermark Ltd
Main Contractor	Sir Robert McAlpine
Author	Jon Brookes
Reference	13/00464
Estimated build value:	£55 million
NSAfc-CBA Benchmark	Band 9 - Retail, Sports, Leisure
Planned start date:	7/1/2014
Planned Completion date	20/11/2016

This document forms the Developer's response to Schedule One, Section 8 of the Section 106 agreement between Southampton City Council and Hammerson Watermark Ltd.

1. Introduction

The Section 106 Agreement (Town and Country Planning Act) linked to this development requires the Developer to develop and deliver an Employment and Skills Plan (ESP) with the planning authority (Southampton City Council).



2. Development

See below for location/design.
This first phase of the development will involve an extension to West Quay shopping centre with 24 new restaurants and a cinema.



3. Objectives of the Plan

The Southampton City Council Strategy 2014-17 uses the following seven principles, to shape its policy, decision making and resource allocation. These are used to identify the priority issues.

- **Jobs for local people**
- **Prevention and early intervention**
- **Protecting vulnerable people**
- **Affordable housing**
- **Services for all**
- **City pride**
- **A sustainable council**

The criteria that specifically relate to the Employment and Skills Plan are below:

Southampton City Council and the Developer will formulate activities within the ESP with an aim to foster:

Jobs for local people

Increase investment into the city
Reduce unemployment for young people, care leavers and long term unemployed
Increase apprenticeship opportunities for young people
Improve educational attainment for all children and young people

Prevention and early intervention

Encourage active and healthy lifestyle
Work with families with complex needs to help them "turn around"

City pride

Encourage voluntary work
Encourage participation in the life of the city

A sustainable council

Commission and deliver services that provides value for money and meets the needs of residents
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4. Delivery – Construction Phase Method Statement

The main contractor will be providing a dedicated single point of contact who will be responsible for progressing activities detailed below and reporting to the council outcomes against profile on a regular basis.

See Appendix A for more details on each sub-heading.

4.1 Work experience placement (16-19 years + Adults)

The work experience placements are to support (i) young people Not in Employment, Education or Training (NEET) (ii) long term unemployed (iii) those in full-time further education, to gain experience in the construction industry. **Target postcodes SO14-19.**

Main contractor will seek to offer interviews / positions from candidates residing in target postcode areas with assistance from Southampton City Council (SCC)

Key issues: coordination with site team, risk assessment and method statement, insurance, site safety induction, child protection, parental consent and supervision

Supervision: Hammerson will co-ordinate the schemes below in partnership with the main contractor. A process will be established with the main contractor, supply chain and provider to ensure risk assessments and method statements are in place. All students will be required to complete the CSCS health & safety test before they start	NSA/C Benchmark 10	Agreed Target: 12
Activity: <u>University Student Placements</u> We will work with Southampton Solent University to recruit undergraduates on construction or property related courses. They will be placed in the client and contractor team. Contact John Barfoot, Construction Curriculum Lead: John.Barfoot@solent.ac.uk 07974232296	How many: 5 When: Three phases two covering main contractor professional roles March 2015 (2) 2016 (2) and one trade / professional roles (Jan 2016) (1)	
Activity: <u>3 week work placements</u> (30 hours per week) From Construction Work Experience Programme provided by Southampton City Council & City College partnership. Candidates to be provided before commencement on site with: <ul style="list-style-type: none"> Employability training CSCS card training CSCS test (pass) Accredited skills training Work experience entry interview 	How Many: 4 When: May 2015 July 2015 Nov 2015 Mar 2016	
Activity: <u>Work experience for the unemployed</u> A programme will be established with the DWP/Work programme providers to place individuals with the contractors supply chain	How Many: 2 Milestones: Aug 2015 May 2016	
Activity: <u>Traineeship Work Experience</u> For a young person from a priority group (Care Leaver, Youth offender Service or Disability) Duration: 6 weeks to 5 months per individual to be placed with site staff or subcontractors as appropriate.	How Many: 1 When: Jan 2016	

Beneficiaries: possibilities to include construction trade, construction technical, business administration, marketing etc Initial contact: Sam Cobb Southampton City Council 023 8091 7743 Sam.cobb@southampton.gov.uk	
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4.2 Work experience placement (14-16 years)

The work experience placements are to support young people during their school education in years 10 and 11. **Target postcodes SO14-19.**

Main contractor will seek to offer interviews/ positions from candidates residing in target postcode areas with assistance from Southampton City Council (SCC)

Key issues: coordination with site team, risk assessment and method statement, insurance, site safety induction, child protection, parental consent and supervision

Supervision: Hammerson will co-ordinate both of the schemes below in partnership with the main contractor. A process will be established with the main contractor, supply chain and provider to ensure risk assessments and method statements are in place. The students will spend time in our operational team and the main contractor's team.	NSA/C Benchmark: 2	Agreed Target: 2
Activity: Partnership with Solent EBP to offer professional focused placement. Contact: Sharon Redding sharon.redding@solent-ebp.co.uk or call 023 80725725	How many: 1 When: March 2016	
Activity: Office based work experience for a student from The Compass School 1-2 weeks duration. Compass School - Debbie.mckenzie@compass-school.net	How Many: 1 When: May 2016	

4.3 Curriculum support activities

This includes carrying out workshops within educational establishments or on site with students from schools or colleges enabling the student to understand the practical applications of their studies.

Target Postcodes SO14-19.

Key issues: preparation of engaging material and delivery of workshops

Supervision: Hammerson and the main contractor will work in partnership to deliver activities. The Regeneration Challenge is a tried and tested programme with good feedback.	NSA/C Benchmark: 7	Agreed Target: 8
Activity: Regeneration Challenge - Hammerson developed activity to engage young people in the development and support them with enterprise and employability skills with Solent EBP	How many: 2 When: May 2015, Jun 2016	
Activity: University presentation - from a sustainability specialist on emerging technology with Solent University. Contact: John Barfoot, Construction Curriculum Lead: John.Barfoot@solent.ac.uk 07974232296	How Many: 1 When: October 2015	
Activity: Provide a Judge for the WE CAN STEM Challenge to schools within Southampton. Particular emphasis to be placed on the	How Many visits: 2 When: Jan 2015	

schools that are closest to the project. Contact: Liz Boynton Liz.boynton@bouygues-uk.com	Mar 2015
Activity: Provide a mentor for the WE CAN STEM Challenge to schools within Southampton. Particular emphasis to be placed on the schools that are closest to the project. Contact Liz Boynton Liz.boynton@bouygues-uk.com	How Many visits: 3 When: Jan, Feb, Mar 2016

4.4 Graduates

Describe employment opportunities for university students who have graduated within three years of the start of their employment **Target postcodes SO14-19**

Main contractor will seek to offer interviews/ positions from candidates residing in target postcode areas with assistance from Southampton City Council (SCC)

Supervision: Recruited and managed by the main contractor	NSAFC Benchmark: 1	Agreed Target: 1
Activity: 1 graduate employment via main contractor/ supply chain	How many: 1 When: March 2016	

4.5 Apprentice starts

This target describes recruitment of either traditional, specialist, displaced or adult apprentices to the project workforce. **Target Postcodes SO14-19.**

Main contractor will seek to offer interviews/ positions from candidates residing in target postcode areas with assistance from Southampton City Council (SCC)

Key issues: employment, progression and range of experience

Supervision: Hammerson will work with the main contractor and their supply chain to assess potential placements for apprentices. This will be embedded into the procurement process and monitored by Hammerson. In partnership with the council, we will support the main contractor with recruitment and management of the apprentice with Co-Train or CITB/City College Southampton.	NSAFC Benchmark: 7	Agreed Target: 7
Activity: Professional Apprenticeship- QS/ Site Supervision (x1)	How many: 1 When: Jan 2015	
Activity: Trade Apprenticeships- As required by main contractor/supply chain To include all apprentices starting on/after main contract award, any offsite apprentice starts and those on a shared apprenticeship scheme. Contacts: Sue Hopkinson - Apprentice Officer 07884 235137 Sue.hopkinson@citb.co.uk apprenticeships@cotrain.org.uk Tel: 01189207200 www.cotrain.org.uk	How Many: 6 When: March 2015- 2 apprentices with groundworker / RC frame contractor September 2015- 2 apprentices with M&E Jan 2016- 2 apprentices with internal trades Unless required otherwise by main contractor/supply chain	

4.6 Existing apprentices

An apprentice who is working on the project who is already employed by a contractor or sub-contractor.

Target postcodes SO14-19

Key issues: progression

Supervision: Hammerson will work with the main contractor, contractors and their supply chain to monitor the number of existing apprentices on the scheme. This will be embedded into the procurement process and monitored by Hammerson. In partnership with the council, we will support Co-Train to place their existing apprentices on our scheme.	NSAFC Benchmark: 4	Agreed Target: 4
Activity: Monitor existing apprentices within the supply chain and support their development through close partnership work with the training provider	How many: 3 Milestones: June 2015 Sept 2015 June 2016	
Activity: Co Train Shared Apprenticeships- As required by main contractor/supply chain To include all apprentices starting on/after main contract award, any offsite apprentice starts and those on a shared apprenticeship scheme. Contact: apprenticeships@cotrain.org.uk Tel: 01189207200 www.cotrain.org.uk	How Many: 1 When: Sept 2015	

4.7 Apprentice completions

This target describes completion of a formal apprenticeship framework incorporating either NVQ level 2 or 3.

Key issues: Duration of apprenticeships

Supervision: Hammerson will work with the main contractor, tenant contractors and their supply chain to monitor the number of existing apprentices on the scheme and track apprenticeship completions. The length of the programme is a key risk to achievement of this target. The relatively short time span of the construction programme means that 1 is a realistic target to achieve.	NSAFC Benchmark: 2	Agreed Target: 1
Activity: Monitor existing apprentices within the supply chain and support their development through close partnership work with the training provider	How many: 1 When: Sep 2016	

4.8 Jobs Created on Construction Projects

NSAFC Benchmark: 3	Agreed Target: 4
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4.8a Supported New Local Employment

This target describes the employment of individuals by the main contractor or supply chain. The target relates to those who are employed as trainees, or those previously unemployed who have been provided with additional support to enable them to become employed. Individuals must be in employment for at least 12 weeks before they can be registered as an outcome (excluding those whose employment is terminated due to disciplinary reasons or left through their own volition). Evidence of additional support provided must be provided.

Targeting recruitment to postcodes SO14-19.

Supervision: Hammerson will work with the main contractor, and their supply chain to ensure vacancies are forecasted through the CITB tool and consultation with sector skills agencies on local demand for skills.	
Activity: Consideration is to be given to Construction Work Experience Programme candidates for any available posts at the end of the work experience period. Main contractor to be provided with "ready for work" candidates and be involved in screening process with potential to implement 'trial period' to ensure best retention rates.	How many: 1 When: July 2015
Activity: Meet with The Rainbow Project to consider the supportive Employment of a young person. The young person would be recruited and employed by Rainbow for 25 hours a week and paid the minimum wage. During their secondment Rainbow would provide regular supervision and assistance to the young employee. Contact Details: Tel: 023 8022 3525 Email: graemekemp@tcp.co.uk	How Many: 1 When: January 2015

4.8b New local recruitment

This target describes the employment of individuals by the main contractor or supply chain. The target relates to those who are employed as trainees, or those previously unemployed. Individuals must be in employment for at least 12 weeks before they can be registered as an outcome (excluding those whose employment is terminated due to disciplinary reasons or left through their own volition).

Evidence of additional support provided to enable employment must be provided.

Targeting recruitment to postcodes SO14-19.

Supervision: Hammerson will work with the main contractor and their supply chain to ensure vacancies are forecasted through the CITB tool and consultation with sector skills agencies on local demand for skills	
Activity: Each member of the construction team (supply chain) will be required to advertise vacancies through an agreed route.	How many: 2 When: Sept 2015

Contact: Peter Westhorpe JCP PETER.WESTHORPE@DWP.GSI.GOV.UK	March 2016
Hammerson to Provide stand at Jobs Fair Jury's Inn, Charlotte Place, Southampton, SO14 0TB. Contact: Sarah Kretzer Sarah.kretzer@cdguk.org 03002472415 Or Clare Adams cadams@a4e.co.uk 0238082110	When: October 2014 October 2015 October 2016

4.9 NVQ Starts for subcontractors

This target describes NVQ starts at levels 2, 3, 4 or 5 for individuals working in the project supply chain, not directly employed by the contractor. **Target postcodes SO14-19**

Key issues: NVQ levels, form of assessment and grant funding

Supervision: Hammerson and the main contractor.	NSAFC Benchmark: 10	Agreed Target: 5
Activity: Would look at market availability of NVQ's / existing skills requirement and source suitable provision. Knowledge from historical projects, informs us that the vast majority of construction workers already hold an NVQ qualification, making this target realistic and achievable.	How Many: 5 When: March 2015	
Activity: Liz Steele from Construction Skills to attend Sub-Contractor's meeting in order to generate interest in NVQ's	When: February 2015	
Activity: Utilisation of Skills Support for the Workforce (SSW) funding to provide an offer of free NVQ's for main and subcontractor employees. (funding due to finish July 2015).	When: February 2015	

4.10 NVQ completions for main and subcontractors

This target describes NVQ completions at levels 2, 3, 4 or 5 for individuals working in the project supply chain. **Target postcodes SO14-19**

Supervision:	NSAFC Benchmark: 8	Agreed Target: 3
Activity: Will track NVQ starts for completion. Knowledge from historical projects, informs us that the vast majority of construction workers already hold an NVQ qualification, making this target realistic and achievable.	How many: 3 When: March 2016	

4.11 Training Plans for subcontractors

This describes each creation of a sub-contractor's Company Training Plan. Assistance with compiling a Company Training Plan can be given by ConstructionSkills

Supervision: Hammerson and the main contractor	NSAFC Benchmark: 4	Agreed Target: 6
Activity: In partnership with the main contractor and the CITB, Hammerson would collect evidence of existing supply chain training plans and support with the creation of new plans for those that do not have them. This would be a pre-start requirement for supply chain partners.	How many: 6 When: Jan 2015- Main contractor Jan 2015- Groundwork May 2015- RC/Structural Fr July 2015-M&E Contractors Jan 2016- Finishing trades (2)	
Activity: Liz Steele from Construction Skills to attend Sub-Contractor's meeting in order to generate interest in Training Plans Elizabeth.steel@citb.co.uk 07768003933	When: February 2015	

4.12 Supervisor training for subcontractors

This target describes training activities leading to formal accreditation, such as Institute of Leadership and Management (ILM) qualifications. Courses delivered against this target must be at least 1 day in duration. **Target postcodes SO14-19**

Supervision: The Hammerson training manager	NSAFC Benchmark: 5	Agreed Target: 5
Activity: Work with the main contractor to develop a site specific training plan covering BIM, Waste Management, Carbon Management and Health & Safety	How many: 5 When: Jan 2015-Site Safety Leadership March 2015- BIM September 2015- Carbon Management (2) Jan 2016- Site Safety Leadership	

4.13 Leadership and management training for subcontractors

This target describes outputs involving individuals who wish to develop their leadership and management skills. Generic courses could include those linked with the Institute of Leadership and Management, Chartered Management Institute or alternatively training could be occupation specific. Courses delivered against this target must be at least 1 day in duration

Supervision: The Hammerson training manager would work with the main contractor to develop a site specific training plan covering BIM, Waste Management, Carbon Management and Health & Safety	NSAFC Benchmark 5:	Agreed Target: 5
Activity: Work with the main contractor to develop a site specific training plan covering BIM, Waste Management, Carbon Management and Health & Safety	How many: 5 When: March 2015 (2) March 2016 (3)	

4.14 Advanced health and safety training for subcontractors

Training which can be delivered against this target includes SMSTS (Site Management Safety Training Scheme - 5 day and refresher), SSSTS (Site Supervisor's Safety Training Scheme - 2 day), NEBOSH (National Examination Board in Occupational Safety and Health) or IOSH courses (Institute of Occupational Safety and Health)

Supervision: The main contractor will ask all individuals working on site to complete a skills profile form. This will then be used to develop a site wide skills needs analysis to determine health & safety training needs.	NSAFC Benchmark: 6	Agreed Target: 6
Activity: SMSTS Training	How many: 6 Jan 2016	

4.15 Monitoring and release of project data - workforce

Monitor and release the following data on a quarterly basis for the project:

Supervision: We have a policy in place to work with local suppliers on projects and provide development opportunities for small and micro business in the areas that we work. The main contractor will be asked to collate total supplier and subcontractor spend and local supplier and subcontractor spend.	
1. Total supplier and subcontractor spend 2. Local supplier and subcontractor spend	

4.16 Monitoring and release of project data - spend

Monitor and release the following data on a quarterly basis for the project:

Supervision: The main contractor will be required to monitor total workforce through site induction records and provide total workforce and local workforce details on a quarterly basis.	
1. Total workforce 2. Local workforce (SO14-19)	

4.17 SME Brokerage

Supervision: Hammerson

Focused on engaging second tier subcontractor companies. This would be embedded in the main contractor's procurement process with a requirement for all subcontractors to notify the Hammerson representative (Jon Brookes) of further subcontract opportunities. This in turn will be advertised via the local business support and membership associations, including CITB, Federation of Small Businesses, Chamber of Commerce and Business Solent. The main contractor will also be asked to circulate all suitable smaller packages to the FSB & CITB

5. Contact details

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M: +44(0)7894 173111
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Appendix A (updated 25th September 2013)
Summary of the employment and skills areas and evidence requirements

4.1 Work Experience Placement

This target reflects and recognises the various opportunities for work experience and/or pre-employment pathways outside of traditional education routes. Work experience placements must be for a **minimum** of 5 working days and can be offered to individuals from partners such as Princes Trust, Probation Service, Job Centre Plus, Women in to Construction, Armed Forces re-settlement programmes or local community organisations.

Evidence: Written evidence from the project or employer

Outcome: 1 work placement represents 1 outcome

Data Entry Requirement: Name, Date of Birth, Postcode, Employer, Organisation/Partner, Completion Date, No of days.

4.2 Work Experience Placements - Students In Education (school, college)

This target describes work experience attendance on National Skills for Construction Academy Projects, for students from schools or colleges (14 years plus), who undertake a work-experience placement for a **minimum** of 5 working days. The project is to provide students with the opportunity to carry out tasks agreed by the education establishment together with the employer and to learn about working in the sector, career pathways and opportunities available.

Evidence: Written evidence from the project or employer, plus evaluation form.

Outcome: 1 student work experience placement represents 1 outcome.

Data Entry Requirement: Employer, School, Completion Date, No of days.

4.3 Curriculum Support Activities

This target describes the delivery and/or support of construction specific activities aligned to a formal course of study. Projects would have a formal agreement or 'memorandum of understanding' in place, clearly detailing the means and methods as to how the project will support the students of a particular education establishment. Examples of this include, enabling students to understand the practical or theoretical applications of their construction studies. Activities can be classroom led or on-site. Examples include contribution to GCSE in Construction, CBE Diploma, BTEC in Construction or any vocational construction courses, Crest Awards can support such activities and do clearly link to BTEC.

Evidence: Confirmation from education establishment of students' participation and attendance of activity. Completed evidence table or documentation which clearly details and confirms all activities delivered, numbers attended and reference to course of study or qualification.

Outcome: 1 individual involved in delivering a workshop activity represents 1 outcome

Data Entry Requirement: Details of Activity, Place, School, Employer, Number to Record, Completion Date

4.4 Graduates

This target describes employment opportunities for graduates and post-graduates, employed as a direct result of the NSAfC project. Should opportunities be identified within the main contractor or supply chain for graduate employment the PSC can search on www.bconstructive.co.uk for the associated course and make contact with higher education institutions offering the courses through www.ucas.ac.uk.

Evidence: Copy of offer of employment from employer /project.

Outcome: 1 graduate represents 1 outcome

Data Entry Requirement: Forename, Surname, Employer Name, Ethnicity, Gender, Disability, Date of Birth, Occupation, Postcode, University, Start Date.

4.5 Apprentice Starts

This target describes recruitment of Traditional Apprentices, Shared Apprentices, Specialist Apprentices or Adult Apprentices to the NSAfC workforce, with the apprentice being recruited by an employer in the NSAfC supply chain. An apprenticeship outcome is defined as an individual pursuing a formal apprenticeship framework incorporating either NVQ level 2, 3 or above.

Evidence: Apprenticeship registration documents detailing full framework..

Outcome: 1 apprentice recruited represents 1 outcome.

Information: Forename, Surname, Apprenticeship Level, Apprenticeship Title, Employer Name, Ethnicity, Gender, Occupation, Postcode, Provider, Start Date, DOB, Disability.

4.5.1. Apprentice Attendance Weeks (Pilot)

Commencing 01 September 2013, a 12-month pilot will take place where all projects are required to record weeks of attendance for all apprentices engaged on activities within the National Skills Academy for Construction projects. This new target will be fully implemented September 2014. To assist with implementation, all new projects and existing projects entering a new project year from 01 September 2013 onwards to record weeks of attendance. During this period, projects will not be set targets but must record outcomes for future benchmarking purposes. Apprenticeships to be included are; Traditional Apprentices, Shared Apprentices, Specialist Apprentices or Adult Apprentices. Attendance to be monitored and recorded includes; on-the-job training and off-the-job training.

Evidence: Documented evidence such as attendance registers/timesheets (In weeks) supported or endorsed by main contractor, supply chain or training provider. Weekly attendance to be recorded on a monthly basis. Example; 10 apprentices on site for 4 weeks in month 1, equals 40 weeks.

Outcome: 1 week per apprentice represents 1 outcome.

Data Entry Requirement: Number to Record.

4.6 Existing Apprentices

This target measures the instances of apprentices joining the NSAfC project after starting their apprenticeship with their employer as part of another project and can include Apprentice Training Agency (ATA), Group Training Association (GTA), other third party organisation placements and shared apprentices. These cannot be counted as new apprenticeship starts as the apprenticeship would have previously commenced at another location.

Evidence: Written evidence of apprenticeship status from employer or provider.

Outcome: 1 apprentice completion represents 1 outcome

Data Entry Requirement: Forename, Surname, Apprenticeship Level, Apprenticeship Title, Employer Name, Ethnicity, Gender, Occupation, Postcode, Provider, Completion Date, DOB, Disability

4.7 Apprentice Completions

This target describes completion of a formal apprenticeship framework incorporating either NVQ level 2, 3 or above by an individual working on the construction project, employed by the main contractor or within the supply chain. The apprenticeship may have been started on another project and completed as a result of the NSAfC project. Completions claimed can be Traditional, Shared, Specialist or Adult Apprenticeships.

Evidence: completion certificates

Outcome: 1 apprenticeship completion represents 1 outcome

Data Entry Requirement: Forename, Surname, Apprenticeship Level, Apprenticeship Title, Employer Name, Ethnicity, Gender, Occupation, Postcode, Provider, Completion Date, DOB, Disability.

4.8 Jobs Created on Construction Projects

This target describes the employment of individuals by the main contractor or supply chain. The target relates to those who are employed as trainees, or those previously unemployed. Individuals must be in employment for at least 12 weeks before they can be registered as an outcome.

Evidence: Notification of vacancy, copy of offer of employment and confirmation letter or statement from employer of 12 weeks employment.

Outcome: 1 individual represents 1 outcome

Data Entry Requirement: Occupation, employer, employee name and date of qualifying outcome.

Ethnicity, Gender, Occupation, Postcode, Provider, DOB, Disability.

4.9 NVQ Starts for Subcontractors - persons

This target describes NVQ starts at levels 2, 3, 4 and above for individuals working in the NSAfC supply chain, not directly employed by the main contractor.

Evidence: NVQ registration documents.

Outcome: 1 subcontractor NVQ start represents 1 outcome.

Data Entry Requirement: Forename, Surname, Date of Birth, Employer Name, Ethnicity, Gender, Disability, Postcode, Provider, Qualification NVQ level, Start Date.

4.10 NVQ Completions for Subcontractors – Persons

This target describes NVQ completions at levels 2, 3, 4 and above for individuals working in the NSAfC supply chain, not directly employed by the main contractor. The NVQ may have been started on another project and completed as a result of the NSAfC project.

Evidence: NVQ completion certificates.

Outcome: 1 subcontractor NVQ completion represents 1 outcome.

Data Entry Requirement: Forename, Surname, Date of Birth, Employer Name, Ethnicity, Gender, Disability, Postcode, Provider, Qualification NVQ level, Completion Date.

4.11 Training Plans for Subcontractors

This target describes each instance of the creation or renewal of an annual supply chain company training plan. Assistance with compiling a company training plan can be given by suitably qualified individuals and or agencies and CITB. PSCs should be working with supply chain members to ascertain need for new or renewed training plans.

Evidence: Company Training Plan.

Outcome: 1 new or renewed company Training Plan for a subcontractor represents 1 outcome.

Data Entry Requirement: Company Name, Submission Date.

4.12 Supervisor Training for Subcontractors

This target describes training activity to enable supervisors or first line managers to acquire knowledge and skills to ensure their organisations work efficiently. Supervisors have to demonstrate that they are competent for the role they are undertaking. Training can be offered in-house or externally by an approved organisation. Subject matter can include communications, legal issues, management of people, resource management and quality in construction. Training can lead to formal accreditation such as NVQs Level 3 and above, Institute of Leadership & Management. Detailed information on ILM courses is available at www.ilm.com. Courses delivered against this target must be at least one half day in duration, E learning can be included, tool box talks are excluded.

Evidence: Completion or attendance certificate.

Outcome: 1 supervisor training course completed or standard achieved represents 1 outcome.

Data Entry Requirement: Number, Course, Employer Name, Provider, Completion Date.

4.13 Leadership and Management Training for Subcontractors

This target describes outputs involving individuals who wish to develop their leadership and management skills or for individuals who have direct line management responsibilities. Courses could include those linked with the Institute of Leadership and Management, Chartered Management Institute, in-house/bespoke training or courses leading to NVQ 4 or above. Courses delivered against this target must be at least one day in duration.

Evidence: Completion certificate.

Outcome: 1 Leadership & Management course completed or standard achieved represents 1 outcome.

Data Entry Requirement: Forename, Surname, Course, Date of Birth, Employer Name, Ethnicity, Gender, Disability, Postcode, Provider, Completion Date.

4.14 Advanced Health and Safety Training for Subcontractors

Examples of training which can be delivered against this target include: SMSTS (5 day and refresher), SSSTS (2 day), NEBOSH (National Examination Board in Occupational Safety and Health), IOSH courses (Institute of Occupational Safety and Health) or SEATS (Site Environmental Awareness Training Scheme).

Evidence: Completion certificate.

Outcome: 1 Advanced H&S course completed or standard achieved represents 1 outcome.

SPONSA Data Entry Requirement: Forename, Surname, Course, Date of Birth, Employer Name, Ethnicity, Gender, Disability, Postcode, Provider, Completion Date.

Appendix B

Employment and skills areas monthly targets

WestQuay Watermark ESP 120115



Employment and Skills Plan

STANDARD COST CONTROL

Epidemiological and Public Health Interventions, Year 1												
Intervention ID	Intervention Details		Timeline (Months)									
	Start Date	End Date	Jan-13	Feb-13	Mar-13	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13
1.01	Public Health Campaign	Jan-13 to Mar-13	1	2	3	4	5	6	7	8	9	10
1.02	Vaccine Distribution	Feb-13 to Apr-13	2	3	4	5	6	7	8	9	10	11
1.03	Community Health Worker Deployment	Mar-13 to May-13	3	4	5	6	7	8	9	10	11	12
1.04	Healthcare Facility Upgrades	Apr-13 to Jun-13	4	5	6	7	8	9	10	11	12	13
1.05	Surveillance System Enhancement	May-13 to Jul-13	5	6	7	8	9	10	11	12	13	14
1.06	Healthcare Worker Training	Jun-13 to Aug-13	6	7	8	9	10	11	12	13	14	15
1.07	Public Health Campaign	Jul-13 to Sep-13	7	8	9	10	11	12	13	14	15	16
1.08	Vaccine Distribution	Aug-13 to Oct-13	8	9	10	11	12	13	14	15	16	17
1.09	Community Health Worker Deployment	Sep-13 to Nov-13	9	10	11	12	13	14	15	16	17	18
1.10	Healthcare Facility Upgrades	Oct-13 to Dec-13	10	11	12	13	14	15	16	17	18	19
1.11	Surveillance System Enhancement	Nov-13 to Jan-14	11	12	13	14	15	16	17	18	19	20
1.12	Healthcare Worker Training	Dec-13 to Feb-14	12	13	14	15	16	17	18	19	20	21
1.13	Public Health Campaign	Jan-14 to Mar-14	13	14	15	16	17	18	19	20	21	22
1.14	Vaccine Distribution	Feb-14 to Apr-14	14	15	16	17	18	19	20	21	22	23
1.15	Community Health Worker Deployment	Mar-14 to May-14	15	16	17	18	19	20	21	22	23	24
1.16	Healthcare Facility Upgrades	Apr-14 to Jun-14	16	17	18	19	20	21	22	23	24	25
1.17	Surveillance System Enhancement	May-14 to Jul-14	17	18	19	20	21	22	23	24	25	26
1.18	Healthcare Worker Training	Jun-14 to Aug-14	18	19	20	21	22	23	24	25	26	27
1.19	Public Health Campaign	Jul-14 to Sep-14	19	20	21	22	23	24	25	26	27	28
1.20	Vaccine Distribution	Aug-14 to Oct-14	20	21	22	23	24	25	26	27	28	29
1.21	Community Health Worker Deployment	Sep-14 to Nov-14	21	22	23	24	25	26	27	28	29	30
1.22	Healthcare Facility Upgrades	Oct-14 to Dec-14	22	23	24	25	26	27	28	29	30	31
1.23	Surveillance System Enhancement	Nov-14 to Jan-15	23	24	25	26	27	28	29	30	31	32
1.24	Healthcare Worker Training	Dec-14 to Feb-15	24	25	26	27	28	29	30	31	32	33
1.25	Public Health Campaign	Jan-15 to Mar-15	25	26	27	28	29	30	31	32	33	34
1.26	Vaccine Distribution	Feb-15 to Apr-15	26	27	28	29	30	31	32	33	34	35
1.27	Community Health Worker Deployment	Mar-15 to May-15	27	28	29	30	31	32	33	34	35	36
1.28	Healthcare Facility Upgrades	Apr-15 to Jun-15	28	29	30	31	32	33	34	35	36	37
1.29	Surveillance System Enhancement	May-15 to Jul-15	29	30	31	32	33	34	35	36	37	38
1.30	Healthcare Worker Training	Jun-15 to Aug-15	30	31	32	33	34	35	36	37	38	39
1.31	Public Health Campaign	Jul-15 to Sep-15	31	32	33	34	35	36	37	38	39	40
1.32	Vaccine Distribution	Aug-15 to Oct-15	32	33	34	35	36	37	38	39	40	41
1.33	Community Health Worker Deployment	Sep-15 to Nov-15	33	34	35	36	37	38	39	40	41	42
1.34	Healthcare Facility Upgrades	Oct-15 to Dec-15	34	35	36	37	38	39	40	41	42	43
1.35	Surveillance System Enhancement	Nov-15 to Jan-16	35	36	37	38	39	40	41	42	43	44
1.36	Healthcare Worker Training	Dec-15 to Feb-16	36	37	38	39	40	41	42	43	44	45
1.37	Public Health Campaign	Jan-16 to Mar-16	37	38	39	40	41	42	43	44	45	46
1.38	Vaccine Distribution	Feb-16 to Apr-16	38	39	40	41	42	43	44	45	46	47
1.39	Community Health Worker Deployment	Mar-16 to May-16	39	40	41	42	43	44	45	46	47	48
1.40	Healthcare Facility Upgrades	Apr-16 to Jun-16	40	41	42	43	44	45	46	47	48	49
1.41	Surveillance System Enhancement	May-16 to Jul-16	41	42	43	44	45	46	47	48	49	50
1.42	Healthcare Worker Training	Jun-16 to Aug-16	42	43	44	45	46	47	48	49	50	51
1.43	Public Health Campaign	Jul-16 to Sep-16	43	44	45	46	47	48	49	50	51	52
1.44	Vaccine Distribution	Aug-16 to Oct-16	44	45	46	47	48	49	50	51	52	53
1.45	Community Health Worker Deployment	Sep-16 to Nov-16	45	46	47	48	49	50	51	52	53	54
1.46	Healthcare Facility Upgrades	Oct-16 to Dec-16	46	47	48	49	50	51	52	53	54	55
1.47	Surveillance System Enhancement	Nov-16 to Jan-17	47	48	49	50	51	52	53	54	55	56
1.48	Healthcare Worker Training	Dec-16 to Feb-17	48	49	50	51	52	53	54	55	56	57
1.49	Public Health Campaign	Jan-17 to Mar-17	49	50	51	52	53	54	55	56	57	58
1.50	Vaccine Distribution	Feb-17 to Apr-17	50	51	52	53	54	55	56	57	58	59
1.51	Community Health Worker Deployment	Mar-17 to May-17	51	52	53	54	55	56	57	58	59	60
1.52	Healthcare Facility Upgrades	Apr-17 to Jun-17	52	53	54	55	56	57	58	59	60	61
1.53	Surveillance System Enhancement	May-17 to Jul-17	53	54	55	56	57	58	59	60	61	62
1.54	Healthcare Worker Training	Jun-17 to Aug-17	54	55	56	57	58	59	60	61	62	63
1.55	Public Health Campaign	Jul-17 to Sep-17	55	56	57	58	59	60	61	62	63	64
1.56	Vaccine Distribution	Aug-17 to Oct-17	56	57	58	59	60	61	62	63	64	65
1.57	Community Health Worker Deployment	Sep-17 to Nov-17	57	58	59	60	61	62	63	64	65	66
1.58	Healthcare Facility Upgrades	Oct-17 to Dec-17	58	59	60	61	62	63	64	65	66	67
1.59	Surveillance System Enhancement	Nov-17 to Jan-18	59	60	61	62	63	64	65	66	67	68
1.60	Healthcare Worker Training	Dec-17 to Feb-18	60	61	62	63	64	65	66	67	68	69
1.61	Public Health Campaign	Jan-18 to Mar-18	61	62	63	64	65	66	67	68	69	70
1.62	Vaccine Distribution	Feb-18 to Apr-18	62	63	64	65	66	67	68	69	70	71
1.63	Community Health Worker Deployment	Mar-18 to May-18	63	64	65	66	67	68	69	70	71	72
1.64	Healthcare Facility Upgrades	Apr-18 to Jun-18	64	65	66	67	68	69	70	71	72	73
1.65	Surveillance System Enhancement	May-18 to Jul-18	65	66	67	68	69	70	71	72	73	74
1.66	Healthcare Worker Training	Jun-18 to Aug-18	66	67	68	69	70	71	72	73	74	75
1.67	Public Health Campaign	Jul-18 to Sep-18	67	68	69	70	71	72	73	74	75	76
1.68	Vaccine Distribution	Aug-18 to Oct-18	68	69	70	71	72	73	74	75	76	77
1.69	Community Health Worker Deployment	Sep-18 to Nov-18	69	70	71	72	73	74	75	76	77	78
1.70	Healthcare Facility Upgrades	Oct-18 to Dec-18	70	71	72	73	74	75	76	77	78	79
1.71	Surveillance System Enhancement	Nov-18 to Jan-19	71	72	73	74	75	76	77	78	79	80
1.72	Healthcare Worker Training	Dec-18 to Feb-19	72	73	74	75	76	77	78	79	80	81
1.73	Public Health Campaign	Jan-19 to Mar-19	73	74	75	76	77	78	79	80	81	82
1.74	Vaccine Distribution	Feb-19 to Apr-19	74	75	76	77	78	79	80	81	82	83
1.75	Community Health Worker Deployment	Mar-19 to May-19	75	76	77	78	79	80	81	82	83	84
1.76	Healthcare Facility Upgrades	Apr-19 to Jun-19	76	77	78	79	80	81	82	83	84	85
1.77	Surveillance System Enhancement	May-19 to Jul-19	77	78	79	80	81	82	83	84	85	86
1.78	Healthcare Worker Training	Jun-19 to Aug-19	78	79	80	81	82	83	84	85	86	87
1.79	Public Health Campaign	Jul-19 to Sep-19	79	80	81	82	83	84	85	86	87	88
1.80	Vaccine Distribution	Aug-19 to Oct-19	80	81	82	83	84	85	86	87	88	89
1.81	Community Health Worker Deployment	Sep-19 to Nov-19	81	82	83	84	85	86	87	88	89	90
1.82	Healthcare Facility Upgrades	Oct-19 to Dec-19	82	83	84	85	86	87	88	89	90	91
1.83	Surveillance System Enhancement	Nov-19 to Jan-20	83	84	85	86	87	88	89	90	91	92
1.84	Healthcare Worker Training	Dec-19 to Feb-20	84	85	86	87	88	89	90	91	92	93
1.85	Public Health Campaign	Jan-20 to Mar-20	85	86	87	88	89	90	91	92	93	94
1.86	Vaccine Distribution	Feb-20 to Apr-20	86	87	88	89	90	91	92	93	94	95
1.87	Community Health Worker Deployment	Mar-20 to May-20	87	88	89	90	91	92	93	94	95	96
1.88	Healthcare Facility Upgrades	Apr-20 to Jun-20	88	89	90	91	92	93	94	95	96	97
1.89	Surveillance System Enhancement	May-20 to Jul-20	89	90	91	92	93	94	95	96	97	98
1.90	Healthcare Worker Training	Jun-20 to Aug-20	90	91	92	93	94	95	96	97	98	99
1.91	Public Health Campaign	Jul-20 to Sep-20	91	92	93	94	95	96	97	98	99	100
1.92	Vaccine Distribution	Aug-20 to Oct-20	92	93	94	95	96	97	98	99	100	101
1.93	Community Health Worker Deployment	Sep-20 to Nov-20	93	94	95	96	97	98	99	100	101	102
1.94	Healthcare Facility Upgrades	Oct-20 to Dec-20	94	95	96	97	98	99	100	101	102	103
1.95	Surveillance System Enhancement	Nov-20 to Jan-21	95	96	97	98	99	100	101	102	103	104
1.96	Healthcare Worker Training	Dec-20 to Feb-21	96	97	98	99	100	101	102	103	104	105
1.97	Public Health Campaign	Jan-21 to Mar-21	97	98	99	100	101	102	103	104	105	106
1.98	Vaccine Distribution	Feb-21 to Apr-21	98	99	100	101	102	103	104	105	106	107
1.99	Community Health Worker Deployment	Mar-21 to May-21	99	100	101	102	103	104	105	106	107	108
2.00	Healthcare Facility Upgrades	Apr-21 to Jun-21	100	101	102	103	104	105	106	107	108	109

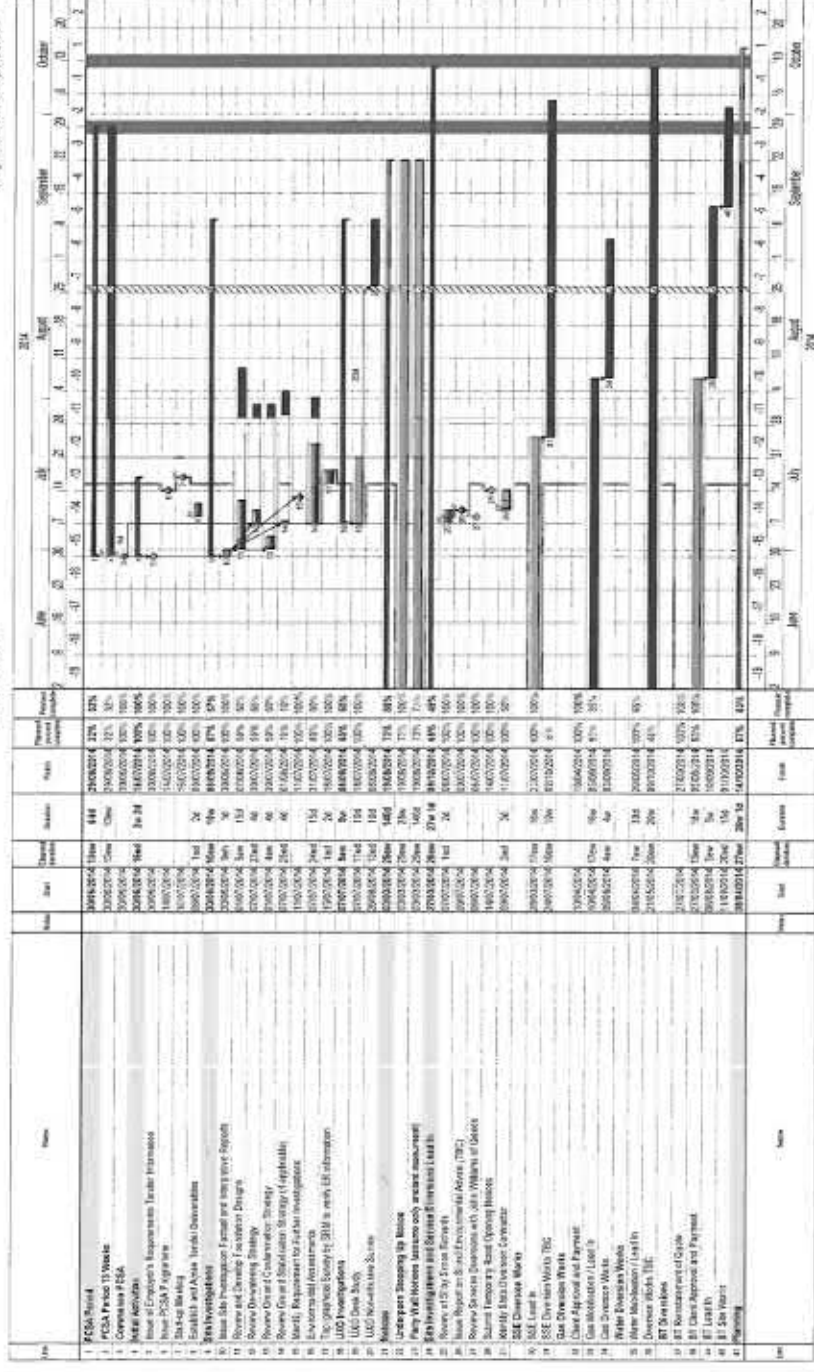
Appendix C

Summary Construction Scheme of Work

**Sir Robert
McALPINE**

Client: HANSEN
Printed: 01/05/2014

Revision No. 6
Programme No. WVG/PCSA/01



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Watermark, West Quay
PCSA Programme
For Discussion

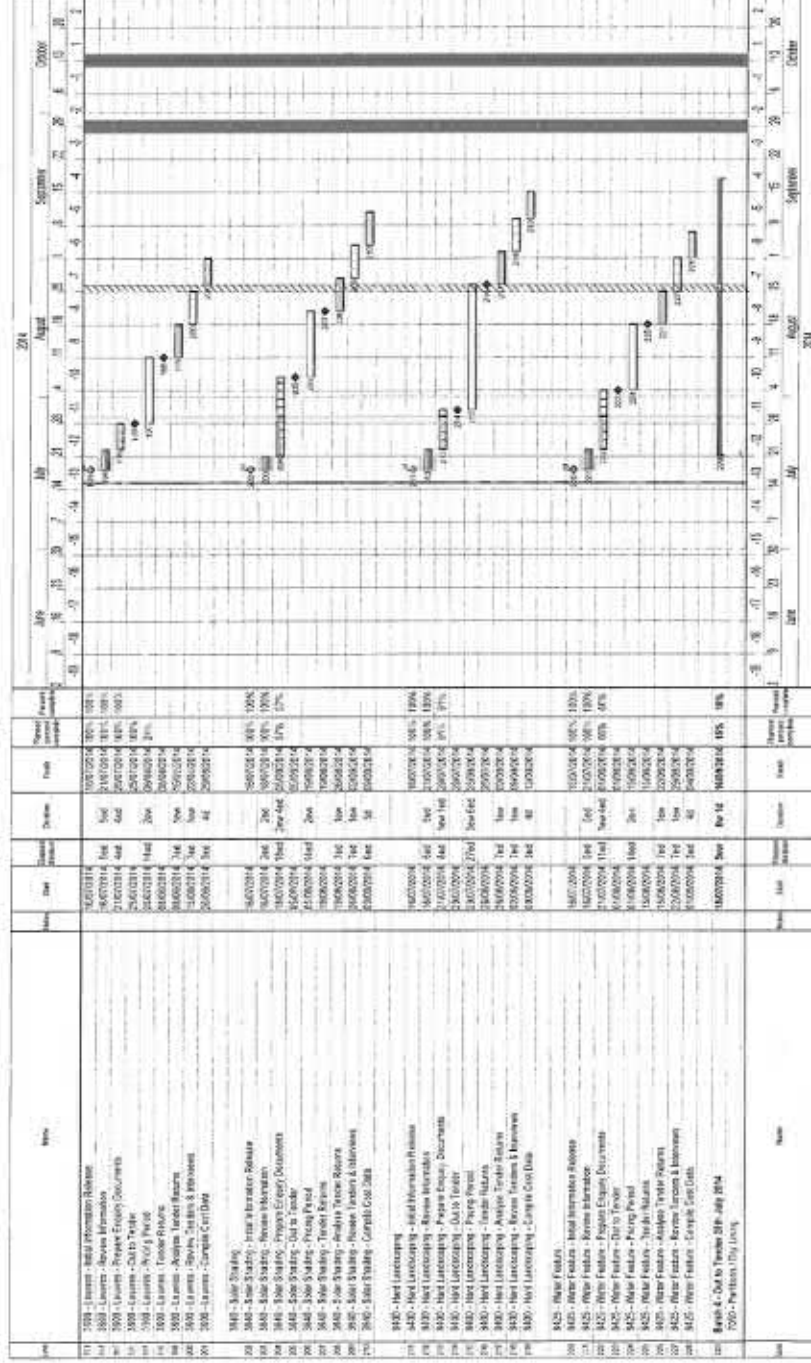
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Watermark, West Quay

PCSA Programme

For Discussion

Revision No. 6
Programme No. WQWPCSA001



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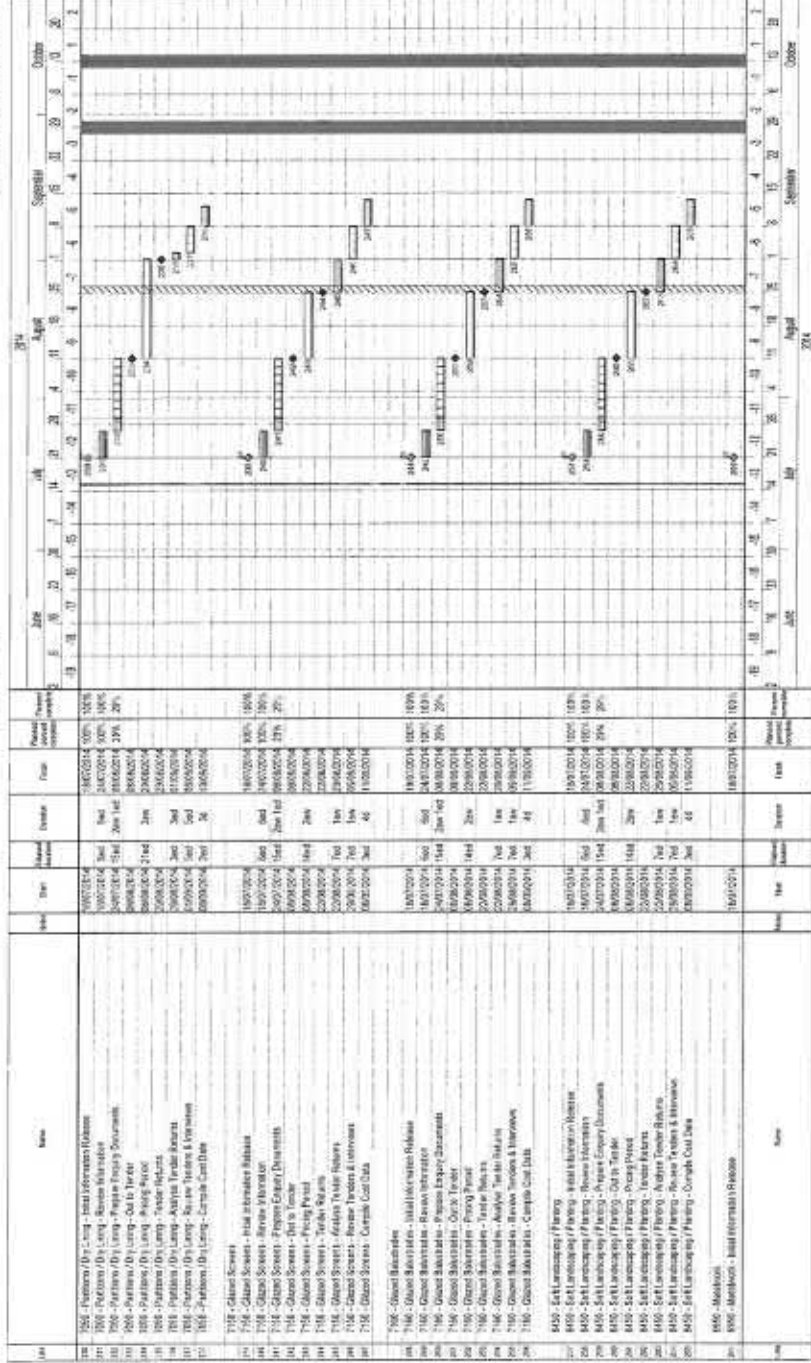
Drawn by: K Smith

Watermark, West Quay

PCSA Programme

For Discussion

Revision No. 6
Programme No. WQWPCSA001

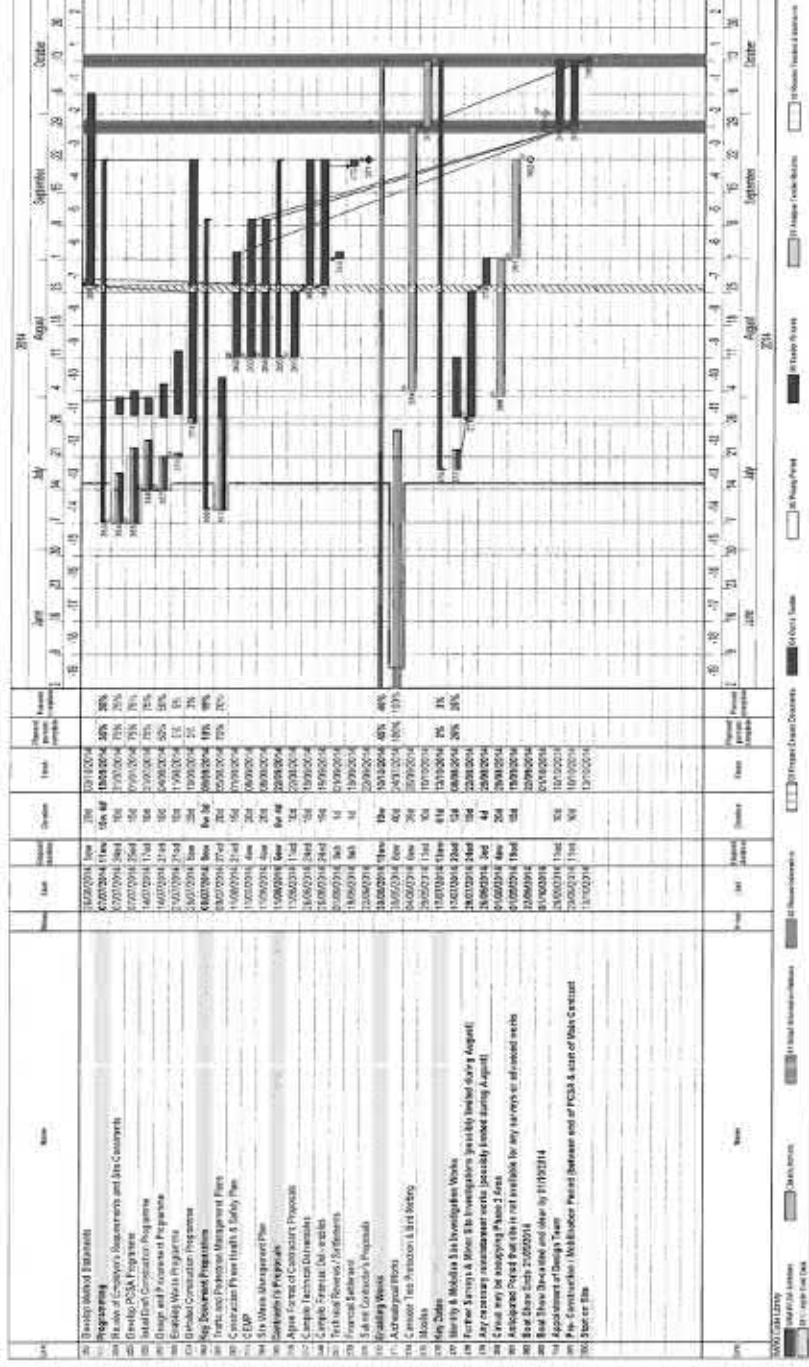


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Drawn by: K Smith

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Watermark, West Quay
PCSA Programme



Project Ref. C Occurrences and Selfing/Mating in My Documents/What Our Programmes PP Programmes 31, 7, 14, 50

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Appendix D – Employment and Skills Plan Quarterly Return

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Hammerson