

# ECOSYSTEMS OF LEARNING

A community and culture  
strategy specific to the  
Rotherhithe Holder Station  
driven by knowledge of the  
local area and context





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# INTRODUCTION



Both UP Projects and public works are passionate believers in engaging in a meaningful way with communities — allowing them to play an active part in the changes that take place in their neighbourhoods. For this reason, when UP Projects were appointed by Telford Homes and SGN Place to carry out an in-depth engagement process for their Rotherhithe Holder Station development, site in South London, public works felt like the natural collaborators to bring on board. As a team, we were tasked with engaging with a wide range of communities in order to inform them of the proposed development and work closely with them to formulate a proposal for the future community offer on site that could have a positive impact on the local area.

Our approach to engagement is underpinned by our belief in sustainable regeneration models that should include the five capitals framework: human capital, social capital, natural capital, cultural capital and financial capital (please see page 10 and 11 for further details). This is also a model that supports holistic community wealth building, meaning that wealth is channelled directly back into the local economy and local people. In order to make a functioning, sustainable development that people want to be a part of, we believe you should not ignore the human, the social, the natural and the cultural capitals. To focus purely on the financial can no longer be best practice for regenerative sustainable development.

In this community and culture strategy we outline our engagement approach and process including the people we met and the activities we ran. We present our findings and resulting proposals and recommendations for how this site can support the five forms of capital in a holistic “ecosystem” and by doing so become a positive place for people to live in and engage with.

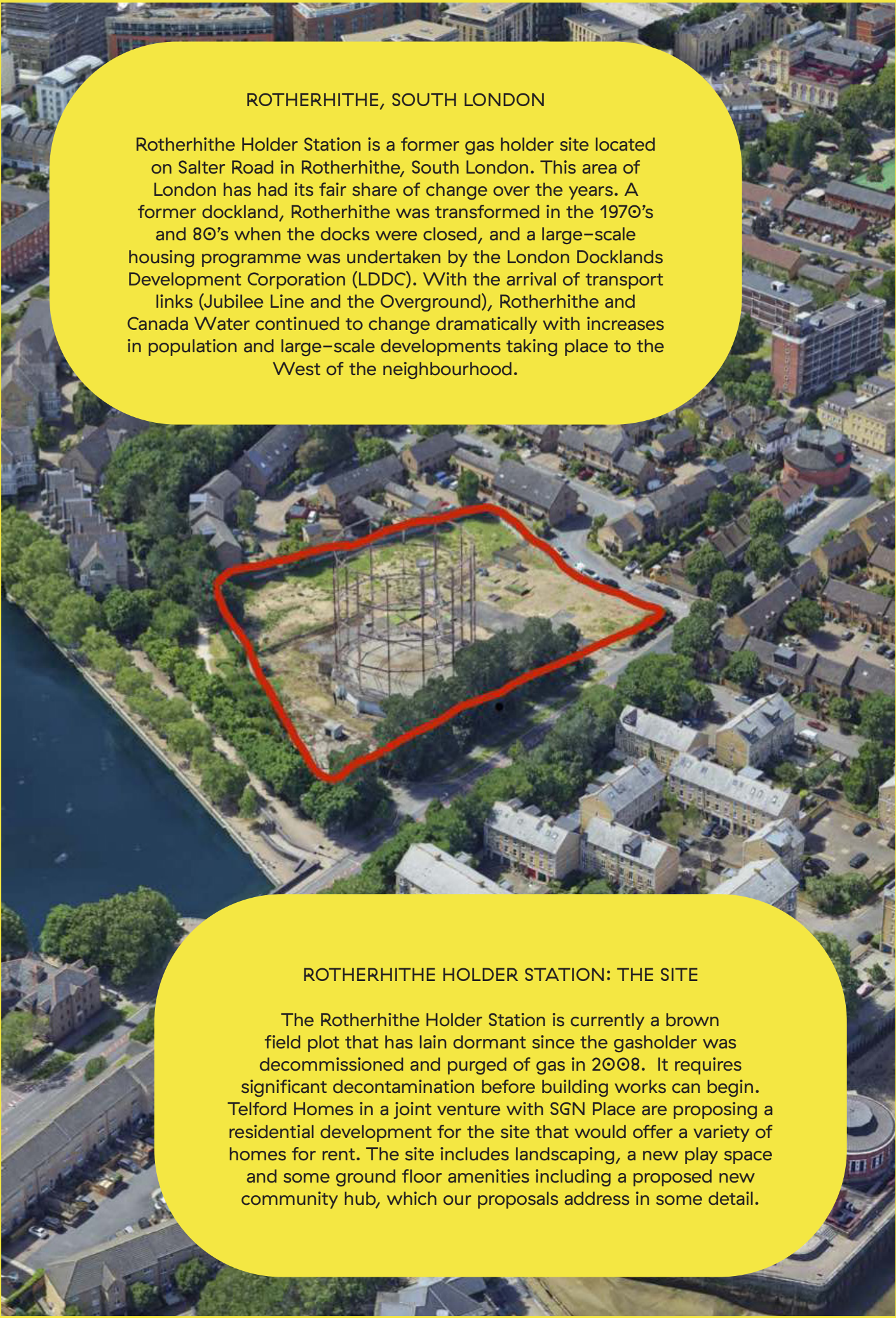
## THE TEAM

### UP Projects

Emma Underhill, Director  
Moirá Lascelles, Deputy Director  
Justine Boussard, Project Manager  
Jack Newbury, Project Assistant

### public works

Torange Khonsari, Director  
Carlotta Novella, Architect  
Jessica Buckle, Assistant



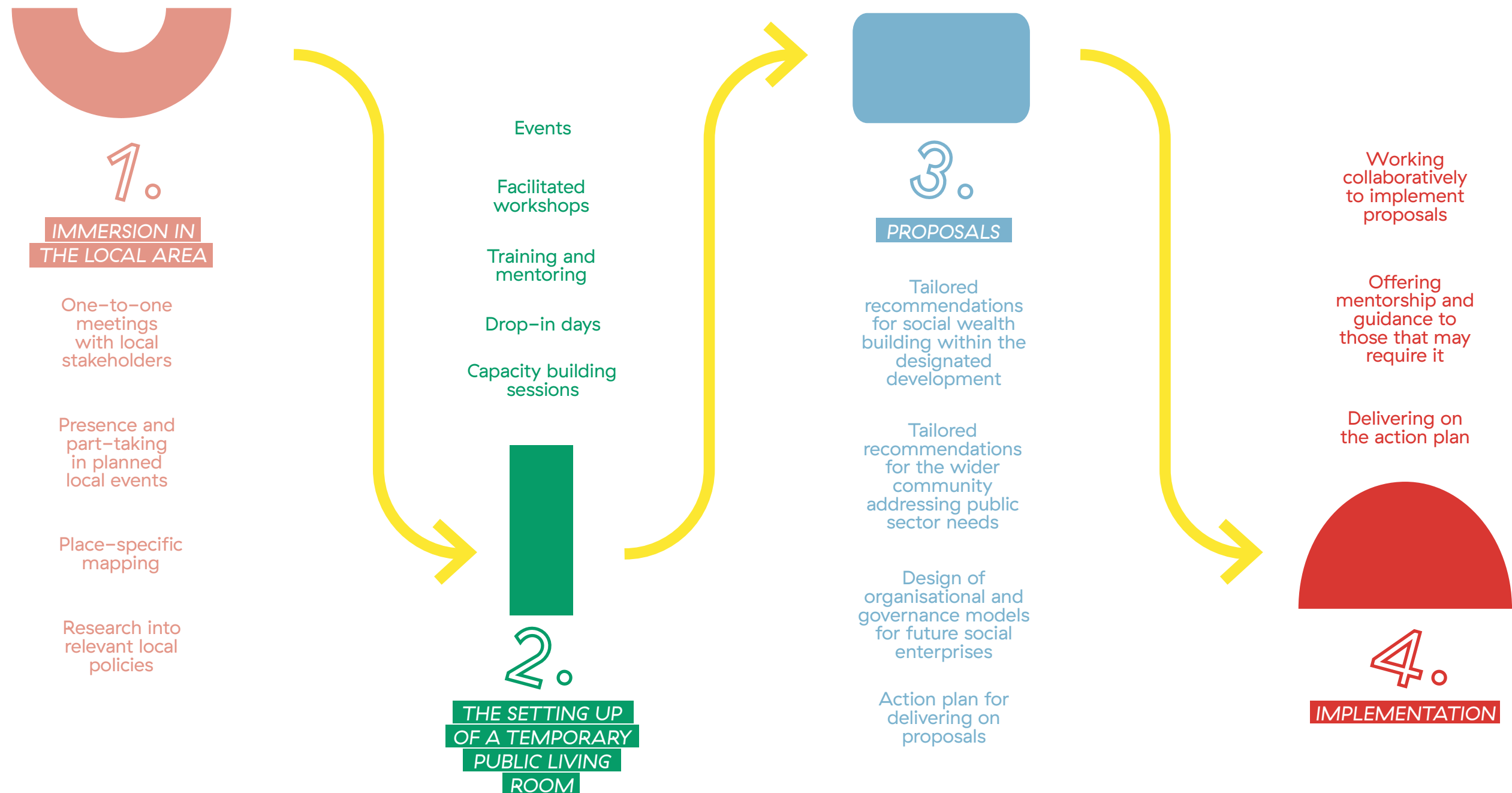
### ROTHERHITHE, SOUTH LONDON

Rotherhithe Holder Station is a former gas holder site located on Salter Road in Rotherhithe, South London. This area of London has had its fair share of change over the years. A former dockland, Rotherhithe was transformed in the 1970's and 80's when the docks were closed, and a large-scale housing programme was undertaken by the London Docklands Development Corporation (LDDC). With the arrival of transport links (Jubilee Line and the Overground), Rotherhithe and Canada Water continued to change dramatically with increases in population and large-scale developments taking place to the West of the neighbourhood.

### ROTHERHITHE HOLDER STATION: THE SITE

The Rotherhithe Holder Station is currently a brown field plot that has lain dormant since the gasholder was decommissioned and purged of gas in 2008. It requires significant decontamination before building works can begin. Telford Homes in a joint venture with SGN Place are proposing a residential development for the site that would offer a variety of homes for rent. The site includes landscaping, a new play space and some ground floor amenities including a proposed new community hub, which our proposals address in some detail.

# OUR 4 STEP METHODOLOGY





OUR PROJECT IN NUMBERS

© 8



months of in-depth engagement



ONE-TO-ONE MEETINGS WITH COMMUNITY LEADERS

© 1 architectural walk with local people and the design team



public design discussions about the evolving design proposals

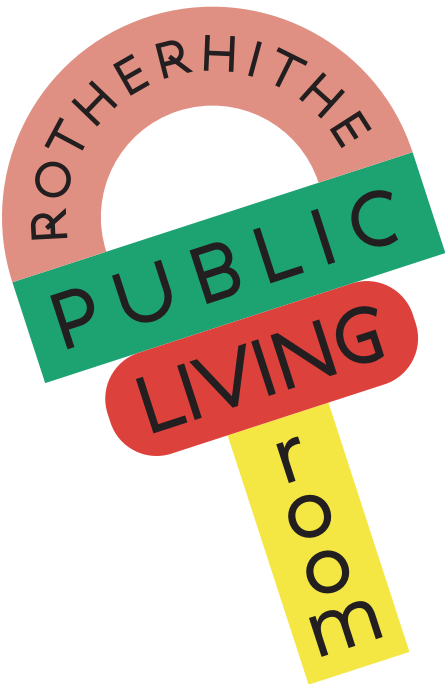
© 1 locally routed proposal for the on site community space



children and young people engaged



public facing sessions held



forms of capital nurtured



VISITORS OVER 2 MONTHS

© 1 informed community and culture strategy produced

© 1 Rotherhithe Public Living Room – an on-site space dedicated to engagement



# THE FIVE FORMS OF CAPITAL AND WHAT WE DID TO SUPPORT THEM

①©



↓  
Cultural assets, heritage,  
traditions and cultural  
identities

- An artist-led engagement framework delivered by UP Projects with public works that aimed to widen participation in culture and increase understanding of its role in the community through workshops and events
- Supporting existing youth organisation Bizzie Bodies to expand its age range to 12–18 years and invite its director to access a master's degree course to develop her skills and increase Bizzie Bodies's credibility with funders and institutions
- Supporting a new café and mental health organisation, Two Mindful Bees, to develop
- Supporting local club, the Nellies
- Supporting a local artist to initiate a new community engaged art project on the Canada Water Estate
- Embedding an artist-led play space into future proposals for the site



↓  
The skills and knowledge  
of local residents and  
community members

- One-to-one meetings with key stakeholders
- Informal conversations at drop-in sessions with local residents
- Making workshops for children and adults
- Workshops on fundraising, social value and capacity building for local community projects



↓  
Local ecosystems and how they  
link to the wider ecology and  
climate of the neighbourhood,  
the city and beyond

- Meeting with key local people involved in ecology, relaying its importance in the social, cultural and economic fabric of Rotherhithe to the wider project team
- Facilitating meetings between landscape architects and representatives of key nature reserves and ecological organisations
- Envisaging how local people involved with ecology could adopt an advisory role
- Looking at ways our community proposal could link to and support local partners such as Surrey Docks Farm



↓  
The individuals, informal groups  
and formal organisations that  
can maintain and nurture other  
forms of capital.

- Mapping out wealth and scarcity in the area with residents so as to understand the short and long-term needs and wants of the community and communicate them to the wider development team
- Finding commonalities in the communities' red lines and informing the development team
- Creating new connections locally between neighbours, as well as encouraging new collaborations between local organisations and residents
- Finding fledgling organisations/people who needed support to expand or start up



↓  
The necessary resources to  
implement the other forms  
of capital

- Nurturing local businesses with fundraising support and advice
- Prioritising local community groups and building a robust governance
- Creating an action plan to inform our long-term proposals for the community space on site



# OUR PROCESS

①②

We devised a three-stage approach to engagement in Rotherhithe that allowed us to get to know the area, build relationships and trust and develop proposals based on local knowledge. Below we describe our three-step approach in a little more detail.

## ① IMMERSION IN THE LOCAL AREA

*One-to-one meetings + workshops at local events + mapping + architecture walk*

Throughout June and July 2019, we undertook a series of one-to-one meetings with key stakeholders in Rotherhithe in order to begin to understand the local landscape and people's key concerns. We heard more about the existing community offer in the area, identifying where there may be a deficiency in provision and/or where there may be appetite for provision. We also held a series of workshops at public events (the Time & Talents Summer Party and the Rotherhithe Festival) and hosted a walk with the architects (GRID) and landscape architects (fabrik) around the site in order to allow a small group of local residents and representatives from community organisations to express what they liked about the local vernacular. Please refer to page 43 for the full list of stakeholders engaged in this phase of the project.

## ② THE ROTHERHITHE PUBLIC LIVING ROOM

*Drop-in days + design discussions + training + capacity building*

From October to early December 2019, UP Projects and public works opened a temporary on-site space called the Rotherhithe Public Living Room that was open four days a week (Tuesday, Wednesday and Thursday afternoons and Sundays) for people to come and hear more about the proposed development and be involved with shaping ideas for the future community provision on site. We held a series of events during this time including design discussions, drop-in sessions, workshops for local school children and capacity building workshops (please see page 16 for programme highlights). 325 people visited the Rotherhithe Public Living Room during the period it was open.

## ③ PROPOSALS AND ACTION PLAN

*Ecosystems of learning report + support of local enterprises + further capacity building*

This report is the result of our findings and recommendations for the development itself and how it relates to the wider social and cultural context of Rotherhithe. We saw this project as an opportunity to put forward proactive suggestions for community wealth building. Community wealth building builds on local talents, capacities and institutions, to strengthen and create locally owned family and community businesses. We have also created two "action plans" (see pages 36 and 40) for how these ideas could be turned into reality and what steps they would require.



↑ Rotherhithe wallpaper workshop at Times & Talent Summer Party, July 2019. Photography by Justine Boussard.



↑ Public launch at the Rotherhithe Public Living Room, October 2019. Photography by Monika Szolle.



# ENGAGEMENT PROCESS – RPLR

## Phase 1

Research and Listening  
(June – August 2019)

## Phase 2

The Rotherhithe Public  
Living Room  
(October–December 2019)

## Phase 3

Outputs and  
Recommendations  
(January – March 2020)

### MEETING LOCAL STAKEHOLDERS



One-to-one meetings with key stakeholders in Rotherhithe in order to begin to understand the local landscape and people's key concerns

### WALK WITH ARCHITECTS



A guided walk with project architects, GRID, project landscape architects fabrik & a small group of residents to identify local vernacular

### DROP-IN DAYS & OPEN DAYS



Launch of Rotherhithe Public Living Room, a temporary on site space for engagement. RPLR hosted 325 local people through events & workshops

### HOLDER STATION DESIGN SESSIONS



Meetings hosted by GRID architects and fabrik landscape architects to update the local community on the emerging design proposals for the site

### ROTHERHITHE WALLPAPER



Developing a wallpaper collecting thoughts, feelings, memories and suggestions about Rotherhithe and the gasholder development

### ENSURING A LEGACY



Developing a governance model and business case for an on-site community provision, with local partners Bizzie Bodies & Two Mindful Bees

### RESEARCH & LOCAL LEARNING



Mapping of the existing community offer in the area, identifying where there maybe a deficiency in/appetite for a community provision

### WORKSHOP AT PUBLIC EVENTS



Delivering workshops at public events (The Time & Talents Summer Party and the Rotherhithe Festival) to begin to get to know the community

### MAPPING ROTHERHITHE



Mapping of social and cultural wealth in Rotherhithe, through a large map of the area where visitors were able to mark local networks and flows

### CAFE OF LOST & FOUND MEMORIES



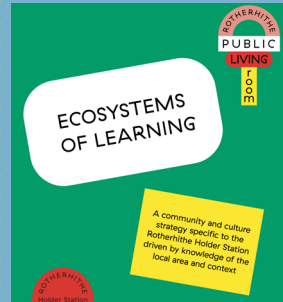
A temporary Sunday café inside the living room served a weekly recipe inspired by the local community, celebrating its roots & rich history

### EVENTS AND WORKSHOPS



Running workshops and other events to develop ideas for a youth-focused provision, together with local community providers and groups

### COMMUNITY STRATEGY



The development of a community & culture strategy outlining key principles and recommendations to inform the development of the site.



## PROGRAMME HIGHLIGHTS

①⑥

From October to December 2019, the Rotherhithe Public Living Room became a hub for community engagement. We hosted 33 public sessions in the space including design discussions with the site architects, creative workshops with local children, capacity building and mapping sessions as well as informal drop-in days where people could just come and talk to us to hear more about the proposed development plans. All activities were free and open to all. On the following pages you get a flavour of the events we held.



↑ Wallpaper workshop with Rotherhithe Primary School, November 2019. Photography by Monika Szolle.



↑ Design discussion with GRID architects and fabrik landscape architects, October 2019. Photography by Monika Szolle.



PROGRAMME HIGHLIGHTS

①⑧



↑ Planter workshop with Global Generation Paper Garden youth group, November 2019. Photography by Moninka Szolle.



↑ Public launch at the Rotherhithe Public Living Room, October 2019. Photography by Monika Szolle.



↑ Tasting Albion event, December 2019. Photography by Monika Szolle.



↑ Remedial works session with Waterman, Telford Homes and SGN Place, December 2019. Photography by Moninka Szolle.



↑ Flower workshop with Debbie Western at Tasting Albion event, December 2019. Photography by Monika Szolle.



Through the many conversations we held with local people, organisations and residents we began to get a strong picture of community concerns both at a wider neighbourhood level as well as those directed towards the development itself.

#### → PROUD OF LOCAL HISTORY AND HERITAGE

Local history and heritage were something that people talked about and referenced a lot, in particular the relationship to this being a working area with the docks. People made reference to the lack of a local museum or archive to tell Rotherhithe's story. Residents are proud of the area, its village-like and strong community feel.

#### → STRONG AFFINITY TO NATURE AND ECOLOGY

Nature and ecology are strong assets in the area. People are adamant that ecology should be central to the development with wildlife and flora protected and enhanced as much as possible. There was also strong support for sustainable development and creative ideas of how the architecture could address issues relating to air quality and pollution.

#### → NEED FOR MORE YOUTH PROVISION

Though community activity in the area is strong, one key sector that was identified as not being properly catered for by all organisations engaged with was young people aged 12 to 18. It was felt that this age group required more targeted programmes that focused on skills and training, especially in relation to the digital.

#### → JOBS AND EMPLOYMENT

New jobs and employment in the local area in particular for young local people was often raised as something that is needed and would be welcomed.

These findings have directly influenced our proposals for community wealth building in the future.

Many of these concerns tally with the findings in Southwark Council's Canada Water Area Action Plan (see policy check list on page 42).

#### → FEARS OF GENTRIFICATION AND LACK OF AFFORDABLE HOUSING OFFER

Many people were concerned that they and their children are not able to afford the new homes that are being built in the area and that this is generating a divide between old and new residents. Most of the people we talked to were not against development, however, their main concern was about the limited amount of housing that would be offered at genuinely affordable/ social rates.

#### → LACK OF IMMEDIATE AMENITIES

Though community provision is strong in the wider area, amenities in the immediate vicinity of the site are low. Albion Street is the nearest high street that provides some key local facilities though many people raised the desire to see more local gathering spaces such as cafes.

#### → STRAIN ON LOCAL TRANSPORT AND SERVICES

There were strong concerns raised relating to the effects that a new influx of people will have on local services and transportation which people feel is already at capacity. People were particularly concerned about the level of congestion at Canada Water station and the strain on local GP surgeries and schools.

#### → CONCERNS RELATING TO HEIGHT AND DENSITY

People are proud of and enjoy the suburban feel of Rotherhithe and are wary of any development that does not respect or respond to this context. Buildings of excessive height are in the large part opposed to by the community.



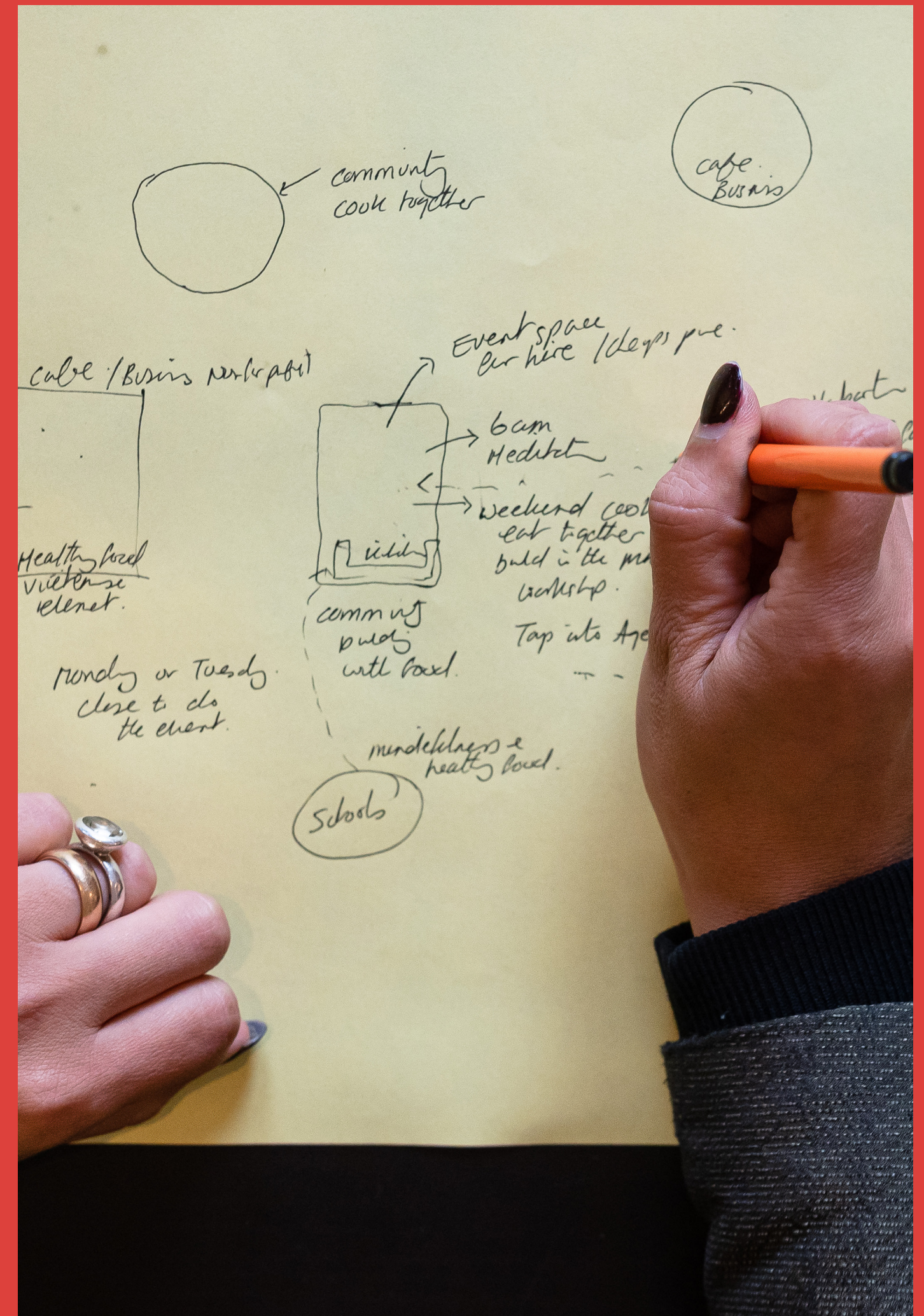
## OUR RESPONSE

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Ecosystems of Learning is a community and culture strategy specific to the Rotherhithe Holder Station driven directly by knowledge of the local area and context. Having listened to and engaged with local people over a nine-month period we have developed a holistic approach to the site.

It is called Ecosystems of Learning as this project has been a two-way learning process between us and residents. As we learnt about intricate details of this community, their needs, concerns, issues and wishes, we looked to offer knowledge and capacity building in return. Therefore, we ran workshops which included topics such as fundraising, social value evaluation, social impact analysis and social enterprise development. We also hosted more hands-on activities such as planter making for younger audiences and flower arranging together with older members of the community. Wherever possible, we invited local organisations to co-deliver the activities.

We believe that if each element of this proposed new development – architectural design, public space and community provision – can speak to each other, learn from what residents have told us and promote learning of its own there is potential to create a new addition to the neighbourhood that takes care and addresses the five forms of capital that we believe go towards making functioning and prosperous places.



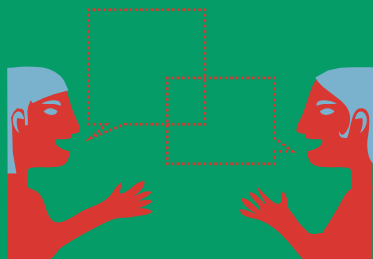
↑ Working diagram relating to the Ecosystems of Learning approach. Photography by Monika Szolle.



# ECOSYSTEMS OF LEARNING

## DIALOGIC LEARNING

Learning through DIALOGUE



Two-way learning

Facilitating dialogue through:

- ~ meetings
- ~ drop-in days
- ~ design discussions



## EPISODIC & INCIDENTAL LEARNING

Learning through EVENTS



Group learning

Knowledge-share through:

- ~ design/ecology consultation events
- ~ opening/closing events
- ~ residents informing other residents
- ~ experts informing residents



## OBSERVATIONAL LEARNING

Learning through OBSERVING THE BEHAVIOUR OF OTHERS



Group learning

Creating occasions for observational learning through:

- ~ planter making workshop
- ~ flower arranging workshop
- ~ wallpaper workshop



## ACTIVE & INSTRUCTIONAL LEARNING

Learning through ACTION OR DIRECTIVES



One-to-one learning

Teaching and training through:

- ~ one-to-one lecture-based classes
- ~ informal training
- ~ planning future learning through formal educational channels

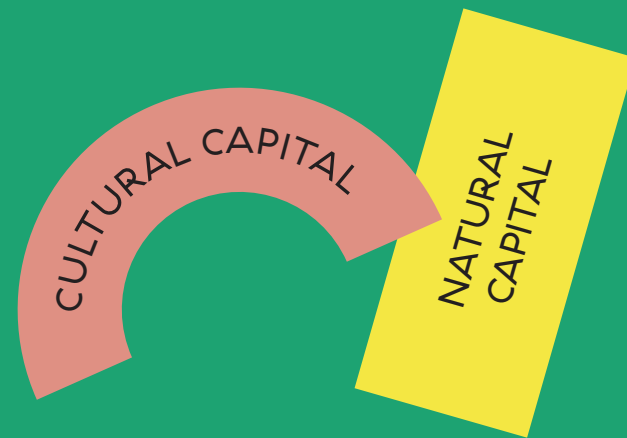


# RECOMMENDATION 1:

## Raise the ambition for green design

②⑥

②⑦



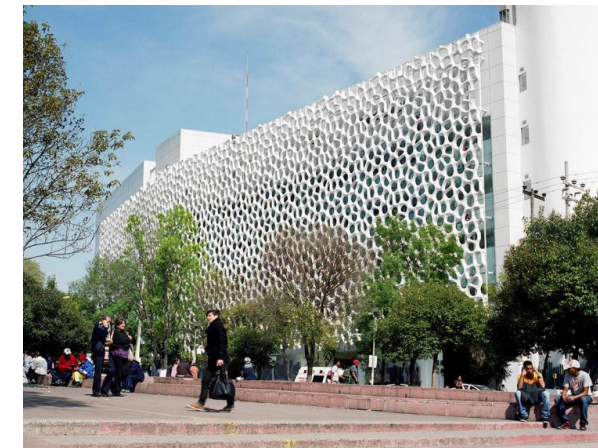
Local people are particularly passionate about respecting ecology and being mindful of sustainable practices. We therefore believe the proposed designs and landscape proposals should embrace this and integrate innovative sustainable solutions and regenerative design principles. Some suggestions of how this could be done are listed below. Please note this is by no means an exhaustive list.

### ARCHITECTURE

- Embed habitats for biodiversity within the built environment (green walls, publicly accessible roof gardens, balconies with integrated planters)
- Consider the use of innovative carbon-negative materials
- Provide state of the art green energy in the proposed buildings
- Analyse and look to keep the development's embedded and operational carbon footprint down
- Employ sustainable construction techniques and materials

### LANDSCAPE

- Include an artist-led playspace that takes inspiration from local heroes such as Ada Salter
- Consider the wider Rotherhithe ecosystem when designing the planting scheme, working with local partners to ensure a joined-up approach
- Provide for a variety of animal habitats across the development
- Consider food growing across the site, allowing spaces for residents to grow their own and integrating a community garden into the community space offer on site



#### ↑ INNOVATIVE MATERIALS

Berlin-based designers and manufacturers Elegant Embellishments produce carbon negative materials for the built environment. Prosolve370e is a decorative architectural module that effectively reduces air pollution in cities by neutralising air pollutants. Their Made of Air biochar-based tiles are made of 90% atmospheric carbon, turning pollution into a sustainable alternative material for construction.



#### ↑ GREEN LIVING WALLS

Green living walls are vertical structures housing various plants and greenery. They offer numerous benefits including improving air quality, reducing noise and acting as a rainwater buffer. Their positive impact on health and wellbeing is also well documented, with studies demonstrating their contribution to increasing social cohesion and reducing anti-social behavior.



#### ↑ PLAYSACE INSPIRED BY ADA SALTER

Ada Salter (1866–1942) is a key figure in Rotherhithe's local history. One of the first women councillors and women mayors in London, she advocated that "the cultivation of flowers and trees is a civic duty". A social reformer and keen environmentalist, she launched the Beautification Committee which radically transformed her constituency of Bermondsey and Rotherhithe, planting some 9,000 trees and 60,000 plants in the space of a decade.



#### ↑ INTEGRATED ANIMAL HABITATS

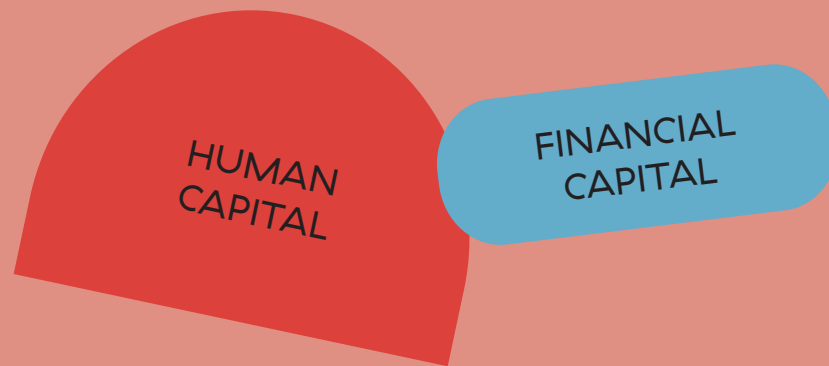
The Spontaneous City is a sculptural installation drawing on the ecology and biodiversity of two sites on opposite sides of London, commissioned by UP Projects. Artists, London Fieldworks developed a sculptural 'habitat' that contributes to the lifecycle of birds, providing spaces for shelter, nesting and feeding. It also offers habitats for bug life.



## RECOMMENDATION 2:

### Embed Skills and training within the development

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Skills and training can be embedded within the development, offering employment opportunities for local young people during the construction process as well as once the site is completed.

- Embed local apprenticeship opportunities within the construction process
- Work with British Land who are leading the neighbouring development in Canada Water, to try and employ apprentices from their scheme to work on the Salter Road scheme
- Employ local paid interns within Telford Homes and SGN Place's delivery teams
- Inscribe a focus on youth skills and training of local young people at the heart of the community space offer



↑ GOOD PEOPLE  
Good People is an online platform that looks at connecting people with jobs in their local area. Through discussions with British Land it has been suggested that a bespoke site could be created for the Rotherhithe area to help match people with construction-related jobs within the area in light of the extensive development works taking place. This is an initiative that would require funding from multiple development partners but could be an interesting model to pursue.

## RECOMMENDATION 3:

### Support a meaningful onsite community provision

②⑨



The following criteria should guide the future use of the community provision on site. These principles are based on what we have learnt from local people and can be used as a brief for selecting providers.

①

**ENCOURAGE COLLABORATION:**  
A space run by one or several organisations actively seeking collaborations with other local community providers.

②

**FOSTERING INTERGENERATIONAL LINKS BUT WITH A STRONG FOCUS ON YOUNG PEOPLE:** Priority should be given to providers that focus on young people and youth provision in particular for the age range 12–18. Preference should be given to providers who build in opportunities to nurture intergenerational links.

③

**PROMOTE WELLBEING:**  
A public facing offer bringing people together through a programme that promotes wellbeing, health and fights against social isolation.



# PRIMARY PROPOSAL (A): A COLLABORATIVE COMMUNITY HUB

③ ③

Based on these guiding principles, our vision for the onsite community space consists of a collaborative community hub comprising of:

①

A public facing café run by Two Mindful Bees, focusing on wellbeing and healthy eating

②

A youth-orientated tech maker space run by local organisation Bizzie Bodies

③

A workshop space that can be used by the local group The Nellie's

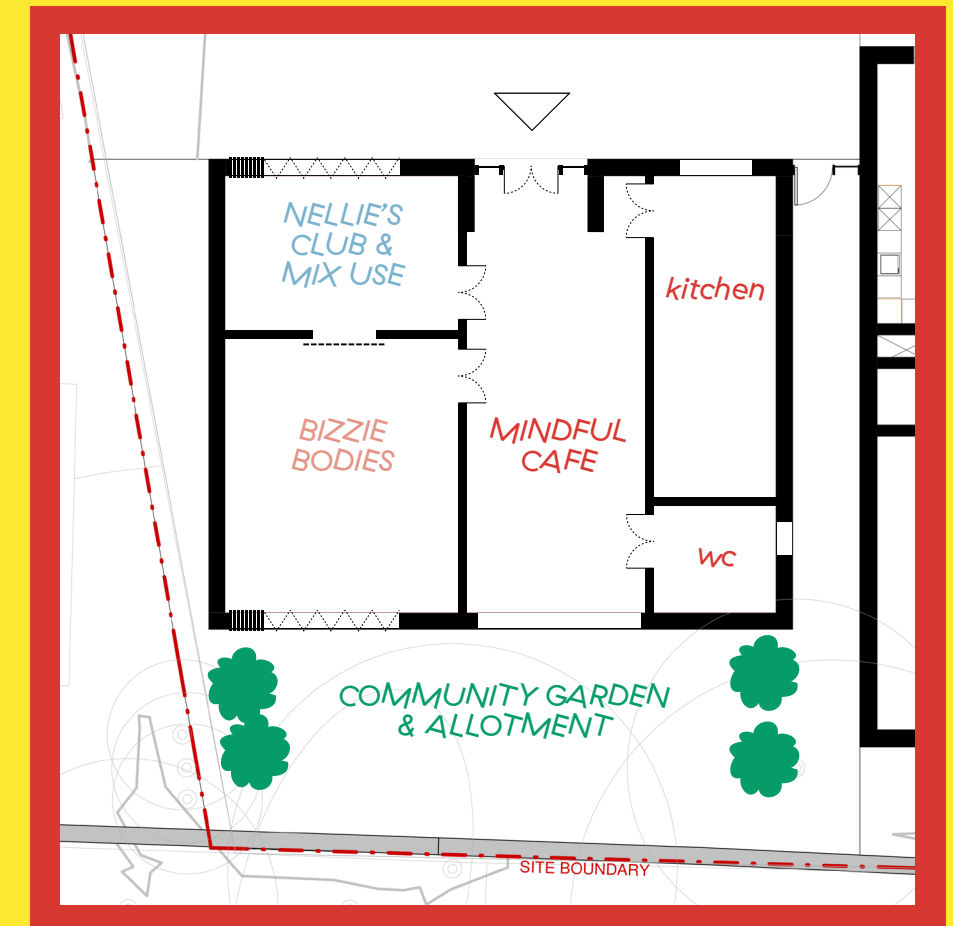
④

A communal hall to cater for varying groups within the community and build intergenerational links

# COMMUNITY PROVISION

## Space Organisation

The proposed spatial arrangement for the new community provision is organised to nurture collaboration and facilitate programme flexibility. The Mindful Café is at the heart of the space, providing a restful space, healthy food and mindful practices for the general public, the local residents and the other onsite community provision users. The other key spaces are a small communal hall and a collaborative community hub (opening onto the communal garden) facilitating intergenerational and cultural links between programmes which cater for specific age bracket: e.g Bizzie Bodies programme for the age range 12-18 and the Nellie's Club activities for the local over-60 community. A small garden at the back supports the onsite programmes and is organised around a small community allotment.



### NELLIE'S CLUB & MIX USE

Near the entrance we find a small communal hall open to the outside. The space is catering for multiple groups within the community, including the Nellie's Club. This space is designed to open up to the Bizzie Bodies space, facilitating intergenerational links. The sharing of space is facilitated by a flexible wall system.



### MINDFUL CAFE

The café space is designed to be flexible and adaptable to different uses. The activities promoted by the café will focus on mindfulness, wellbeing and healthy eating. The café will include flexible furniture which can be easily re-arranged, together with natural colours and simple materials.



### BIZZIE BODIES

The Bizzie Bodies space will be designed as a tech maker space, ideal to accommodate a multitude of activities from workshops, to classes, to small exhibitions. The space will be functional and flexible, easy to re-arrange for smaller or larger group of users. An intergenerational link is facilitated through the rearrangement of flexible walls.



### COMMUNITY GARDEN

A shared community garden at the back provides a multifunctional outdoor area for both the café customers and the different organisations delivering programmes on site. A small community allotment provides a good meeting and sharing platform for local residents and onsite users. The food waste from the cafe is reused as compost.





# PROPOSED PARTNERS

③②

## ABOUT BIZZIE BODIES

Bizzie Bodies is a CIC that works with children and young adults who would otherwise have minimal access to digital technology and creative learning outside of their school education. The organisation aims to facilitate social inclusion in a multi-cultural society through participative visual arts and digital tech.

[www.bizziebodies.co.uk](http://www.bizziebodies.co.uk)

## ABOUT TWO MINDFUL BEES

Two Mindful Bees is a practising mindfulness cafe. They offer a holistic approach caring for both mind and body – reconnecting to nature, family, our community and ourselves. They believe everyone deserves to live a full and healthy life and want to offer an accessible opportunity for people to do this through a Mindfulness Cafe that focuses on well-being, eating healthily, connecting with your community and making time for self-care.

[www.twomindfulbees.com](http://www.twomindfulbees.com)

## ABOUT THE NELLIE'S CLUB

The Nellie's club is an elderly organisation that supports residents in Rotherhithe to have social events and outings. However, this process is raising their ambition to go beyond that into more impactful collaborative programs. The club is run by Debbie Western, who runs Debbie Western Flowers on Albion Street.



↑ The Nellie's Club at the Rotherhithe Public Living Room. Photography by Moninka Szolle.



↑ Two Mindful Bees carry out a mindful workshop at the Rotherhithe Public Living Room. Photography by Monika Szolle.



↑ Music workshop for young people by Bizzie Bees. Photography courtesy of Bizzie Bees.



## MAKING OUR PROPOSAL A REALITY — COMMUNITY WEALTH BUILDING

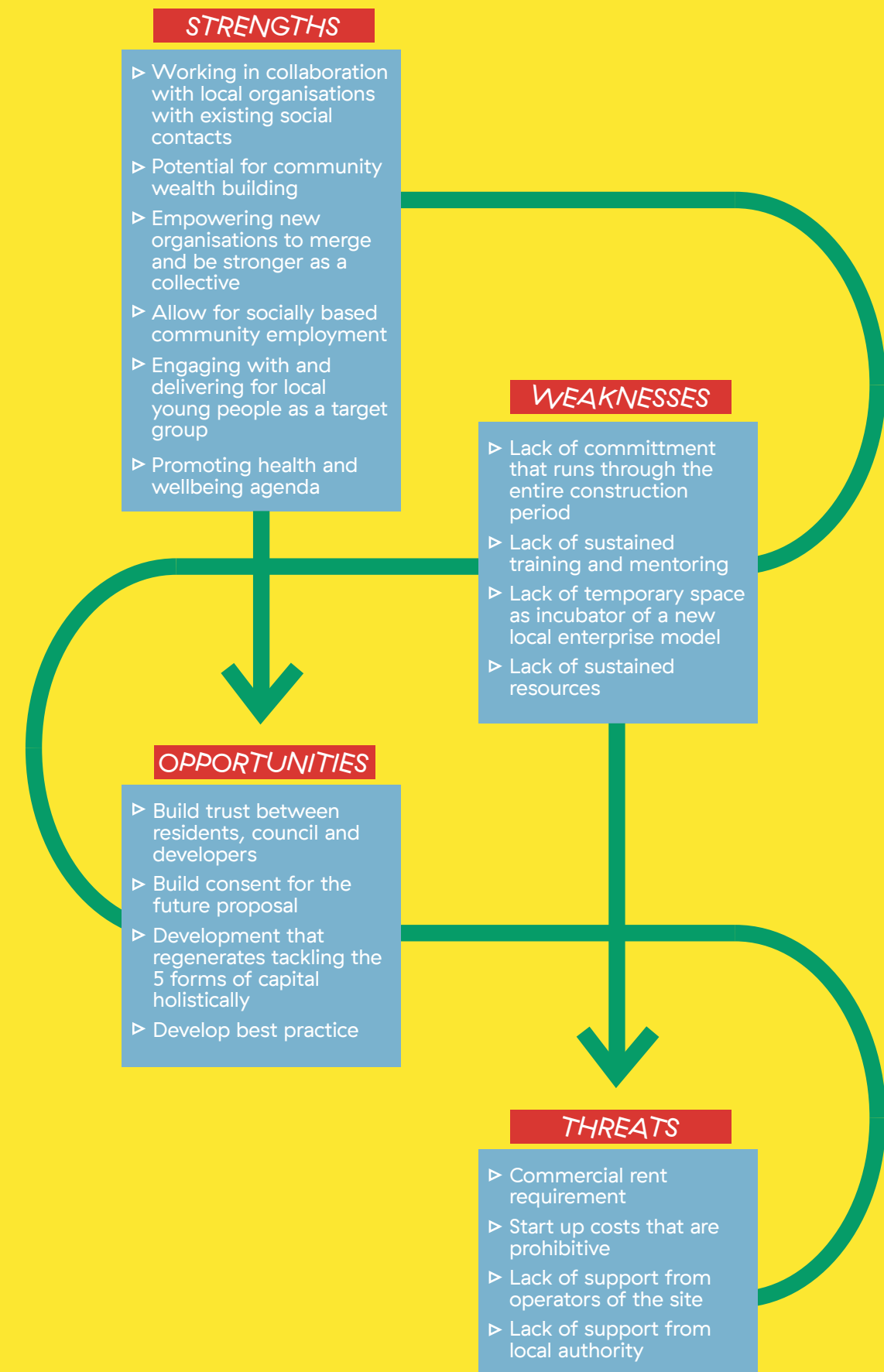
③④

We recognise that there are significant challenges facing our primary proposal for the community space (see SWOT diagram on facing page for more information). The time it will take to build the development coupled with the risks associated with establishing a new cooperative model are but a few of the obstacles that we face. Therefore, we are proposing a staged approach to deliver on our proposals that involves testing our ideas out in the interim in an appropriate local temporary space (see diagram on page 36–37).

To date we have identified two potential spaces that would be viable as a testing ground. The first is a space owned by Clarion Housing who are currently looking for proposals for a 5-year period in a space in Rotherhithe. Our consortium led by Bizzie Bodies and supported by public works has now applied for this opportunity. A second opportunity has been identified nearby the site on Albion Street where a new meanwhile project with a 10-year leasehold will be established later this year through a joint venture between Meanwhile Space and Southwark Council. This space also has potential to act as a test bed for our proposed collaborators.

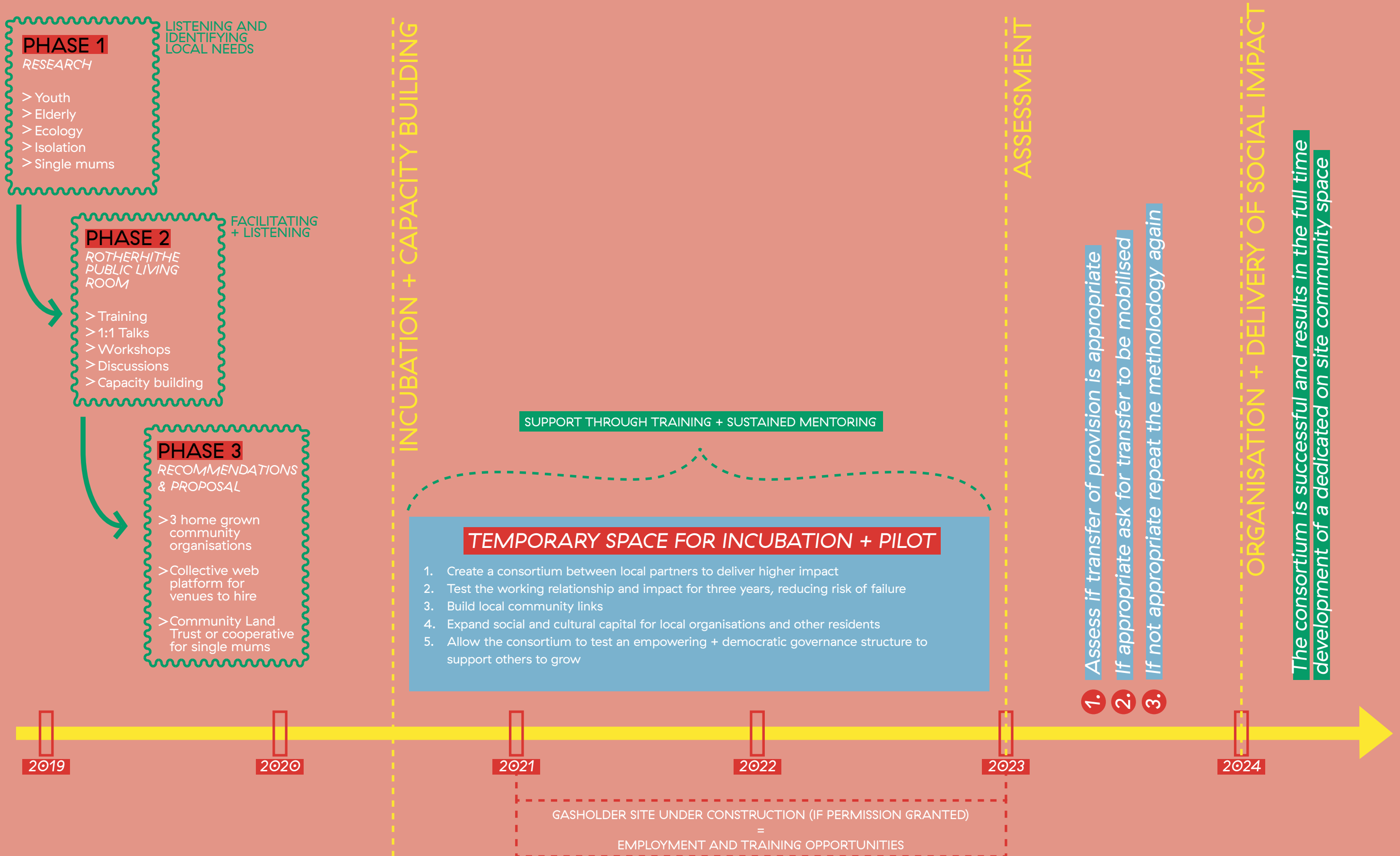
Once the development has been built and the community space is available for tenants, we believe our cooperative will be in a strong position to put forward their robust business case and proposition for the space in order to secure and run it in the long run.

# SWOT ANALYSIS





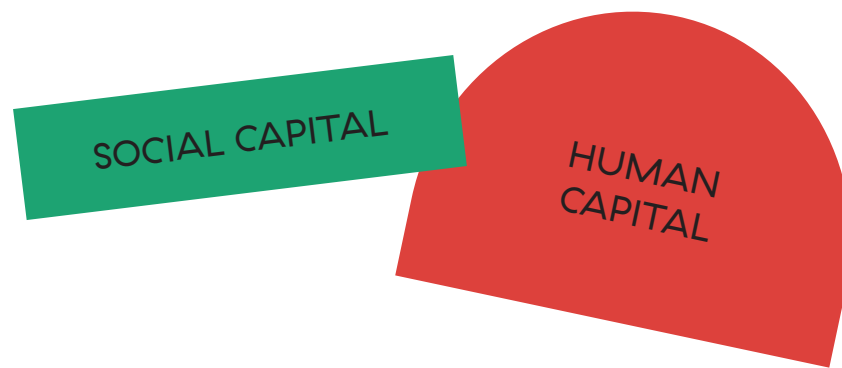
# COMMUNITY WEALTH BUILDING





## ALTERNATIVE PROPOSAL (B): ONE PARENT PRIORITY SOCIAL HOUSING + COMMUNITY PROVISION

③⑧



One of the issues raised by residents and is critiqued about new developments is transience in communities who rent. Both the community provision and the social housing provision have the potential to become the grounding elements of this development. The security in tenure linked to a strong community wealth program is our way of addressing the issue of transience. Strong sense of belonging and long term presence also leads to less isolated and safer neighbourhoods.

Through the Rotherhithe Public Living Room, we met many local people who came and shared their stories with us. The older generations told us about how their housing cooperatives set up in 1980's contributed to creating stronger and more cohesive and supportive communities. We were also visited by a resident from the neighbouring Canada Water Estate who is part of a single parent network in Southwark. This network which has a large membership currently has ten people who are interested in creating a steering committee, to adopt a cooperative housing model, that would include self-initiated structures of care for them and their children.

We propose a tenure model whereby a proportion of the social rent blocks would be ring-fenced for single parent families. They have shown interest in being involved in the future community space to also deliver targeted programmes that address specific needs in Rotherhithe (as identified in the Southwark Ward profile) with a special focus on young people. They have expressed interest to do this in collaboration with organisations already identified in this report or other local organisations on the site.

Target issues could include:

- Child obesity
- Raising and nurturing children's aspirations
- Peer learning for parents

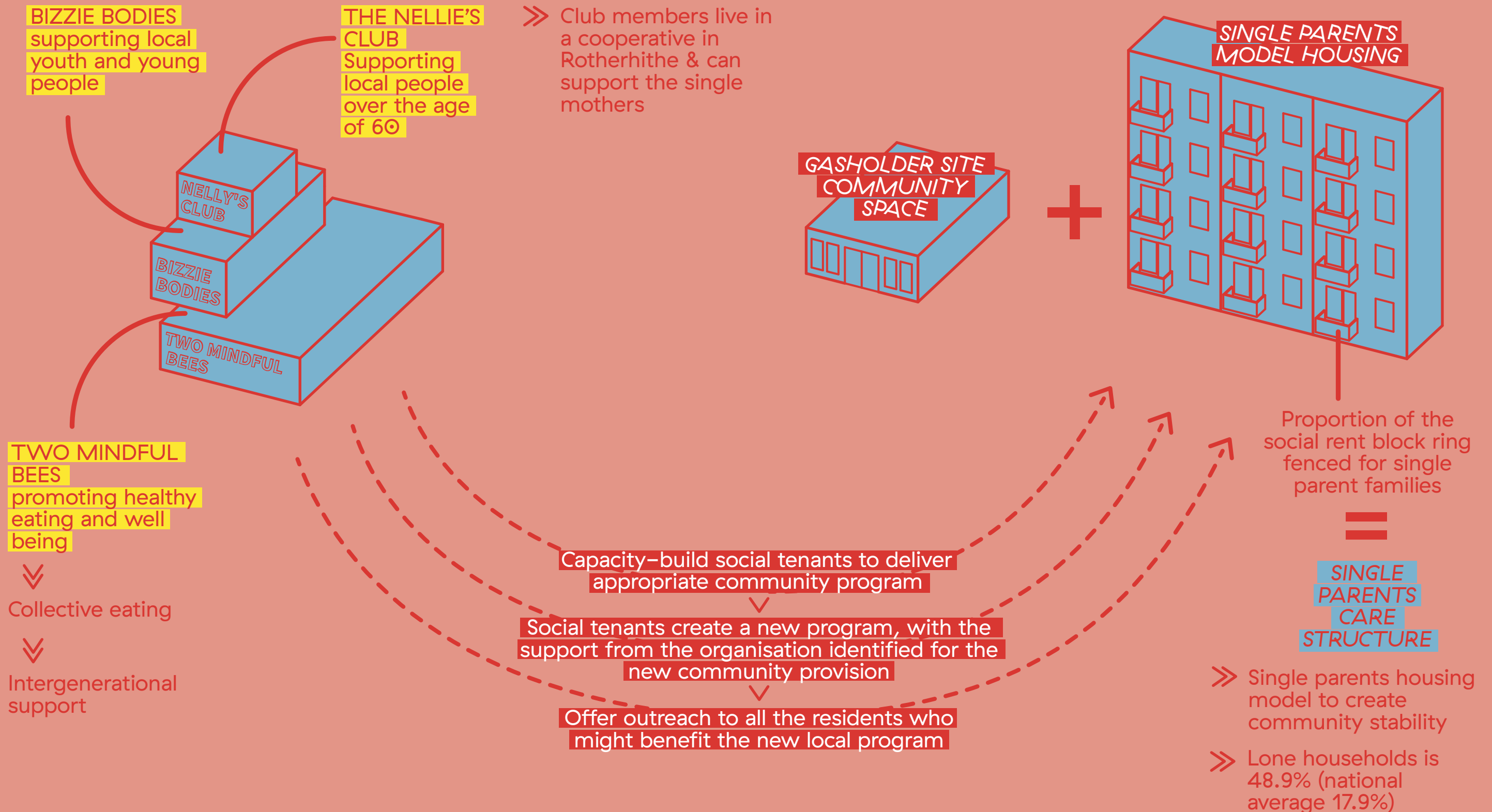
This approach is underpinned by statistics released by Clarion Housing Association that show that 48.9% of all families in Southwark with dependent children are cared for in single parent families. This pathway develops a holistic model that looks at supporting single parent families whilst also enabling them to run projects that address other social issues. This proposal has the ability to nurture a future generation to be raised in a supportive environment with aspirations. Project Row Houses in Houston (see pull out box) is a perfect example of this tenure model.



← PROJECT ROW HOUSES  
Project Row Houses occupies a significant footprint in Houston's historic Third Ward, one of the city's oldest African American neighbourhoods. The site encompasses five city blocks and houses 39 structures that serve as home base to a variety of community enriching initiatives, art programs, and neighbourhood development activities. Project Row Houses programs touch the lives of under resourced neighbours, young single mothers with the ambition of a better life for themselves and their children, small enterprises with the drive to take their businesses to the next level, and artists interested in using their talents to understand and enrich the lives of others.



# CREATING PERMANENCE TO TACKLE TRANSIENCE





OUR STRATEGY IN RELATION  
TO SOUTHWARK POLICY

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- ☒ Our strategy is in line with Policy 4 of the Canada Water Area Action Plan which encourages small scale cafés in areas outside of the town centre. Our community provision Proposal A includes the idea of a café dedicated to themes of wellbeing and heathy eating.
- ☒ Our strategy supports Policy 13 of the Canada Water Area Action Plan that looks at strengthening arts and culture and in particular projects that promote heritage-led regeneration. We are proposing a new artist-led playspace that promotes the work of Ada Salter, local politician and campaigner.
- ☒ Our strategy is in line with Policy 14 of the Canada Water Area Action Plan which looks at creating high quality safe and inclusive public realm. The proposed playspace and community spaces (proposals A and B) would all serve the surrounding local area and are located on or near the central public space within the development.
- ☒ Our strategy is in line with Policy 19 of the Canada Water Area Action Plan which looks at allowing access to sufficient playspace. We are proposing an artist-led playspace that can be accessed by all.
- ☒ Our strategy responds to Policy 22 of the Canda Water Area Action Plan on affordable homes provision. With community provision proposal B, we are putting forward an innovative cooperative model to address the issue of single parent families — something that is of particular concern in Southwark.
- ☒ Our Strategy addresses Policy 27 of the Canda Water Area Action Plan as it provides an innovative proposal for the on-site community space. Our community provision proposal A showcases how you can support a locally-based social enterprise that works directly with local young people, a Rotherhithe-based community group dedicated to the over 60s and a café provider who is dedicated to promoting health and wellbeing.
- ☒ Our strategy speaks to Southwark’s Children and Young People’s Plan which aims to bring services together to create a joined-up approach to meeting the needs of children and young people.
- ☒ Our strategy responds to Southwark’s statistics relating to single-parent families as both proposals A and B would respond to the needs of this demographic.
- ☒ Our strategy responds to Southwark’s core strategy Policy 10 that targets training and employment opportunities.

ONE – TO – ONE MEETINGS  
CARRIED OUT WITH STAKEHOLDERS

④③

Name	Affiliation/Job title	Organisation
Barry Duckett and Chuks Amaechi	Chairman of Canada Estate TRA and Rotherhithe Housing Forum / Community Lead, Southwark Council	Canada Water Residents Associations
Barry Duckett, Sue Challis, Jerry Hewitt	Canada Estate TRA, Mayflower Estate TRA, Hawkstone Estate TRA	Canada Estate TRA, Mayflower Estate TRA, Hawkstone Estate TRA
Rebeka Clark	Ward	Stave Hill Ecology Park
Sarah Gibbs	Director	Time & Talents
The Reverend Canon Mark Nicholls	Reverend	St Mary's Church
Katie Edwards	Learning Manager	Brunel Museum
Michael Turner	Park Ward	Lavender Pond Nature Reserve
Gemma Hooper	Manager	Surrey Dock Farms
Karl Bardouille	Headteacher	Albion Primary School
Jonathan Petherbridge	Director	Bubble Theatre
Christina Wheatley	Project Manager	Edible Rotherhithe
Patrick Keating	Harbour Master	Surrey Waters
Albion Street traders: Debbie Western (Flower shop), Adnan (Fish and Chips shop), Mohammad Sferoz (Chemist), Felice (Deli Felice), Finnish Church	Albion Street traders (non affiliated / independent shops)	Albion Street traders (non affiliated / independent shops)
Pauline Adenwalla	Chair	Canada Water Consultative Forum
Jessica Leech	Resident Participation Coordinator, Community Participation	Southwark Council
Judith Green (on behalf of Michael A Reardon)	Secretary of Rotherhithe & Bermondsey Local History Society	Rotherhithe & Bermondsey Local History Society
Brian Hodge	Co Chair	Canada Water Consultative Forum
Annabel Stockman	Director	Sands Films
Emma Trueman	Paper Garden Manager	Global Generation / Paper Garden
Galiema Amien-Cloete	Headteacher	Rotherhithe Primary School
Tarryn Dejesus	Community Lead	Docklands Settlements
Emilie Mendy	Director	Bizzie Bodies
Steve Cornish	Chair	Friends of Russia Docks Woodlands
Bridget Galloway	Empowering Communities Programme Officer	Southwark Council



# ABOUT

## ABOUT UP PROJECTS

UP Projects curates and commissions contemporary art for public places; engaging citizens of London, the UK and across the globe. We support artists to make work that has social relevance, encourages learning and enriches the public sphere. We also develop strong cultural strategies and work with a variety of partners to integrate art and creativity into our cities, allowing art to reach the broadest communities.

[upprojects.com](http://upprojects.com)

## ABOUT PUBLIC WORKS

Public works is a not-for-profit critical design practice set up in 2004 that occupies the terrain in-between architecture, art and performance. Together with our interdisciplinary network, we re-work the city's opportunities towards citizen-driven development and nurturing their rights over the city. Public works' projects are interested in what constitutes civic in the city and how to re-design structures that restrict it. The work gives space to and facilitates civic practices which promote direct involvement and collective action in order to transform and re-appropriate contemporary public life.

[publicworksgroup.net](http://publicworksgroup.net)



↑ Hardtack biscuits as part of the Cafe of Lost and Found Memories, November 2019. Photography by Carlotta Novella.





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