

THE FORUM – DRAFT (v9)

Terms of Reference

The Elephant & Castle Regeneration Forum will represent one of many strands of community engagement to be undertaken as part of Lend Lease’s Elephant & Castle Consultation Strategy.

The Forum is intended to be an opportunity for a wide-range of stakeholders to come together to positively influence the preparation of the masterplan and to express their views on emerging proposals. Lend Lease and its team will provide updates to the Forum at key stages of design and development, both pre-application with the development of a Masterplan, and subsequently for detailed applications for individual phases of the scheme over the lifetime of the project – estimated to be around 15 years.

The Forum does not replace on-going stakeholder engagement and consultation at a more focused level and does not replace the role of the Community Councils. The Forum provides an additional opportunity to evaluate proposals and to present the project to a cross-representative stakeholder group and to receive feedback.

Engagement & Consultation

What we mean by engagement and consultation -

Engagement

- Establishing a sustained relationship
- Seeking to or exchanging ideas on goals and expectations
- Providing the basis for meaningful consultation

Consultation

- Invitation to help identify what should be done
- Invitation to assist in resolving choices to be taken
- Inviting people to have a say before a decision is made

Consultation challenges

- Timing – ensuring consultation is able to influence decision-making
- Ensuring the methodology is appropriate to its audience
- Ensuring a representative cross-section of stakeholders are consulted
- Ensuring feedback is provided when a decision is taken

Objectives

The Forum’s purpose is to:

- Involve all interested parties in the regeneration process, including local government, public agencies, the private sector and the community
- Provide clarity and transparency to the regeneration process
- Provide feedback on the consultation process and the decision-making process

- Identify and help create a greater degree of mutual understanding of challenges, issues and constraints which are likely to face the project as it progresses
- Improve the understanding of the planning process; awareness of the level of design detail which is to be submitted at Outline application stage, Detailed and Reserved matters stage and for other conditions which need to be met; Section 106, etc
- Simplify communication between a wide-range of community stakeholder organisations and interested parties
- Provide formal staging posts in the consultative process

Deliverables

- To have a masterplan which the majority of stakeholders support
- Build consensus between stakeholder groups
- Provide regular high quality progress updates
- To provide information on the consultation plan and to discuss what constitutes success / positive outcomes

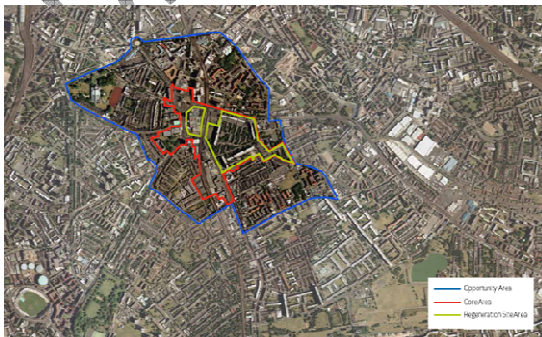
Scope

Lend Lease is responsible for the area termed the ‘Regeneration Site Area’ as set out in the diagram below. This area sits within the Elephant & Castle Opportunity area (blue line) and ‘The Core Area’ (red line) as defined by Southwark Council.

The Regeneration Site Area – Lend Lease (green line)



The Opportunity Area (blue line) and the Core Area (red line)



The Regeneration Site area encompasses:

- Rodney Road and Heygate Phases (to be purchased by Lend Lease)
- The Shopping Centre (owned by St Modwen)

Stakeholders

Stakeholders	Roles & Responsibilities
Lend Lease - the developer	<ul style="list-style-type: none"> • Managing the process, preparing a planning application and delivering the regeneration • Appointing and instructing their professional design team • Undertaking public consultation during the pre-planning application phase • Submitting the planning application to the Local Planning Authority
Southwark Council - as a landowner	<ul style="list-style-type: none"> • Securing vacant possession of the site and meeting the Council's obligations under the Regeneration Agreement. • Supporting Lend Lease in bringing forward the planning application. This means they act as an adviser and facilitate discussions with key parties and stakeholders • Ensuring the Council's corporate objectives for the regeneration of the area are delivered
Southwark Council - as the Planning Authority	<ul style="list-style-type: none"> • Assesses the planning application against local, regional and national planning policy and makes recommendations on proposals to the Council's Planning Committee who will decide on the application • Is responsible for carrying out statutory consultation on the planning application once it is formally submitted
Adjoining Owners	
Other stakeholders / consultees	

Forum Membership

Membership of the Forum will be by invitation to create a balanced cross-section of the wider local community. Membership stakeholders to be approved by Southwark Council and Lend Lease and ratified at the first Forum meeting. The membership of the Forum is to be reviewed on a six-monthly basis.

Membership List - See Appendix

Format

- The Forum will be a consultative group to share milestone information and updates on regeneration progress with a wide-range of stakeholders.
- The Forum will have no legal status, but will be one facet of the Lend Lease Consultation Strategy; it does not replace the in-depth consultation conducted with stakeholder groups throughout the project lifetime
- The Forum will be convened to respond to the development timeline. For example:
 - a minimum of five meetings during pre-application consultation on the masterplan (2011-2012)
 - Meetings as required on reserved matters applications to address detailed design on a plot by plot basis throughout the development lifetime (2012 onwards)

There may be times when Forum meetings are convened more closely together to ensure stakeholders are kept up to speed with the emerging plans. However, for the elimination of doubt there will be a minimum of two Forum meetings convened per annum.

- The Lend Lease development team will field appropriate speakers to provide engaging and informative presentations on themes likely to include, but not limited to:

Pre-application (2011-2012):

- Masterplan evolution – The Scheme
- Affordable Housing – quantum, distribution and form
- Open space / trees / biodiversity / play space, etc
- Height and massing
- Connectivity – buses, transport, cycling, pedestrians
- Employment, training and business development
- Retail and ground activation
- Shopping Centre
- Temporary Uses
- Demolition

Post-application:

Reserved Matters planning applications (2012 onwards), which would cover, for example

- **appearance** - aspects of a building or place which affect the way it looks, including the exterior of the development
- **means of access** - covers accessibility for all routes to and within the site, as well as the way they link up to other roads and pathways outside the site
- **landscaping** - the improvement or protection of the amenities of the site and the area and the surrounding area, this could include planting trees or hedges as a screen
- **layout** - includes buildings, routes and open spaces within the development and the way they are laid out in relations to buildings and spaces outside the development
- **Scale** - includes information on the size of the development, including the height, width and length of each proposed building

Detailed Design development (2013 onwards):

- Detailed design on specific buildings on a phase by phase basis

These Terms of Reference will be reviewed on a six month basis.

Independent Chair

To ensure that the Forum is impartial, the Forum will be chaired by a respected 'independent' individual. The attributes and responsibilities of this individual to comprise:

- Genuine independence in relation to the Borough of Southwark (apolitical)
- Commitment to impartiality and to promote sensible debate
- Experience in chairing meetings and an ability to maintain order
- Ensuring participants abide by the Code of Conduct
- A commitment to the regeneration of the Elephant and Castle
- The Chair will report to the Elephant & Castle Management Board

Resources

- Lend Lease will convene and manage the practical elements of the Forum including:
 - Inviting participants
 - Booking the venue (fully accessible)
 - Providing the agenda / briefings
 - Providing a high level summary of the presentations / meetings (where appropriate – at Lend Lease's discretion). Details of the questions and answers will be issued after the meeting and will be available from the E&C website
 - Minutes will be provided to the Management Board so it can receive feedback from the Forum
- Notice period: a minimum of two weeks' notice will be given to participants
- The Forum will be run from 7 pm to 9 pm
- Venue: to be confirmed for each meeting, but typically a local community hall in order to support local community facilities
- Meetings may be filmed and / or recorded by Lend Lease
- Refreshments to be provided by a local provider to support local business
- A Code of Conduct will be agreed by participants in the Forum. Participants in the Forum will be expected to abide by and respect the Code of Conduct. These will also cover any arising conflicts of interest.