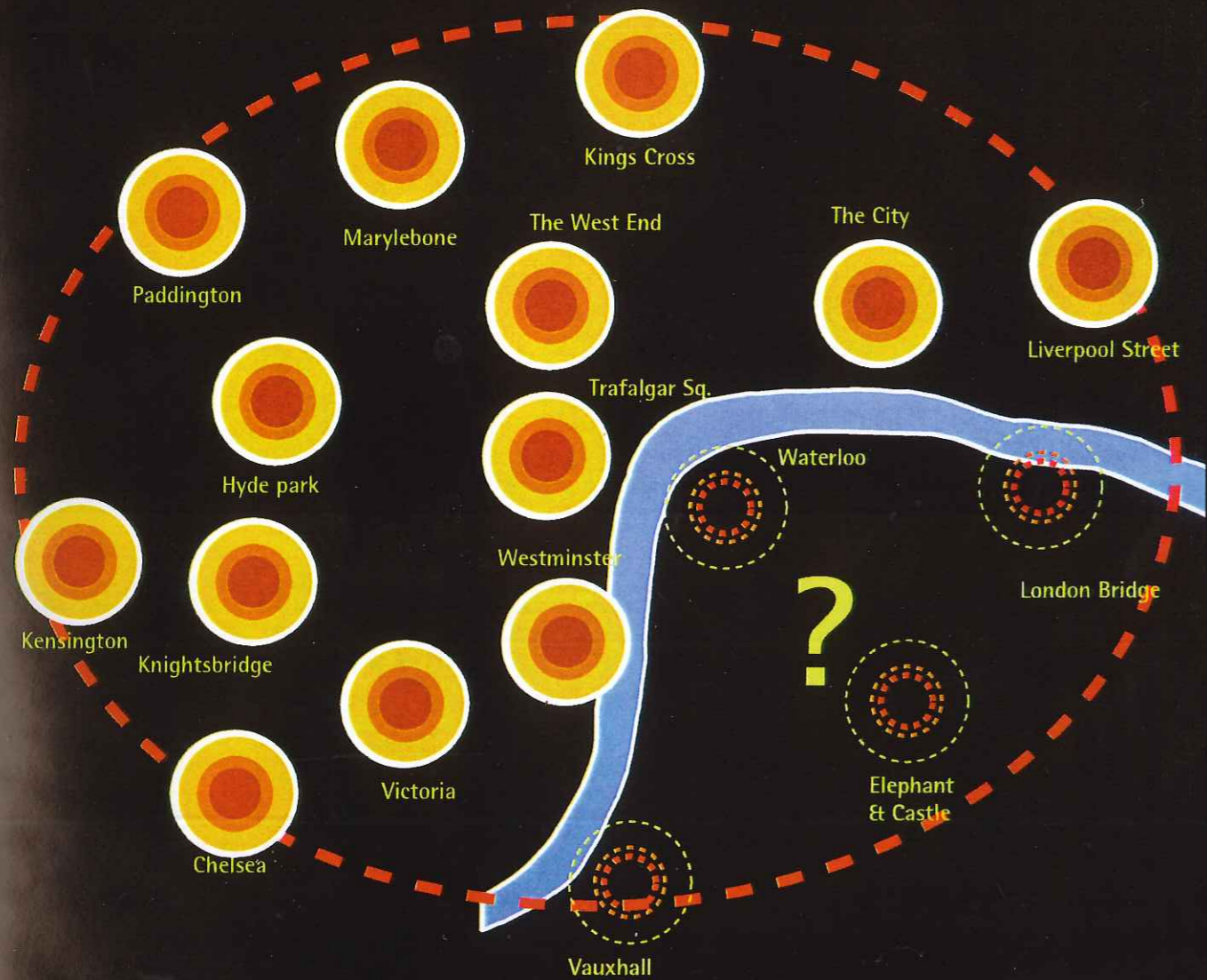


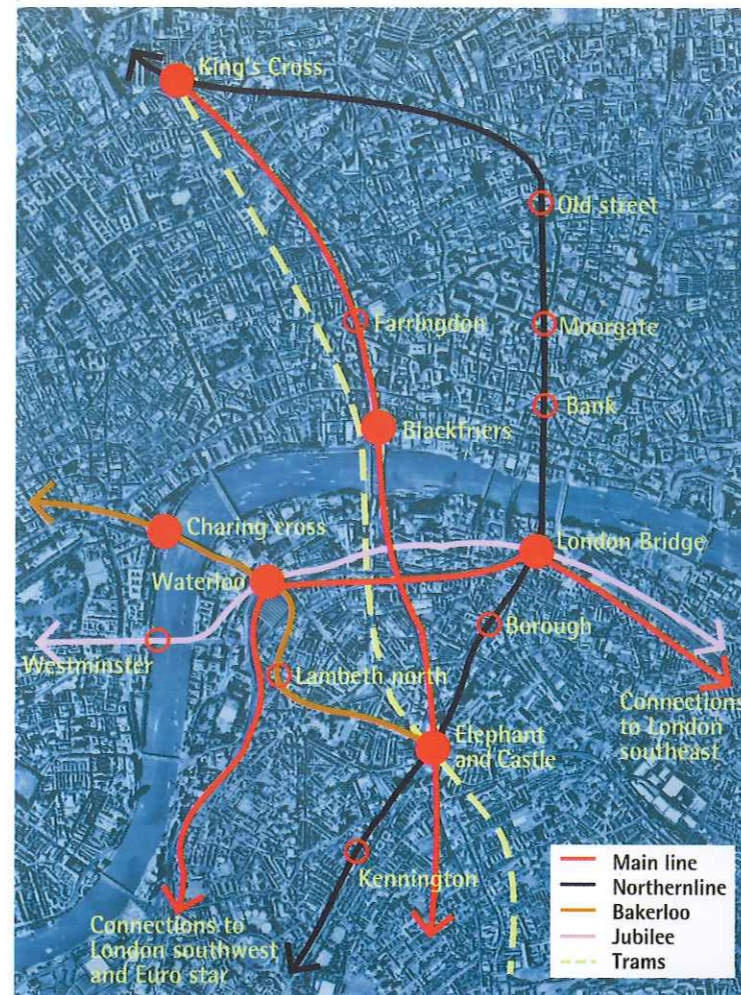


SOUTHWARK LAND REGENERATION Plc

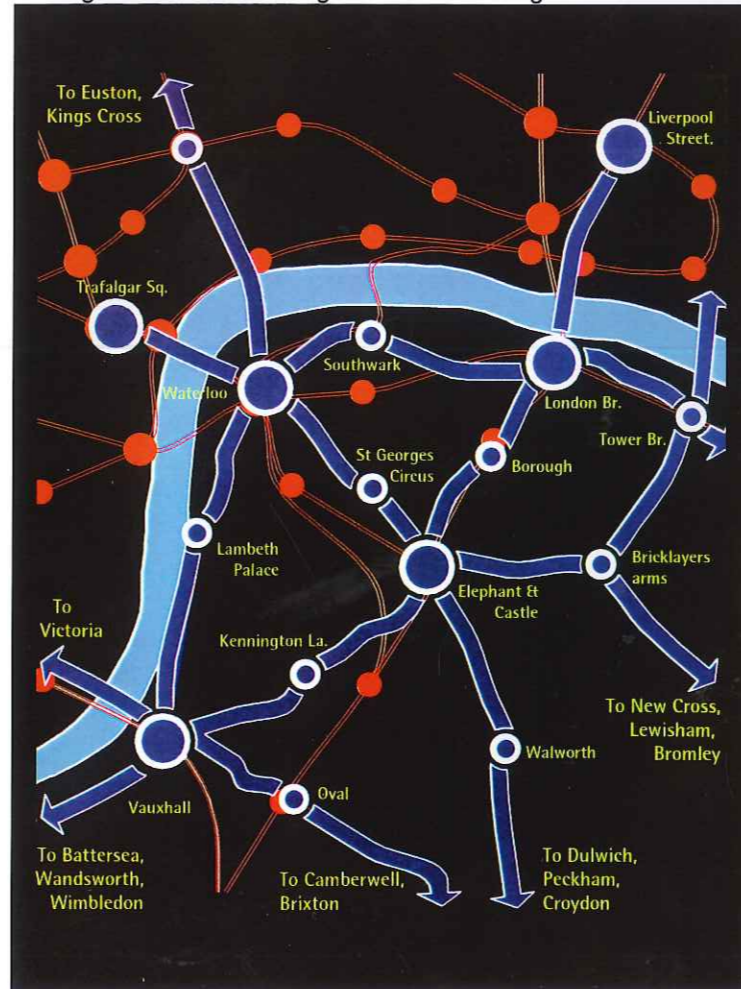


The forgotten quarter - the missing link

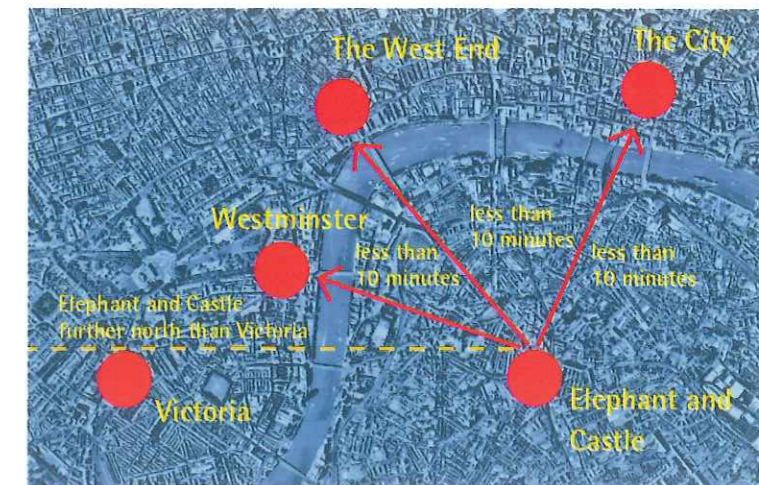
# London South Central - the missing link



Linking London - the over ground and under ground rail network



Linking London - transport network



The Elephant and Castle - a sense of place



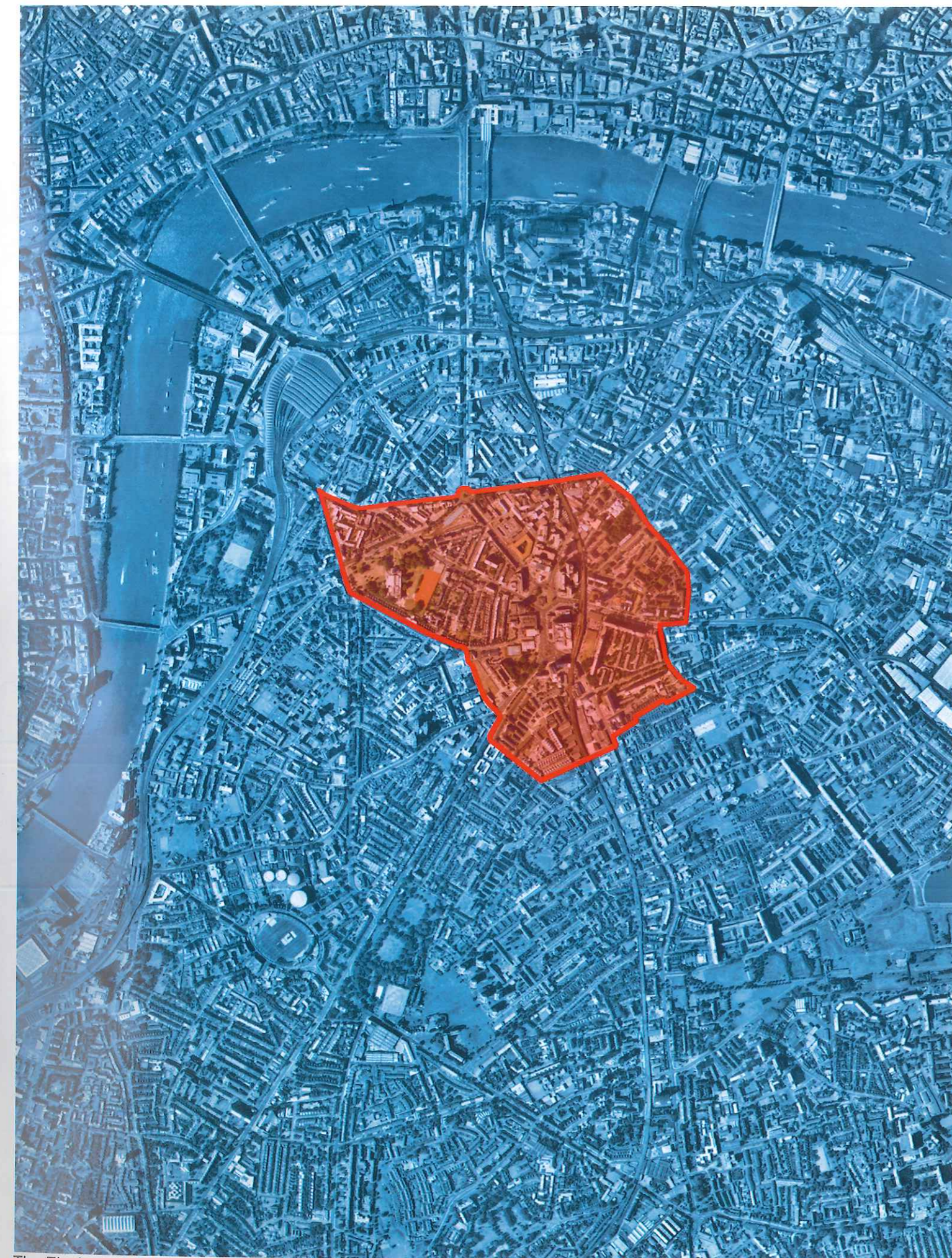
The Elephant and Castle viewing over London



Westminster and the Millennium Wheel - views

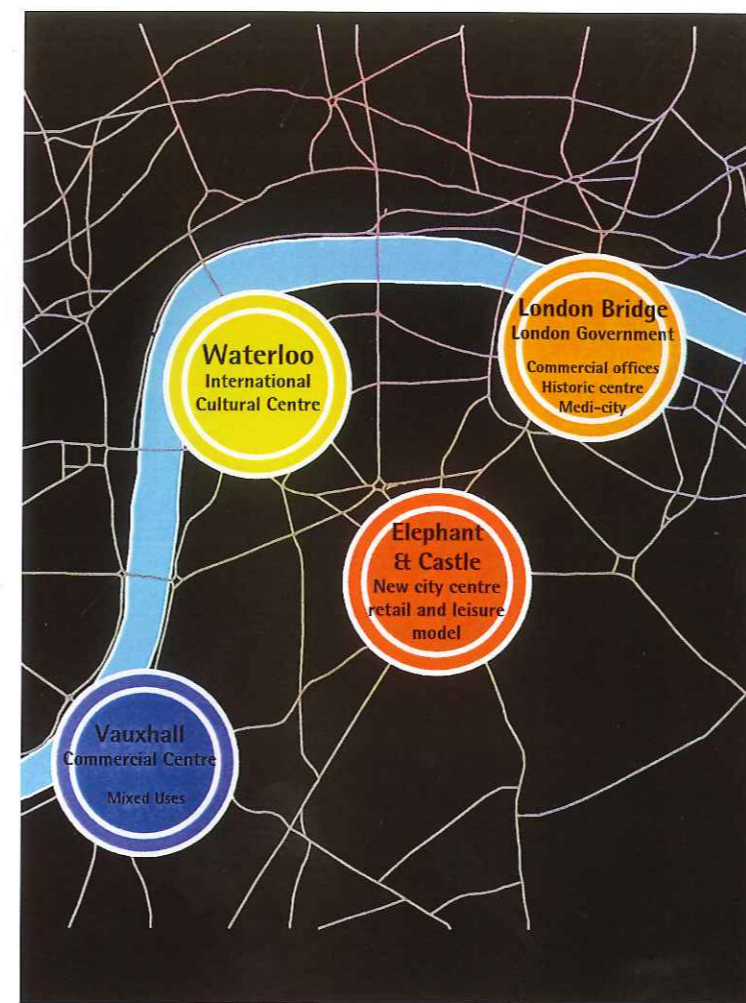


Elephant and Castle identified throughout London



The Elephant and Castle study area

# London South Central - the missing link



New Centres for London



The Elephant and Castle - part of Bankside



London South Central



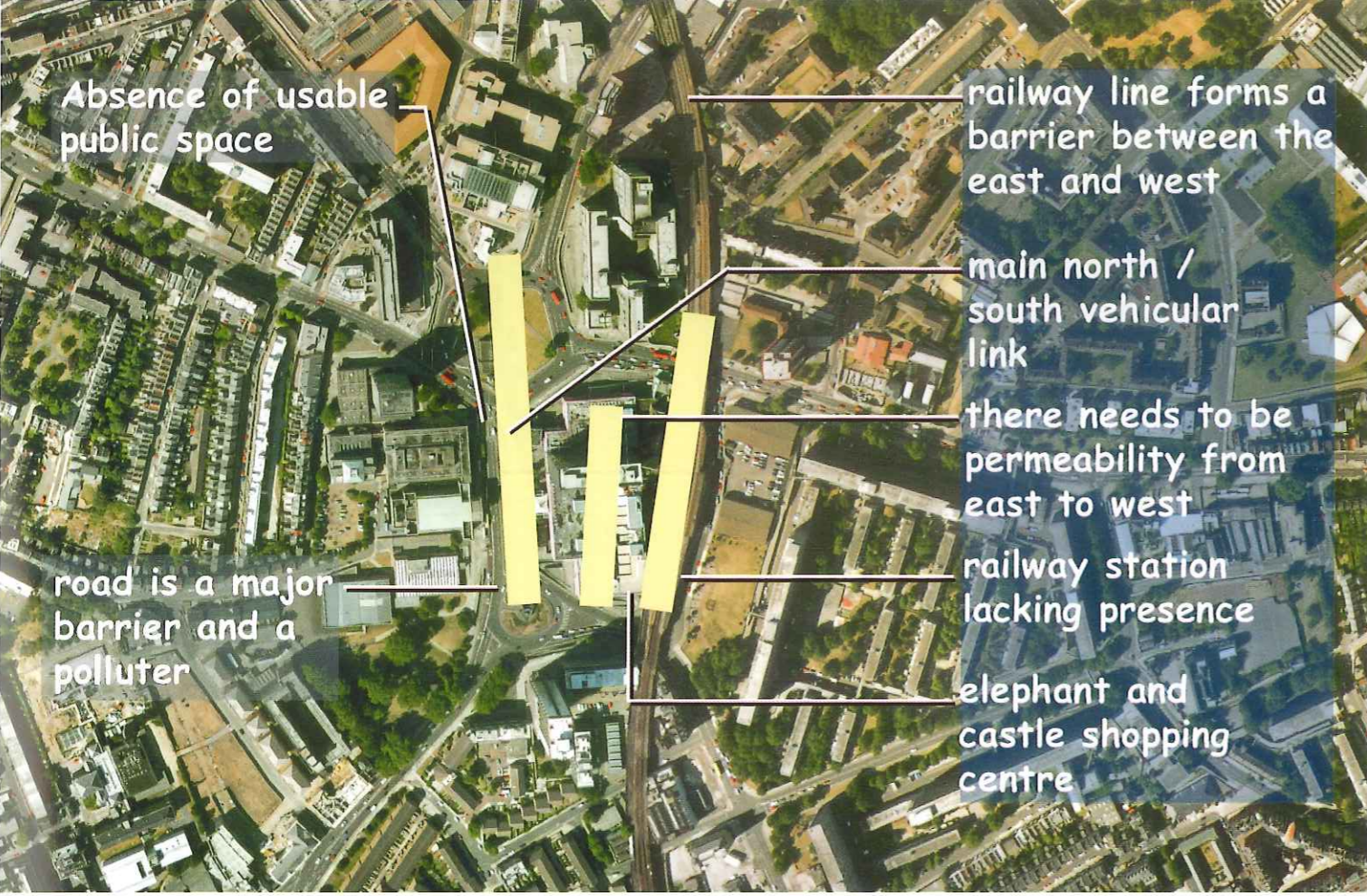
The Elephant and Castle looking East



The New Tate and the Millennium Bridge



The New Greater London Authority Headquarters



The East / West barrier



The Elephant and Castle - a poor image



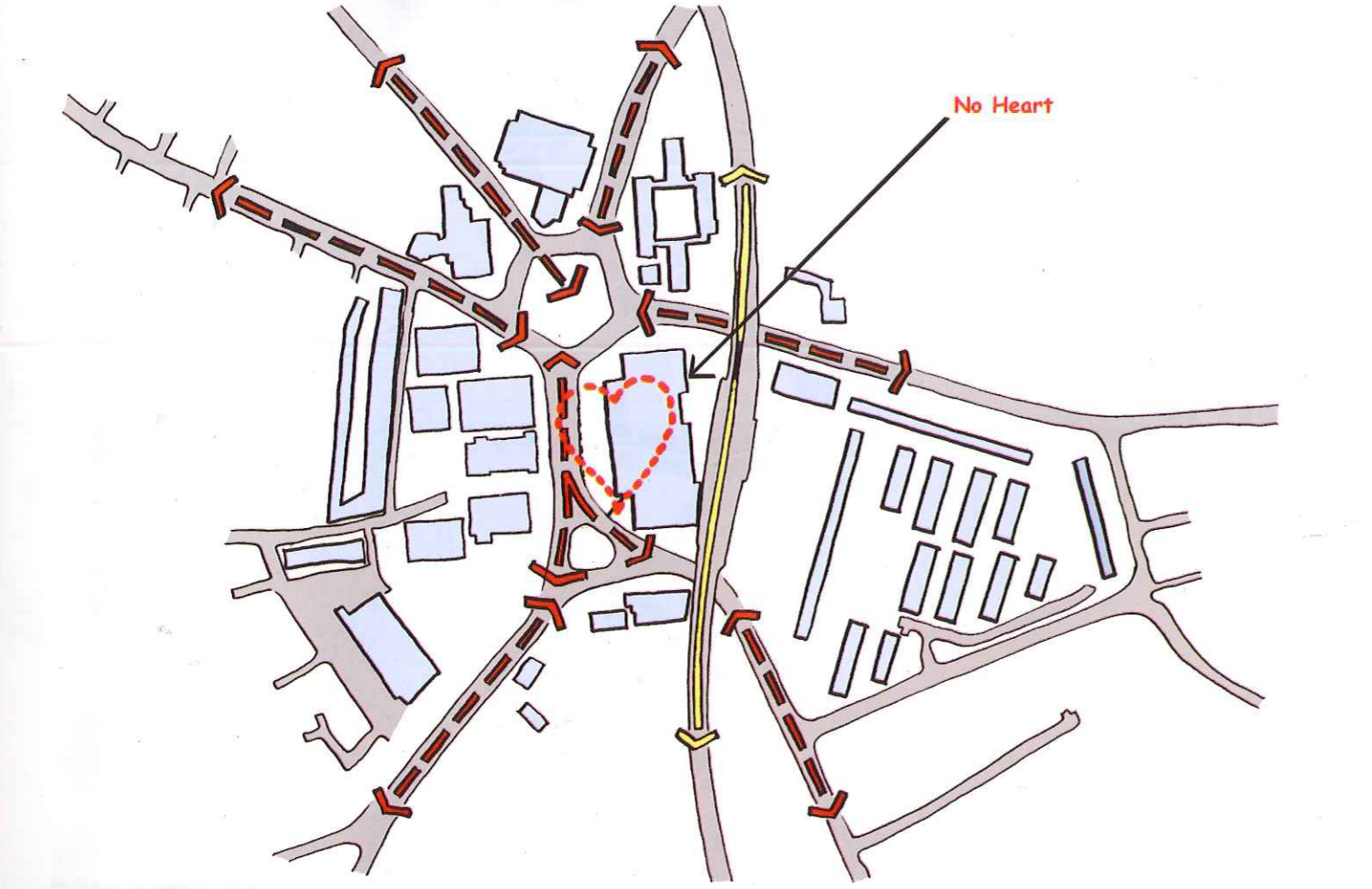
The Tabernacle - an important historic landmark



A place to go through - dominated by traffic



South Bank University - a focus for education



An ill defined unloved heart - no destination



The Haygate Estate - no safe public space



Rockingham Estate - good quality buildings



A poor quality of life



Imperial War Museum - a source of history

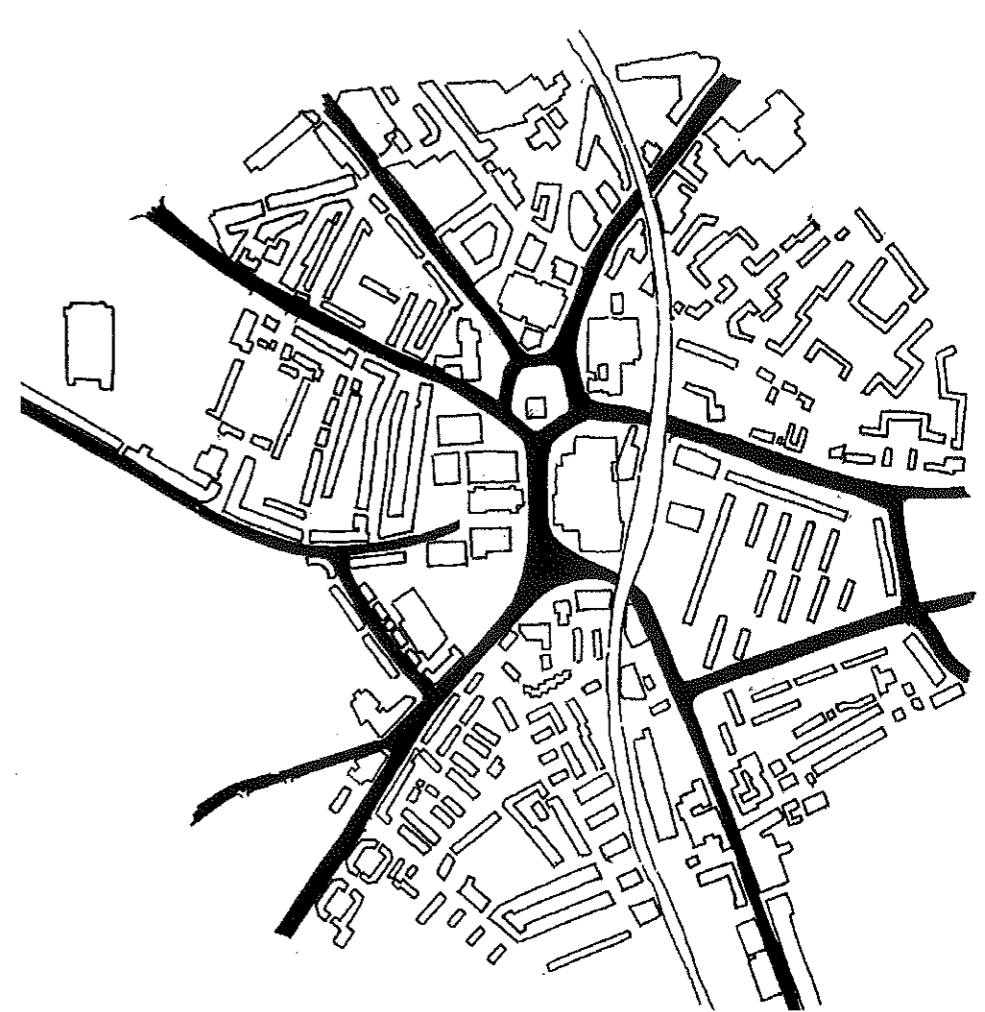
**The Elephant & Castle today - the positive and negative features**



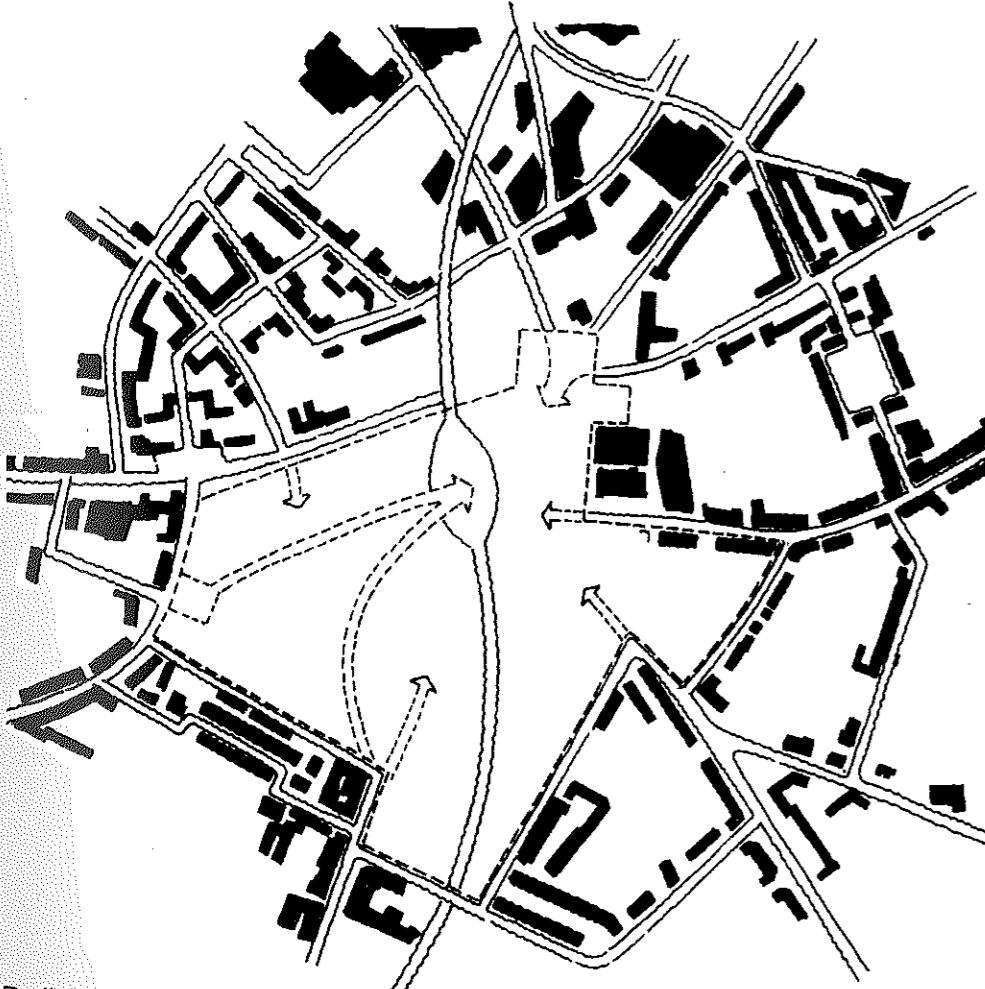
1700's Elephant & Castle - The Village green



1900's Elephant & Castle - The Railway dominates



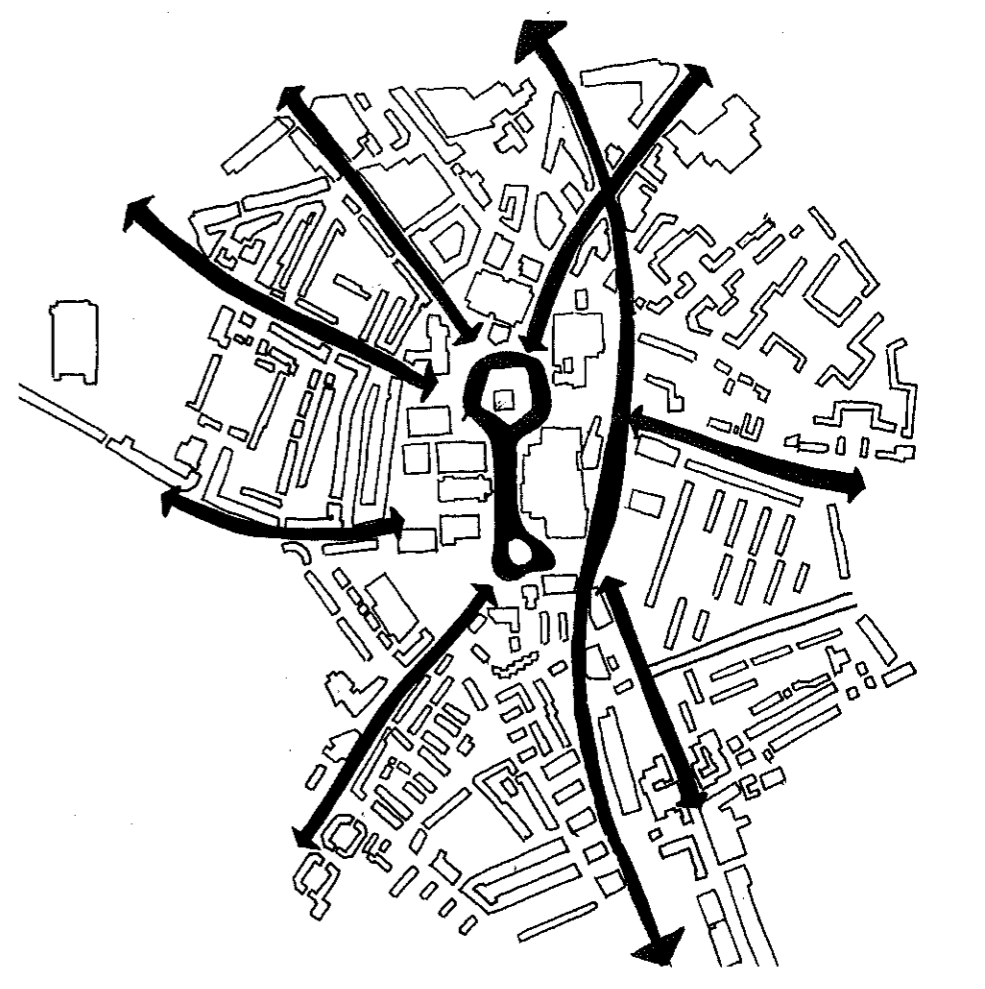
1990's Traffic dominated centre



Radial routes and arteries all lead to centre: opportunity

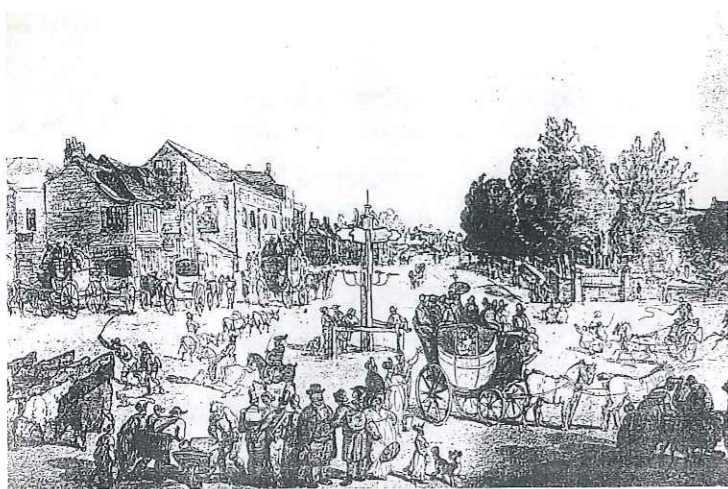


Isolated surrounding urban pattern

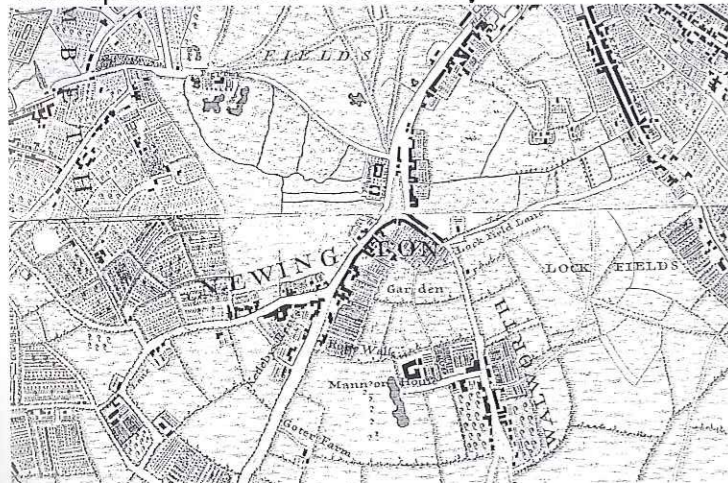


Roundabouts and link sever East to West

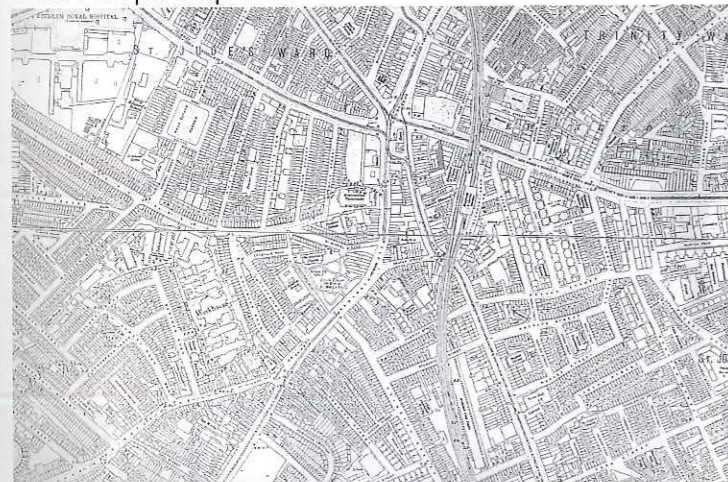
# Evolution of the Figure Ground



The Elephant and Castle - 18th Century



John Rocque map 1746



Ordnance Survey map 1914



On the Brighton Road



The shopping centre - an inadequate amenity



The shopping centre entrance - a lost focus



The Tabernacle - a historical focus



The leisure centre - needing replacement



Alexander Fleming House - refurbished



Perronet House - much loved building



Draper House - much loved building



Railway station - unconnected to heart



Railway station - run down and inadequate



London College of Printing - an asset



South Bank University - an asset



Local terraced housing - an asset

# The Elephant and Castle yesterday and today

## Opportunities

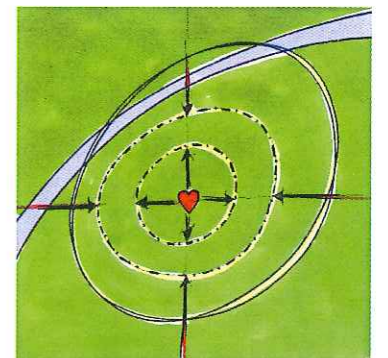
- The exceptional scale of the Council's land holdings
- Local support for change
- The Council's vision
- Government Office for London's town centre strategy for Elephant & Castle as a retail and leisure heart and destination
- SRB commitment to the Elephant & Castle
- All the ingredients to create something special out of the public transport facilities
- The qualities of the surrounding quarters
- The strengths and qualities of the communities, the network of community facilities and the training institutions in the area
- The transportation network including roads which all focus on the Elephant & Castle from every part of London South Central, making it a natural city centre for South London

## The Key Inspirations

- Removing the barriers and creating a united central area
  - Closing the central dual carriageway and roundabouts and eliminating subways
  - Putting the replacement road below the development so that the pedestrian rules – easy construction on a cleared site – pollution removed and filtered
  - Opening up the railway viaduct with new clear span arches – easy and practical technology
- The greening of the whole Elephant and Castle area and planting of avenues of trees to The Thames – creating quality and a sense of destination
- Diversity and a balanced community
  - Mixed uses – shops, leisure, the arts, offices, workshops, work/live, community facilities, incubator business units and homes
  - Destination shopping and leisure with a real critical mass and quality
  - Protection of existing retail and other businesses – an integral part of the new shopping facilities, including effective linkage to and reinforcement of Walworth Road – existing shops protected with low rents and service charges – mixed shopping for every need
  - Diversity of places and spaces – low rise terraces and garden squares, parkland settings and high rise living over the public transport interchange - delivering integration with surroundings
  - Diversity of architecture – the promotion of choice for the Council and the community – international design competitions – promoting young talent within a clear and strong masterplan
  - Diversity of community facilities linked to the green lanes and squares
  - Delivering the Urban Task Force recommendations in practice

- Location within the centre of London, minutes from the Thames, the City, Westminster, Southbank, Bankside and London Bridge – a living, shopping and leisure focus for the 10m square feet of offices projected to come forward along The Thames from Vauxhall, Waterloo to London Bridge City Phase II
- Magnificent panoramic views
- To embrace, through bulk purchasing power, the best new technologies to improve quality of life for all, to reduce costs of occupation and to bring access for all to communications and information technology
- Which together provide the ability to change perceptions, create and bring into the Elephant & Castle major jobs and investment to pay for all the major improvements and to empower the local community, releasing talent and promoting social inclusion

- New public transport interchange of World City quality – light and airy – safe – a single station for the Bakerloo and Northern lines, linked to buses, trains and tram
- Vibrant central people spaces – the piazza and parks
  - Quiet pollution free places to sit – grass surrounded by trees
  - Use for performing and visual arts for local and national events – Southwark World Village – sports events – exhibitions and shows – fireworks and music – the opportunity for a new events programme on a totally new scale – abundant demand - supported by the London Arts Board as a wonderful place for the performing arts – a place for schools and the community
  - Water and fountains – open air ice rink
  - Highest quality public art – competition – involvement of the Tate – the Future Southwark Initiative – changing displays
  - Direct access to the new public transport interchange
  - Art gallery linked to the graphic design school of LCP
  - Museum, public library, new public swimming pool and leisure centre
  - Also surrounded by new homes, cafés, shops, the Tabernacle, hotel, LCP and landmark buildings
  - A vibrant place throughout the day and evening – traffic free, except for the tram
  - A place owned and enjoyed by everyone, surrounded by private and refurbished social housing, uniting the best of the past and the future
  - Offices excluded from the central area, because they exclude local people and are dead at night
  - A 15 acre roof park for the community open 24 hours a day with tennis courts and informal play areas for five-a-side football and other games
  - All at the heart of the green lanes and healthy living network



### **Social Housing Investment – the first thing that we will do**

- Commitment to public consultation – a community plan to ensure the genuine involvement of all sectors of the community
- All estates at the Elephant & Castle refurbished, except Heygate, ensuring minimum disturbance to the residential community
- 100% re-provision of all council homes lost in the demolition of the Heygate estate – 50% in the first two years of the development
- Over £250m invested in refurbished and new social housing
- Over 3,000 existing council homes refurbished in the first three years
- A social housing strategy which supports, reinforces and consolidates the existing communities and prevents their dispersal and loss
- A comprehensive programme of landscape and environmental improvements throughout all the estates and of improvements to existing community facilities within them – again within the first three years of the development programme
- The existing communities will see significant living and environmental improvements in the first and second years of the development all around the Elephant & Castle
- The option of continued Council ownership or a new body – a Community Land Trust – which would be owned and managed equally by the Council and the tenants to control and manage the new and existing housing stock in Elephant & Castle

### **Delivering long term quality, service and maintenance**

- Whichever option is adopted for the ownership and management of the social housing, Southwark Land Regeneration Plc will secure high quality maintenance over a 35 year period at constant cost in real terms
- Clear and stringent maintenance specifications and requirements applying to private and social housing alike
- 24 hour call centre – helpline – CCTV centre – at the heart of the Elephant & Castle

### **Delivering Individual Opportunity**

- A local Regeneration Company enabled and set up with Southwark Land Regeneration Plc's expertise and dowry
- At least 3000 new permanent jobs in the retail and business sectors
- 5000 jobs in construction over 7 years
- A Local Labour agreement and commitment from our contractors and end users in the development to ensure local people access these jobs
- Customised and vocational training
- Improvements to existing community facilities and support to existing projects and initiatives
- New community facilities in the shopping centre, in the new Heygate and a community grant fund to enhance provision of community facilities throughout the area
- A new leisure and Healthy Living Centre
- An accessible IT centre of Excellence with technology transfer facilities and customised training
- New child care facilities- Early Years Development Centre, Nurseries and play spaces
- An Education and Lifelong Learning strategy
- A comprehensive regeneration action plan delivered in partnership to realise the social, economic and learning aspects of the Masterplan - one of the most comprehensive and carefully analysed social inclusion programmes

### **Local Economy and Enterprise**

- A comprehensive programme of support to existing businesses and initiatives to encourage new business and community enterprise
- Specific training programmes to help tenants work and play key roles within the new framework
- 500,000 square feet of new business floor space
- New incubator business units in Walworth Road and New Kent Road
- Community business and enterprise strategy
- Technology Transfer Centre and IT support
- New work/live units throughout the development

### **An exemplary approach to achieving excellence in environmental design**

- A public transport led approach
- Climatic moderation through building massing and orientation
- Stringent energy, pollution and carbon reduction targets
- Water and waste management strategy
- Adaptable building technology, moveable floors and partitions, choice of facades
- Biodiversity and natural systems strategy

### **Eliminating energy and IT exclusion**

- Exploiting bulk purchasing power and partnering for the benefit of the new community of over 8,000 homes and many new businesses to secure the community intranet, free telecommunications within the Elephant & Castle, CHP, low cost energy with savings passed on to the community

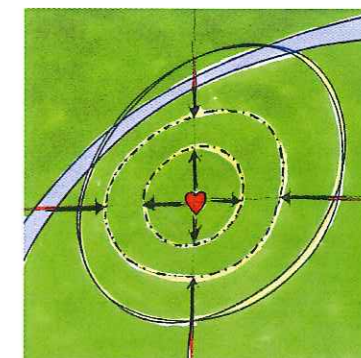
### **Deliverability**

- A realistic 7 year programme phased to minimise disruption
- Essential services and local facilities maintained throughout the construction process
- Highest possible standards of health and safety, site and personal security
- Communication and consultation throughout the process

### **Uses**

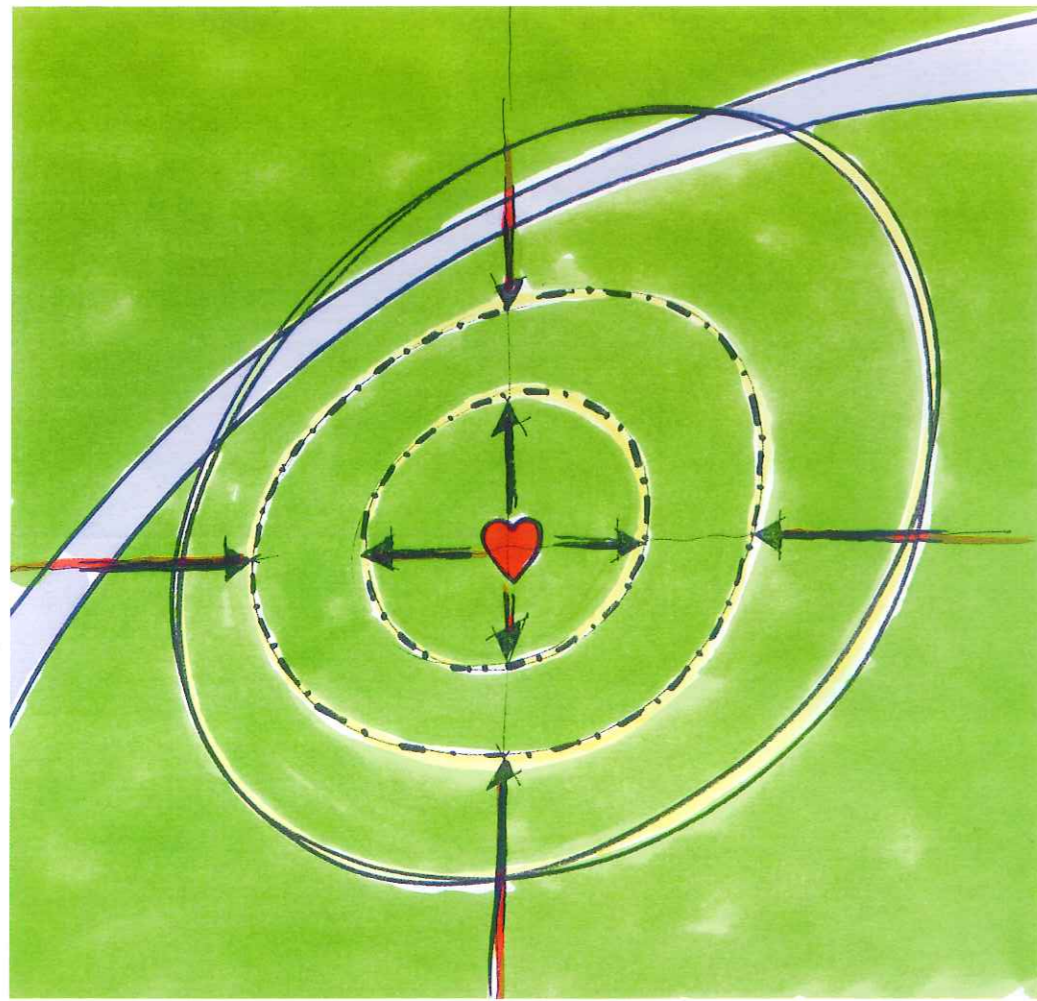
- 1.1m square feet of new shopping and leisure
- c.4,100 refurbished and new social homes
- c.3,500 new private homes for sale or rent
- Hotel
- Up to 500,000 square feet of offices
- New public transport interchange
- Up to 800,000 square feet of key worker homes and work/live accommodation, including workshops and studios
- New community facilities – swimming pool, leisure centre, art gallery, theatre/music performance space – museum – library – Early Years Development Centre – Medicare/Healthy Living Centre, IT Centre of Excellence

**Southwark Land Regeneration Plc – The Council's and the Community's Master Development Partner, creating a vibrant, inclusive and mixed use city centre for London South Central and providing leadership in a partnership context, with total accountability and measurable performance requirements**

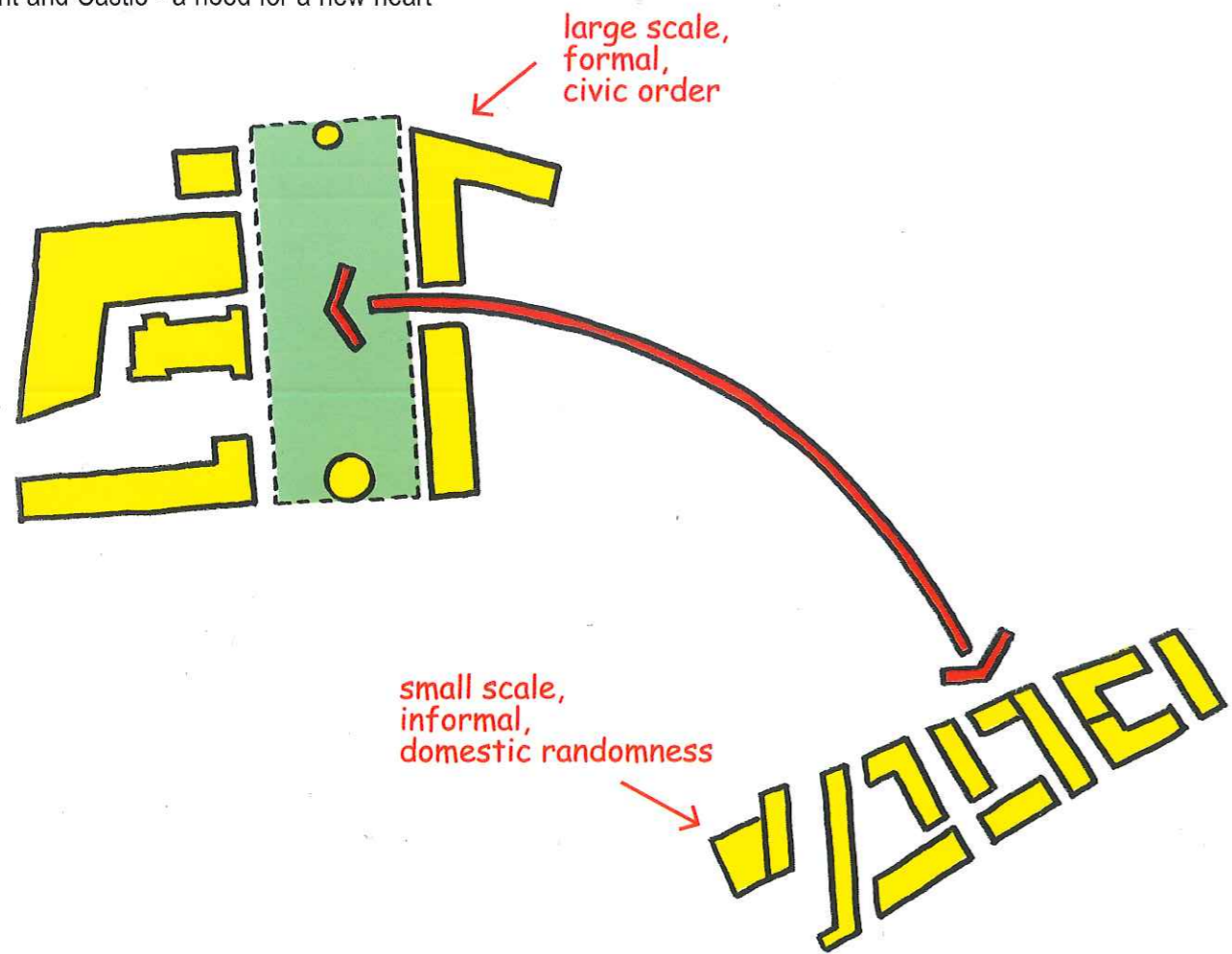


**Southwark Land Regeneration Plc – Creating the Dynamics of Place – Delivering Opportunities – Linking the Community to the New Prosperity**





Elephant and Castle - a need for a new heart



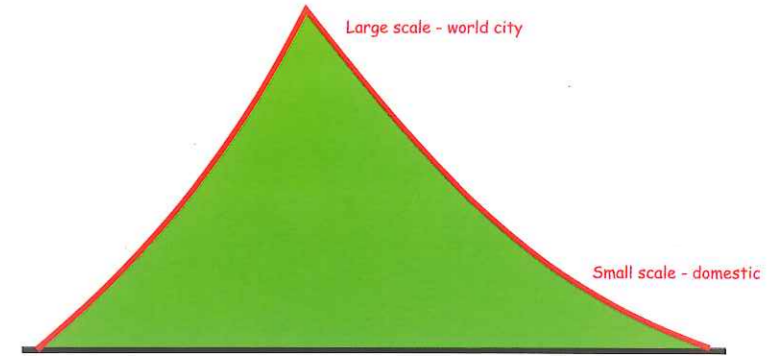
Scheme concept - changing urban scale

# The Masterplan - a vision for transformation

## The Elephant & Castle Masterplan

1 Streets & Squares social and private housing	16 Perronet House	31 Underground road link between Walworth Road and New Kent Road
2 Central square on boulevard leading to rooftop park	17 Public art water feature to central feature	32 Private residential accommodation
3 Square on Rodney Street	18 Imperial War Museum	33 Garden bridge connecting over Thameslink line. Stepped terrace gardens off Walworth Road
4 Roof-top park 15 acres	19 Gallery and local community arts with hotel above	34 Draper Estate
5 Urban park apartments	20 The piazza - divides into three	35 Live/work units in the south west quarter
6 Residential tower with sky-gardens	21 The London Institute	36 Square on Walworth Road
7 Shopping malls	22 The Tabernacle	37 Café / restaurant
8 Eco-residential building	23 Library/arts piazza building	38 Thameslink railway line
9 Transport interchange	24 Park View Piazza building	39 Employment uses light industry and technology
10 Bus interchange	25 Central lake within park	40 Residential accommodation over business.
11 New Faraday residential focal building.	26 Castle House refurbished	41 Live/work
12 Arts & Culture and Amphitheatre	27 Park View residential development	42 East Street Market
13 Glass roof structure over railway station	28 Wellston Close refurbished	43 High tech public information and museum
14 Alexander Fleming House	29 Gateway at Newington Butts	44 Link to East Street market
15 High rise living landmark building	30 Draper House refurbished	

The Masterplan



Scheme - changing the urban scale - the vertical plane



Broadgate redevelopment - before - not a people place



Broadgate redevelopment - after - a people place



Paddington redevelopment - a place for regeneration



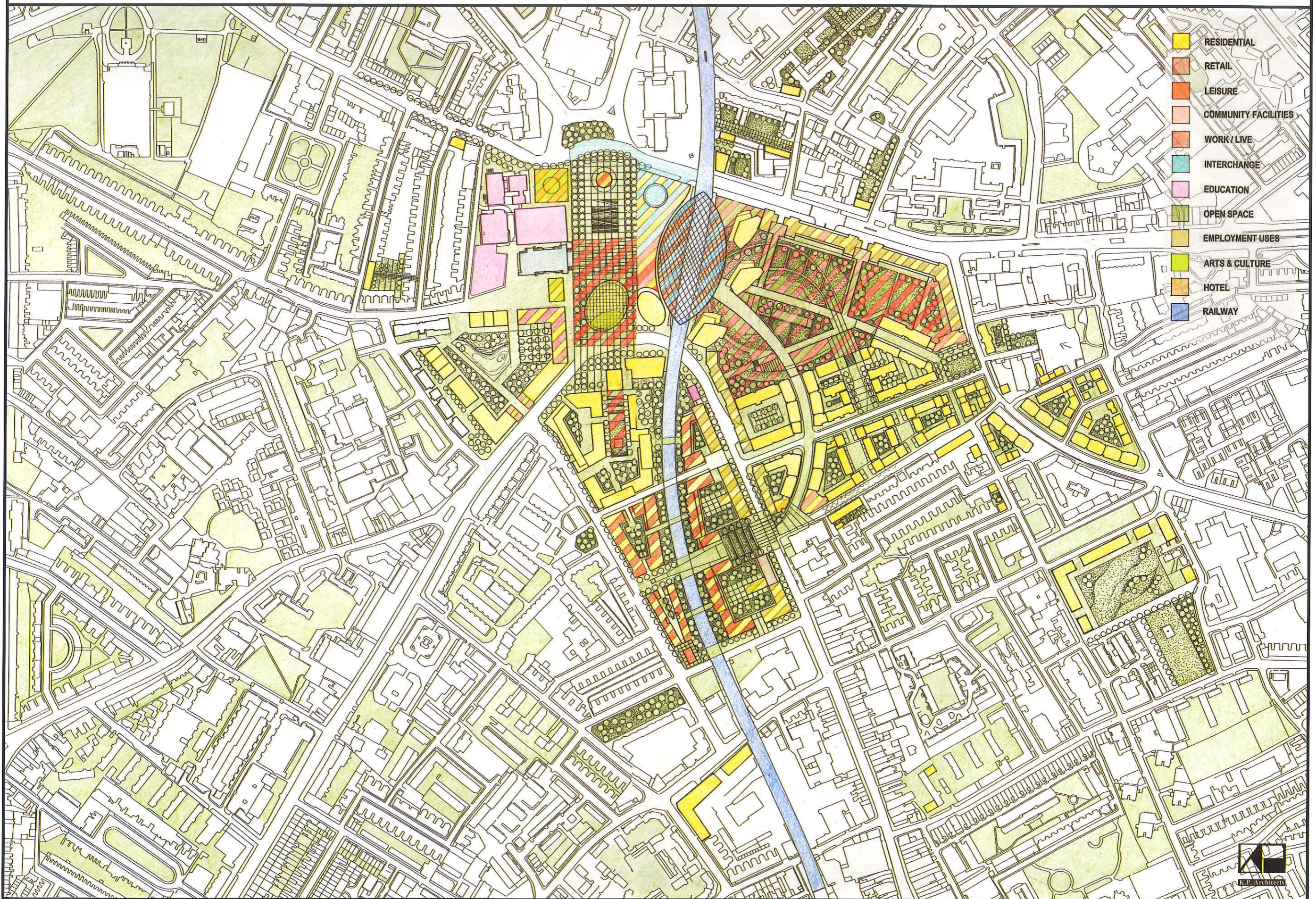
# The Elephant & Castle Masterplan

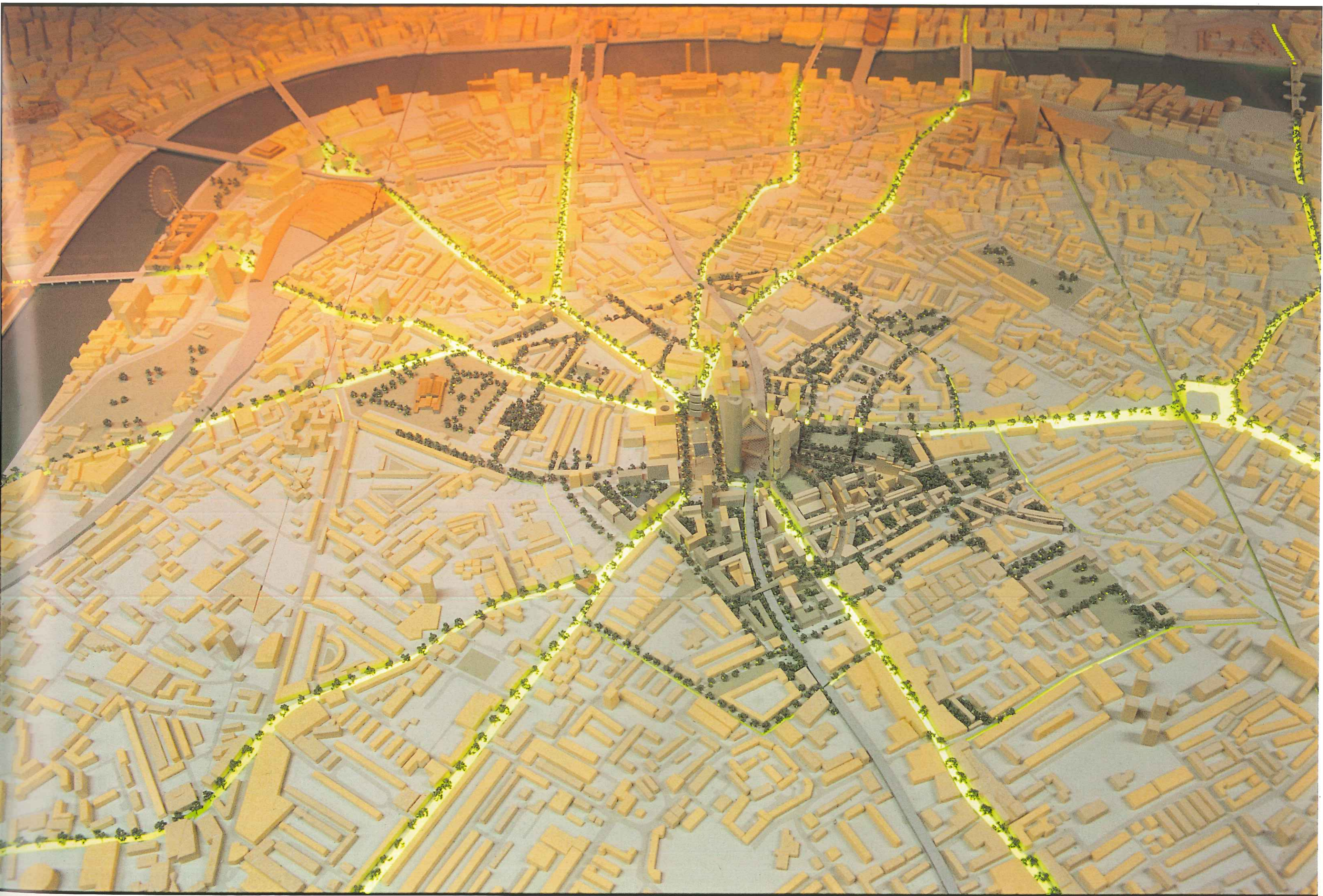


**Key:**

- |   |   |   |
|---|---|---|
| <ul style="list-style-type: none"> <li>1 Streets &amp; Squares social and private housing</li> <li>2 Central square on boulevard leading to rooftop park</li> <li>3 Square on Rodney Street</li> <li>4 Roof-top park 15 acres</li> <li>5 Urban park apartments</li> <li>6 Residential tower with sky-gardens</li> <li>7 Shopping malls</li> <li>8 Eco-residential building</li> <li>9 Transport interchange</li> <li>10 Bus interchange</li> <li>11 New Faraday residential focal building.</li> <li>12 Arts &amp; Culture and Amphitheatre</li> <li>13 Glass roof structure over railway station</li> <li>14 Alexander Fleming House</li> <li>15 High rise living landmark building</li> </ul> | <ul style="list-style-type: none"> <li>16 Perronet House</li> <li>17 Public art water feature to central feature</li> <li>18 Imperial War Museum</li> <li>19 Gallery and local community arts with hotel above</li> <li>20 The plaza - divides into three</li> <li>21 The London Institute</li> <li>22 The Tabernacle</li> <li>23 Library/arts piazza building</li> <li>24 Park View Piazza building</li> <li>25 Central lake within park</li> <li>26 Castle House refurbished</li> <li>27 Park View residential development</li> <li>28 Wollaston Close refurbished</li> <li>29 Gateway at Newington Butts</li> <li>30 Draper House refurbished</li> </ul> | <ul style="list-style-type: none"> <li>31 Underground road link between Walworth Road and New Kent Road</li> <li>32 Private residential accommodation</li> <li>33 Garden bridge connecting over Thameslink line.</li> <li>34 Stepped terrace gardens of Walworth Road</li> <li>35 Draper Estate</li> <li>36 Live/work units in the south west quarter</li> <li>37 Square on Walworth Road</li> <li>38 Café / restaurant</li> <li>39 Thameslink railway line</li> <li>40 Employment uses light industry and technology</li> <li>41 Residential accommodation over business.</li> <li>42 Live/work</li> <li>43 East Street Market</li> <li>44 High tech public information and museum</li> <li>45 Link to East Street market</li> </ul> |
|---|---|---|

# Mixed Uses At The Elephant & Castle

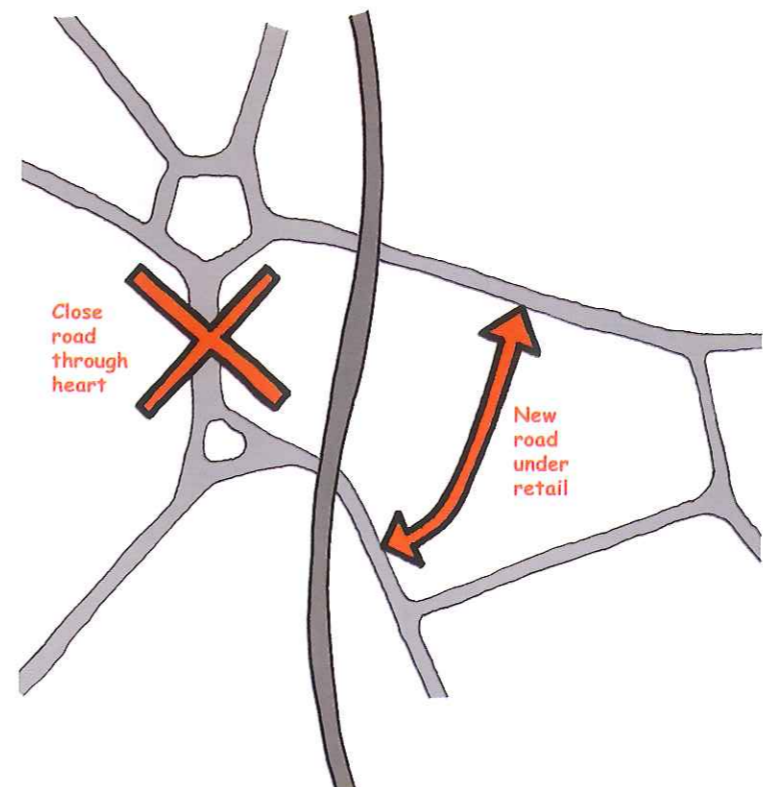
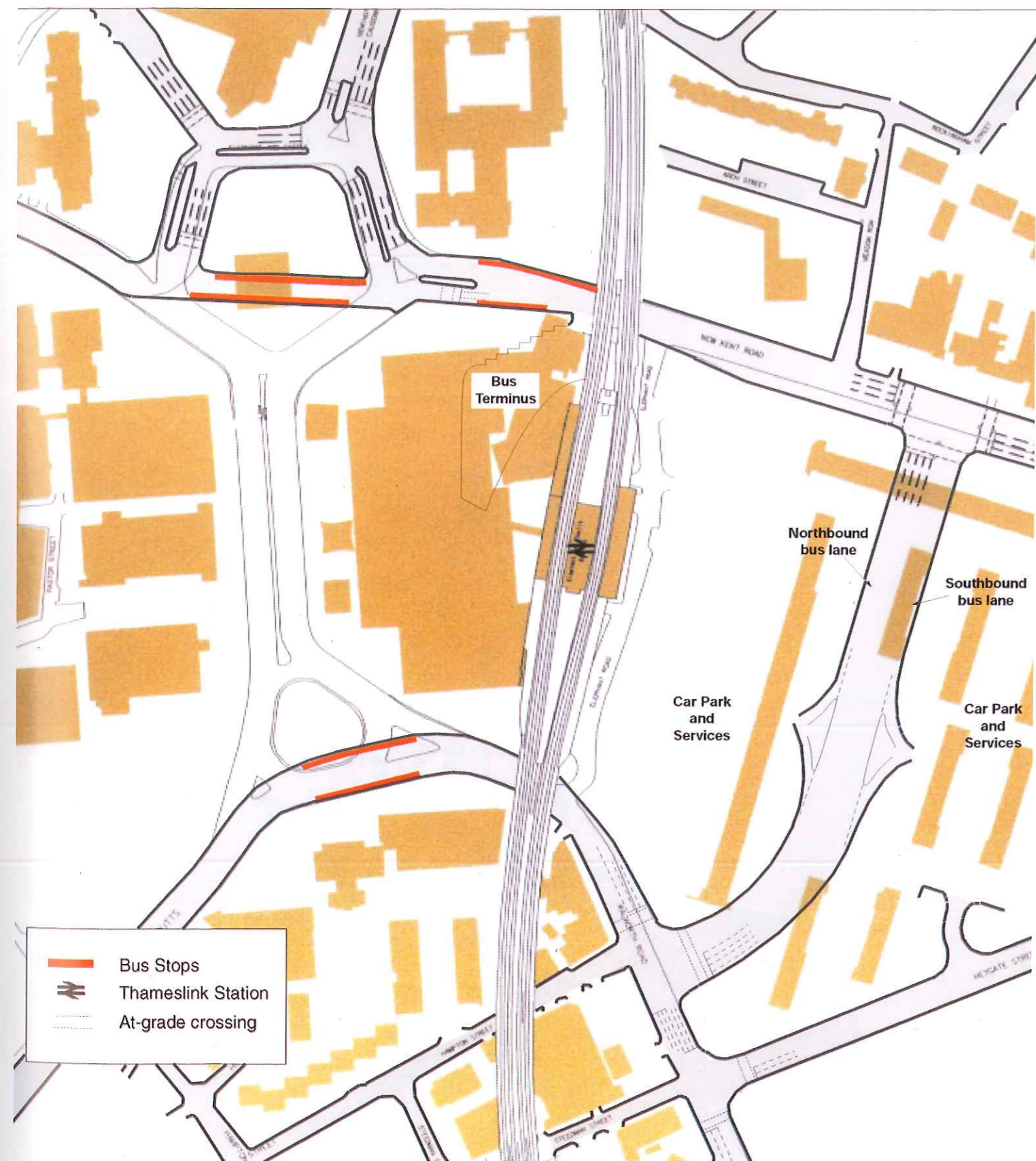




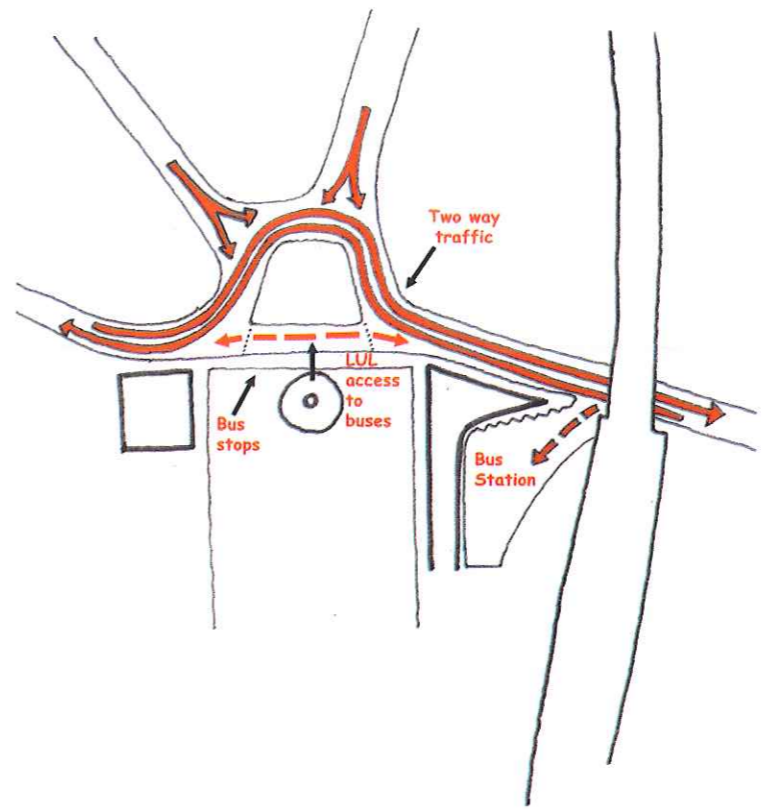


**Model Photograph - view from South**





Removal of the road barrier



Roads integrating with the transport interchange



The road prevents an East / West link



Roads dominate the heart of the Elephant and Castle



Trafalgar Square - current traffic chaos

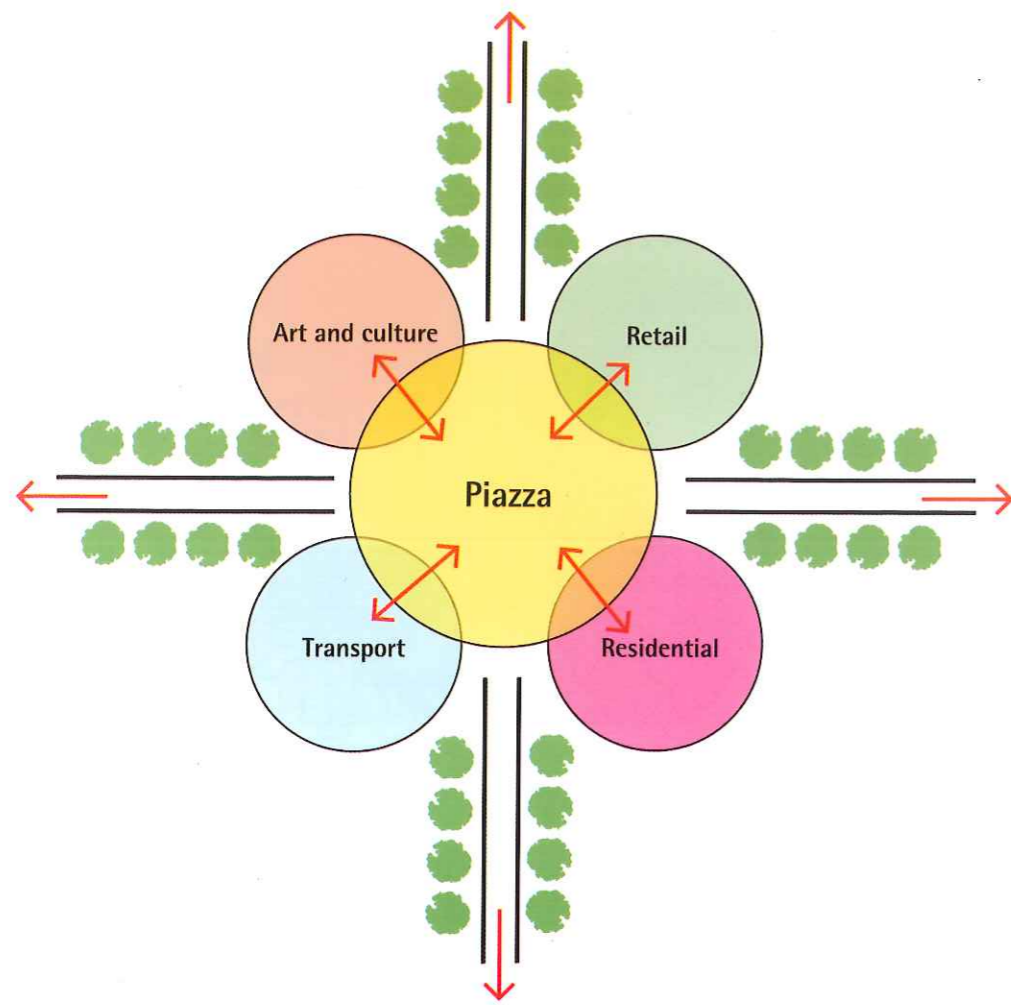


The transformation of Trafalgar Square - proposed

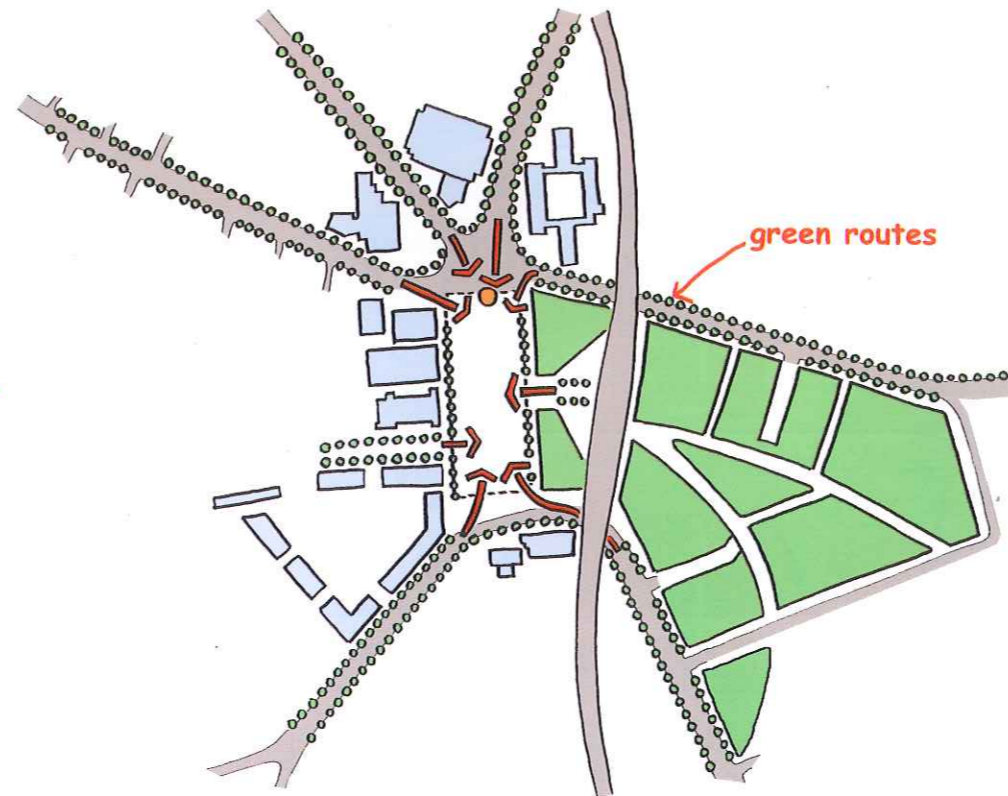
Proposals for a new link road and bus facilities

# Transportation - the road network





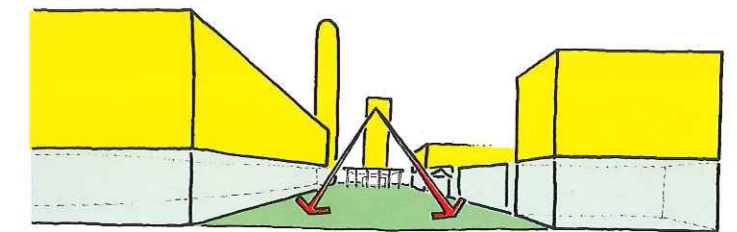
The Piazza - a focus to the surrounding functions



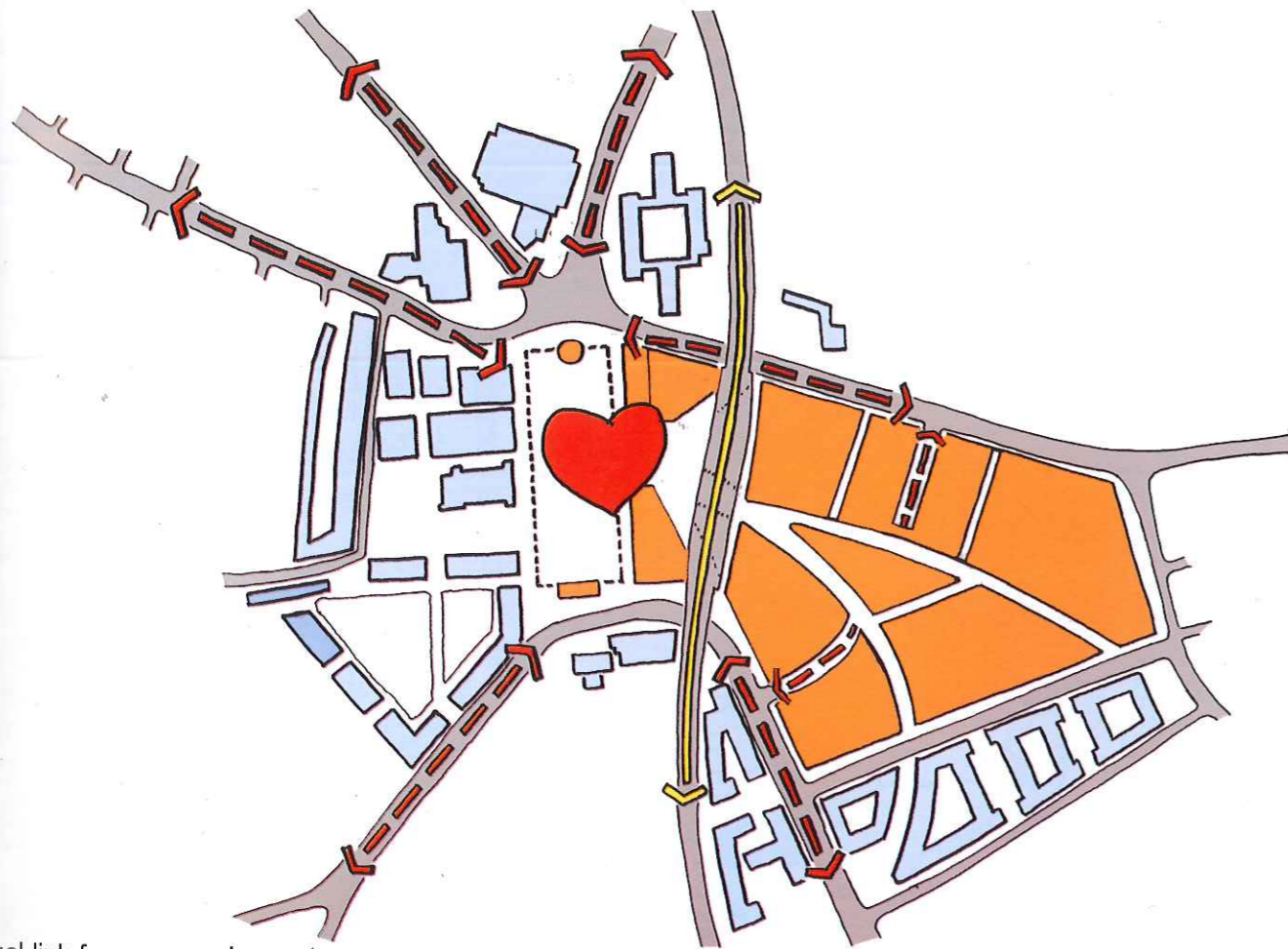
Green routes - focus on the Piazza



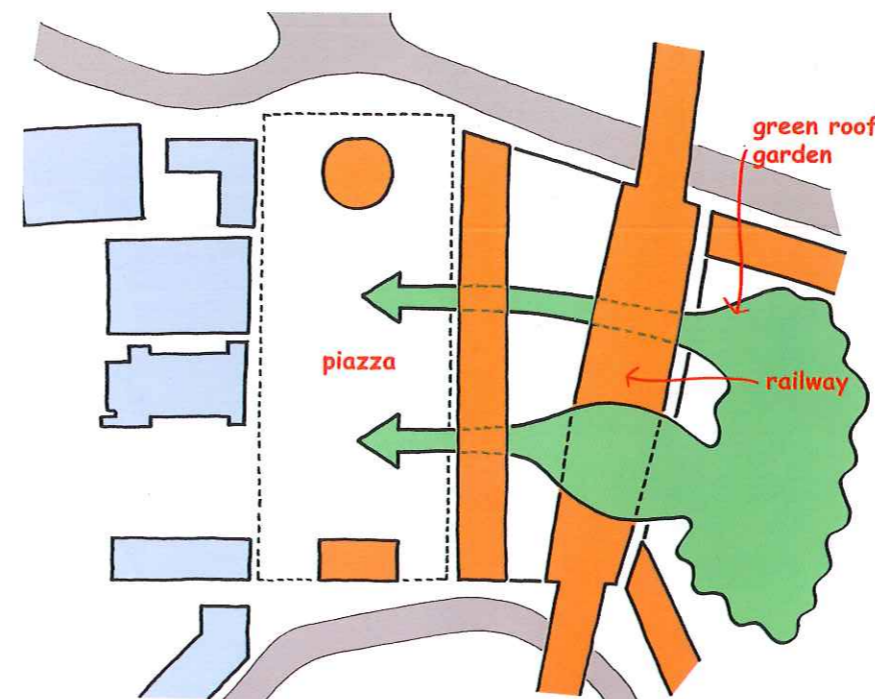
The Tabernacle - maintaining a focus on the Piazza



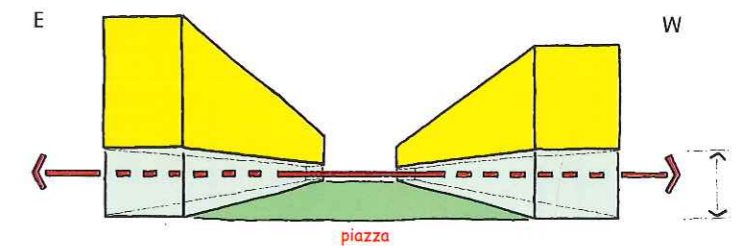
Draper house is part of the Piazza



Visual link from converging routes



Roof gardens - link through to the Piazza

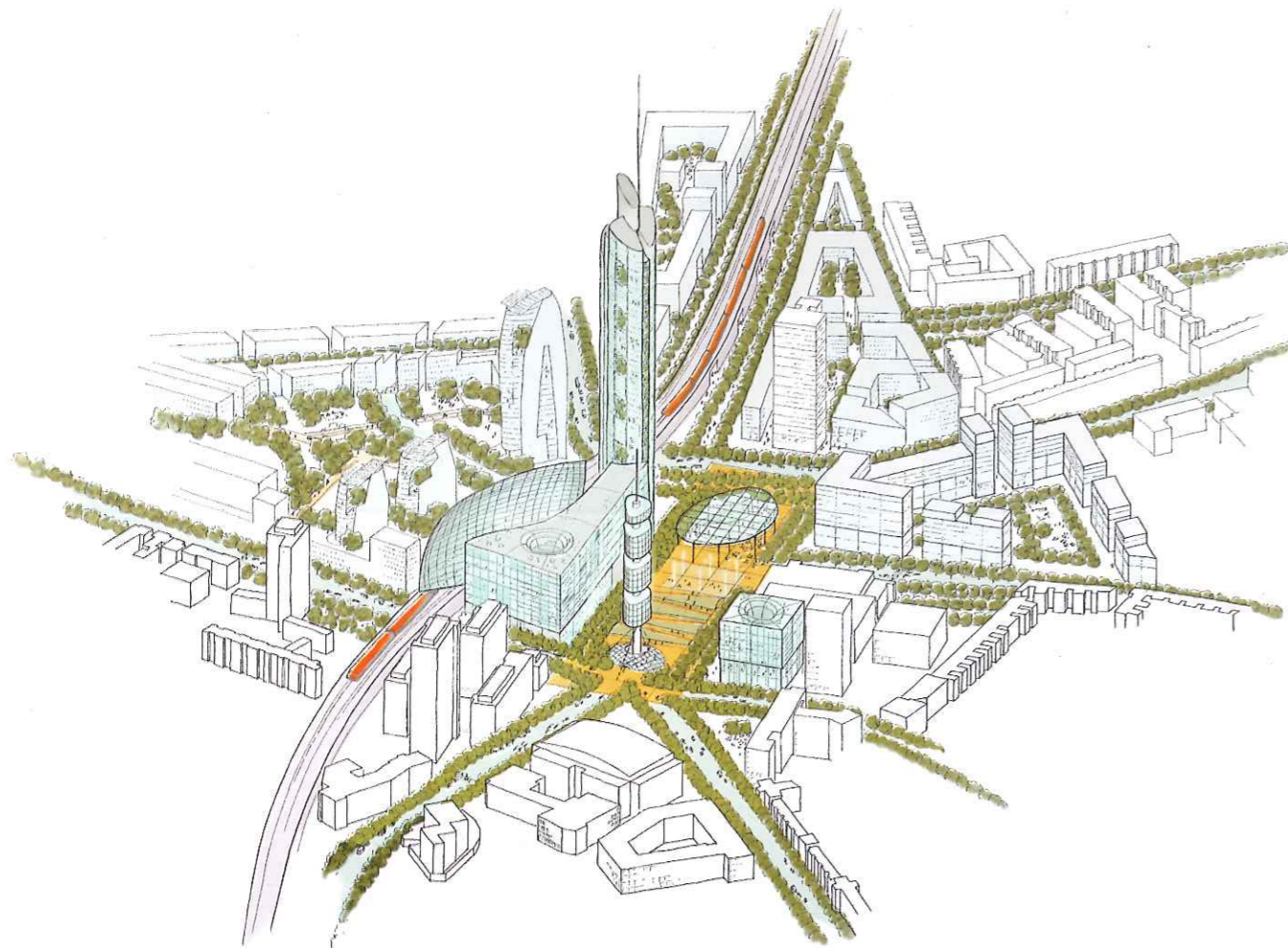


Tranparency and connectivity

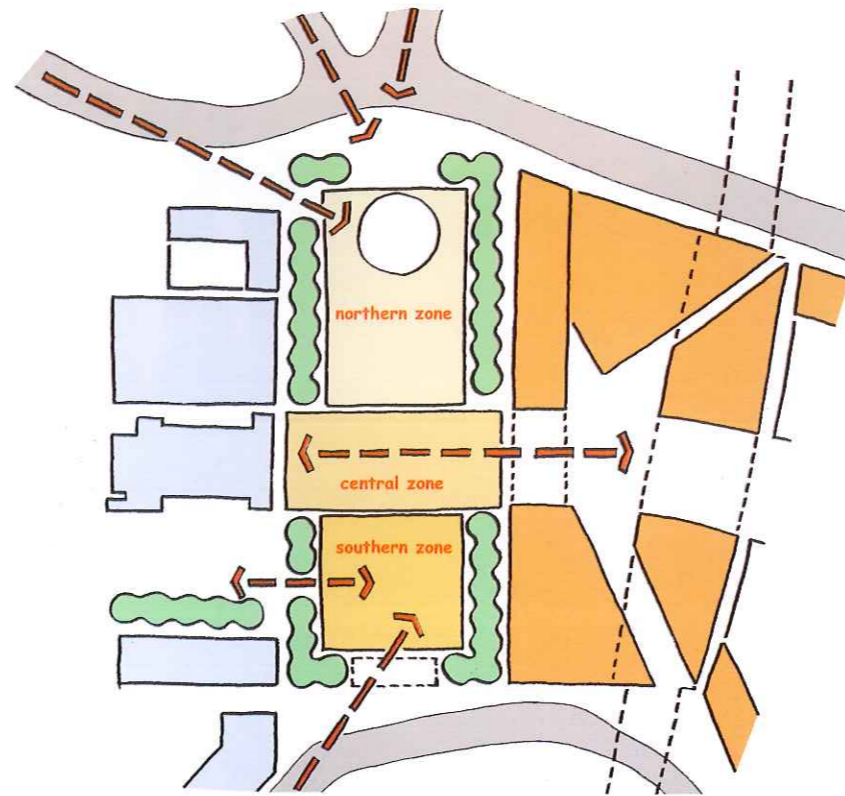


The London College of Printing - part of the Piazza

# The Piazza - creating a central people space



Piazza replaces the road with a place for the people



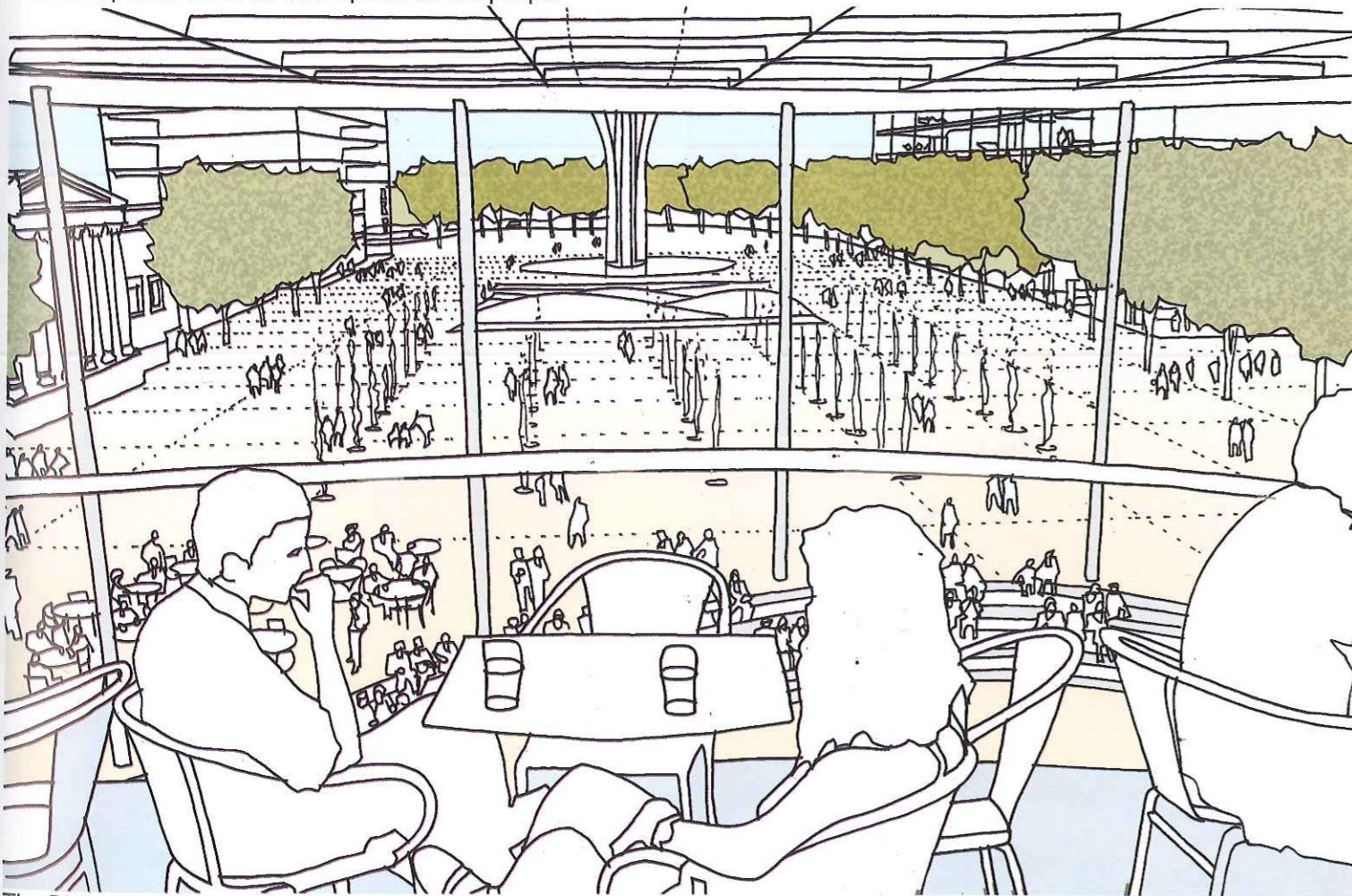
The three components of the Piazza



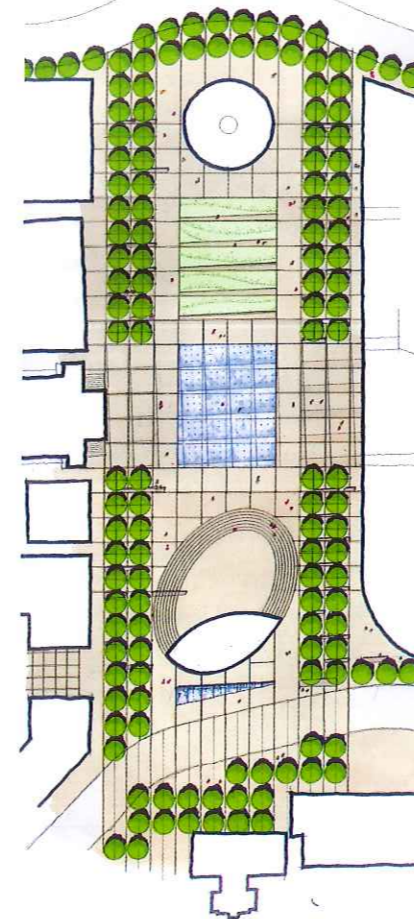
Northern zone - a quiet more passive place



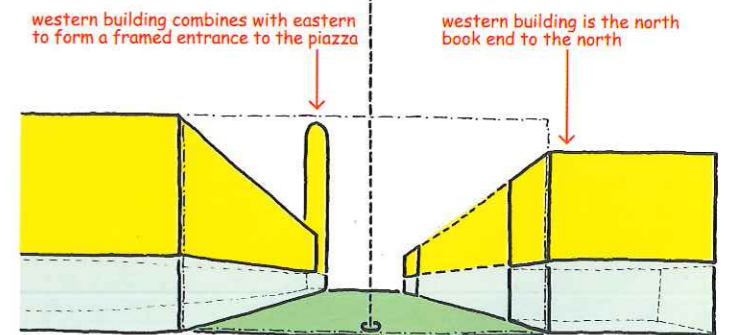
Southern zone - a lively more active place



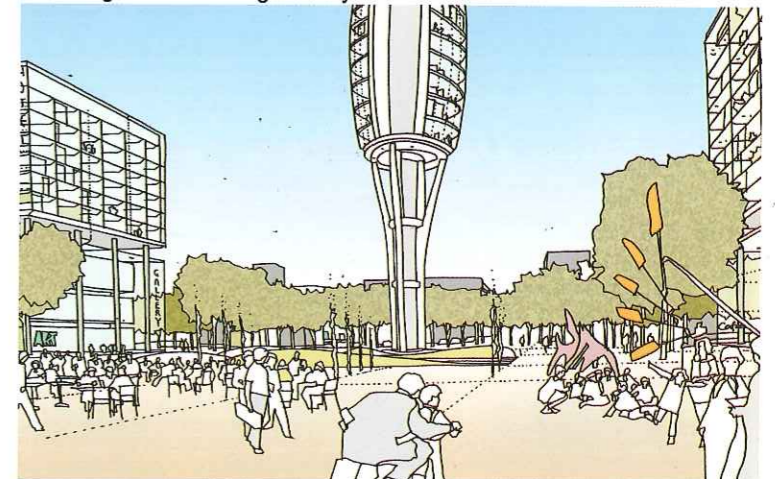
The Piazza seen from the Arts and Culture Centre



The landscaped Piazza

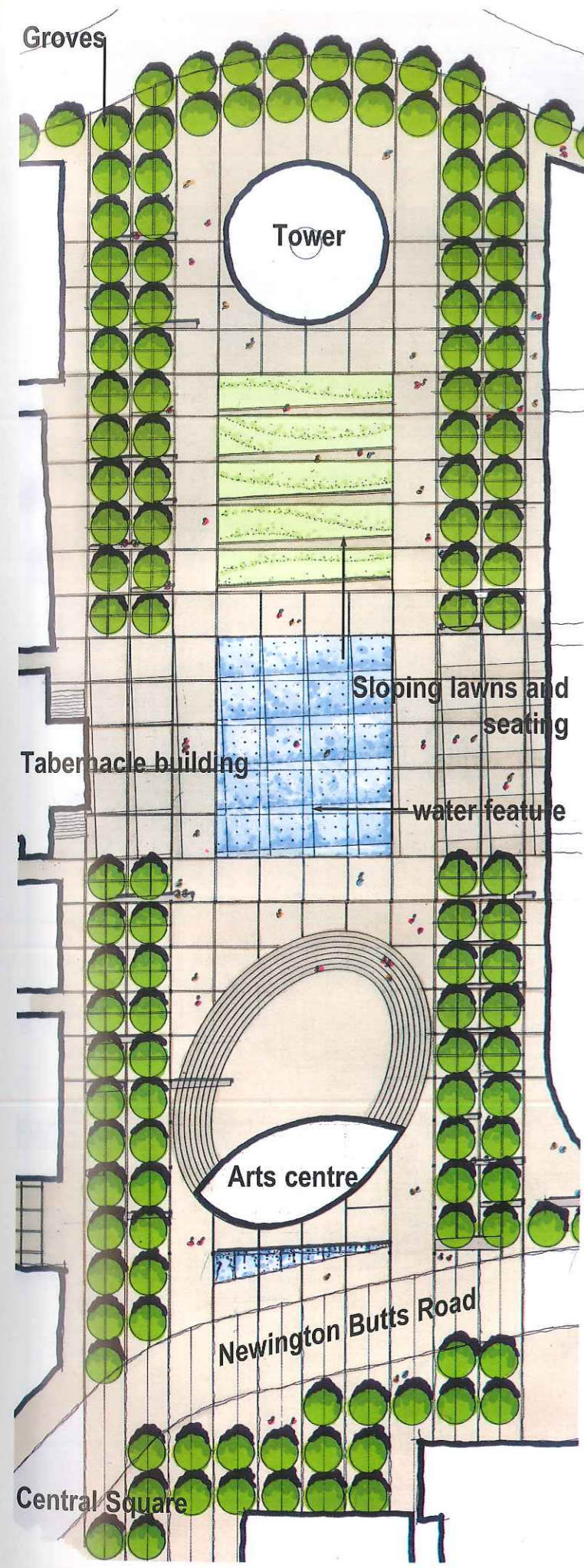


Building context - a gateway from the North



A landmark from the North

# The Piazza - creating a central people space



Central area animation



People space



Interaction with water



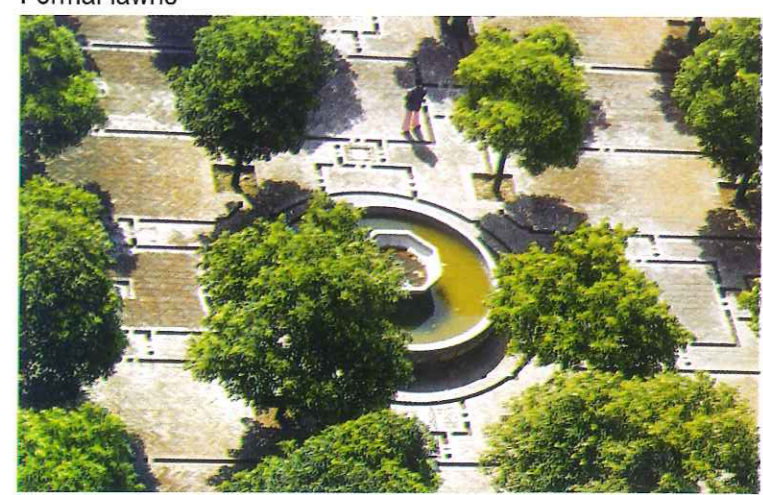
Formal lawns



Diversity of use



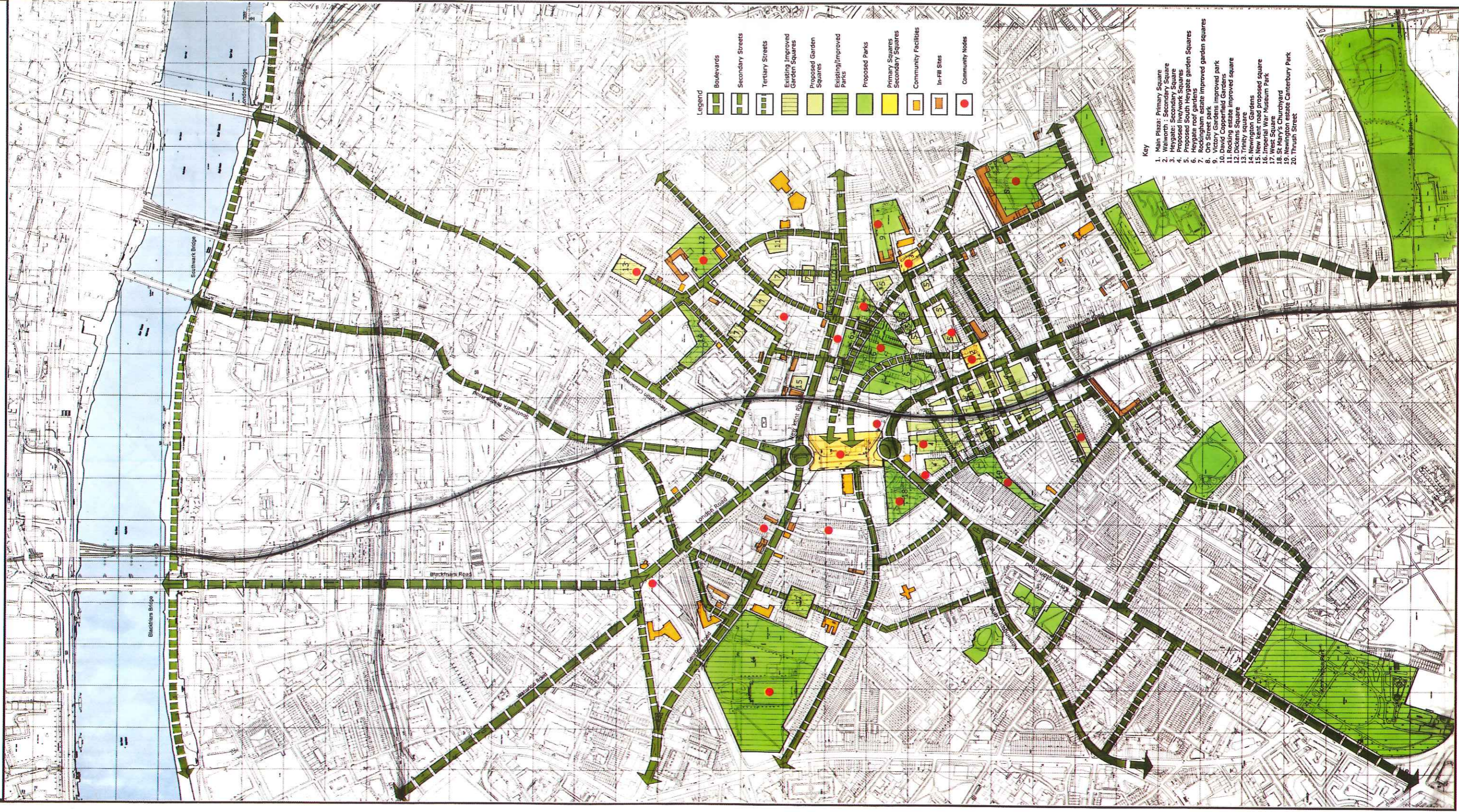
Leisure



Sculptured landscape

The Piazza

# The Elephant & Castle Open Space Strategy



- Legend**
- Boulevards
  - Secondary Streets
  - Tertiary Streets
  - Existing Improved Garden Squares
  - Proposed Garden Squares
  - Existing/Improved Parks
  - Proposed Parks
  - Primary Squares
  - Secondary Squares
  - Community Facilities
  - In-Fill Sites
  - Community Nodes

- Key**
1. Main Plaza: Primary Square
  2. Newington Square: Secondary Square
  3. Newington Square: Secondary Square
  4. Proposed live/work square
  5. Proposed South Heygate garden Squares
  6. Heygate roof gardens
  7. Roddington estate improved garden squares
  8. Vro Street park
  9. Proposed park
  10. David Copperfield Square
  11. Roddington estate improved park
  12. Dickens Square
  13. Trinity Square
  14. Newington Gardens
  15. Newington Square and proposed square
  16. Imperial War Museum Park
  17. West Square
  18. St Mary's Churchyard
  19. Newington estate Canterbury Park
  20. Thrush Street



The Elephant & Castle Landscape Masterplan

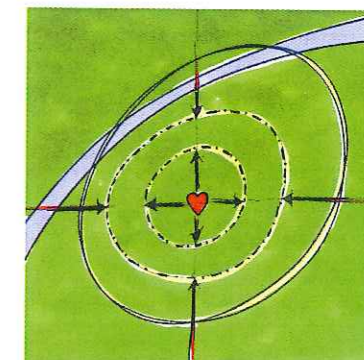
## The key objectives of the proposed open space system are:

- To provide high quality, pedestrian and cycle circulation both around the Elephant & Castle and to neighbouring areas and facilities, thereby improving public access to local, district and city-wide facilities and uniting the different quarters
- To create a connected series of urban squares and gardens within which a wide range of civic and community activities and functions can take place, such as congregation, theatrical and musical events, public art displays and performance within town squares, and children's play, sports and community gardening/allotments within garden squares
- To create wildlife corridors, encouraging bio-diversity, and providing connections to wider ecological resources and to the countryside, and encouraging environmental education
- To provide an enhanced and improved setting for both new and existing buildings
- To provide a key catalyst for further regeneration and redevelopment interactions and initiatives, and the framework for a long-term process or urban repair in London South Central
- To provide an appropriate and improved setting for community facilities such as schools, crèches, recreation and community centres, libraries and churches
- To provide new and improved public parks
- To improve the appearance and landscaping quality of roads, so as to create strong physical and visual connections to London districts such as Southbank and the River Thames to the north and west and Burgess and Kennington Parks to the south, creating important urban 'gateways' to the Elephant & Castle from neighbouring urban districts
- To create beautiful and memorable places
- To bring people together and unite communities
- To provide healthy, safe and attractive places for children to play in and people to enjoy
- To anchor the Elephant & Castle in its surroundings and as the heart of London South Central
- To provide for disabled access throughout the design evolution of proposals for both the wider open space system and the detailed design of individual streets and spaces within it. Full consultation will be undertaken with local and national disabled groups, to ensure that all requirements are incorporated in the developing proposals for the public realm.
- To provide safety and security for the public through design, including night time lighting
- To provide sustainable lifestyles and promote social inclusion
- To unite all the strengths of London South Central
- To achieve a dramatic change to the image and profile of the Elephant & Castle over a wide area

## Framework for long-term urban repair

In this way, the open space framework can act as a catalyst for a much-needed longer-term process of urban repair; a framework through which both buildings and spaces can evolve and grow to recreate an urban environment which is rich, varied and legible, with the strong sense of seriality of spaces and places which typifies successful London enclaves. Within this evolving urban environment those existing buildings and areas of quality and character will become connected to one another and to the wider city as key features within a successful open space network.

Sites throughout London South Central, which have waited many years for renewal or improvement/refurbishment, will also in this way emerge into a stronger and more coherent context and environment, and new investment and regeneration will be encouraged. The benefits of regeneration spreading southwards from the north and northwards from the south at Peckham, will meet with the regeneration spreading outwards from the Elephant & Castle at the hub – using the green lanes framework.





Natural park roof garden



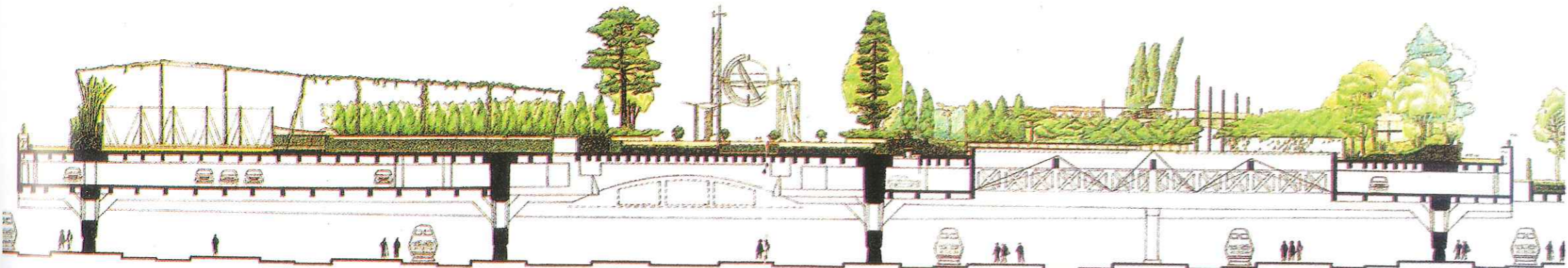
Water within the Urban Park



Public art



Organic rooftop gardens



Park above Transport Interchange: Parc Atlantique - Paris



Retail roof park

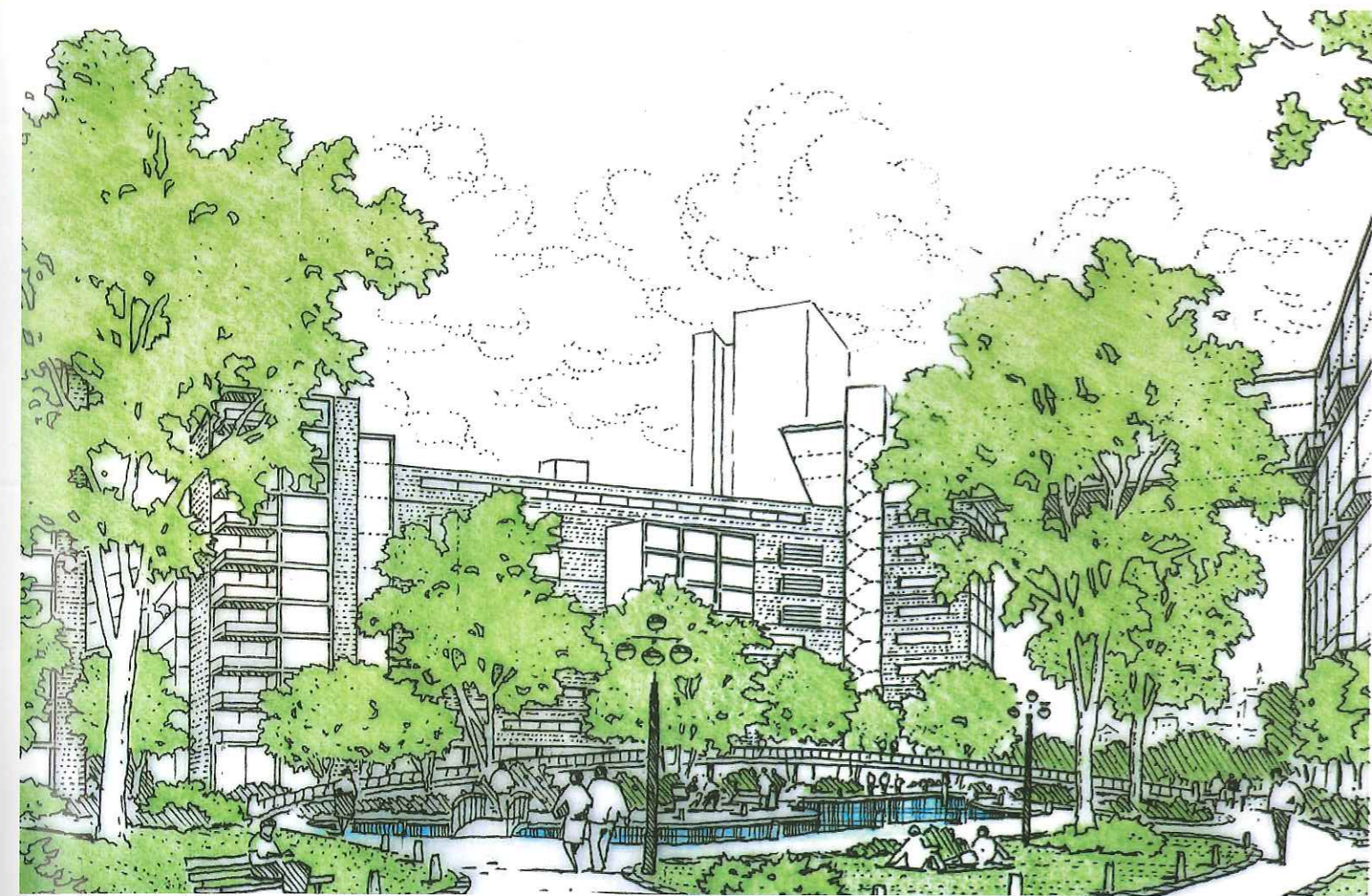


Diverse landscaping to the Urban Park

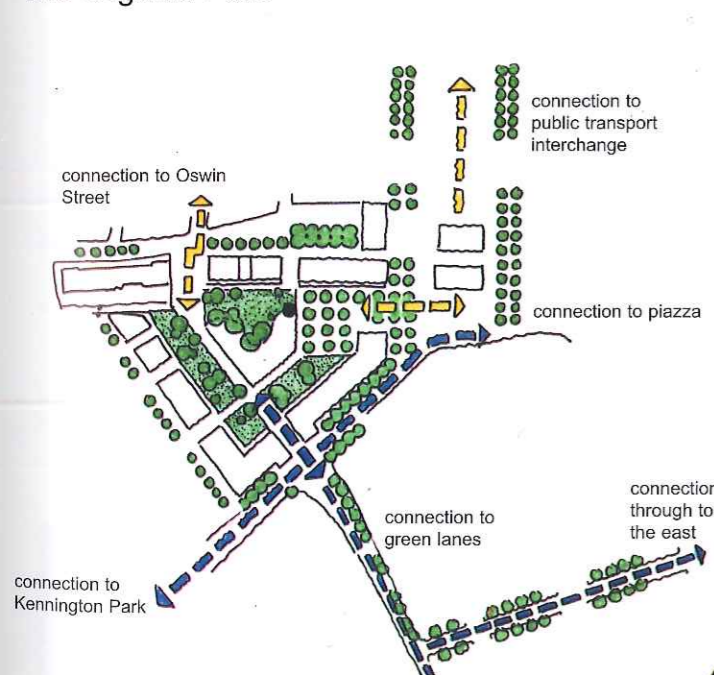


Organic woodlands

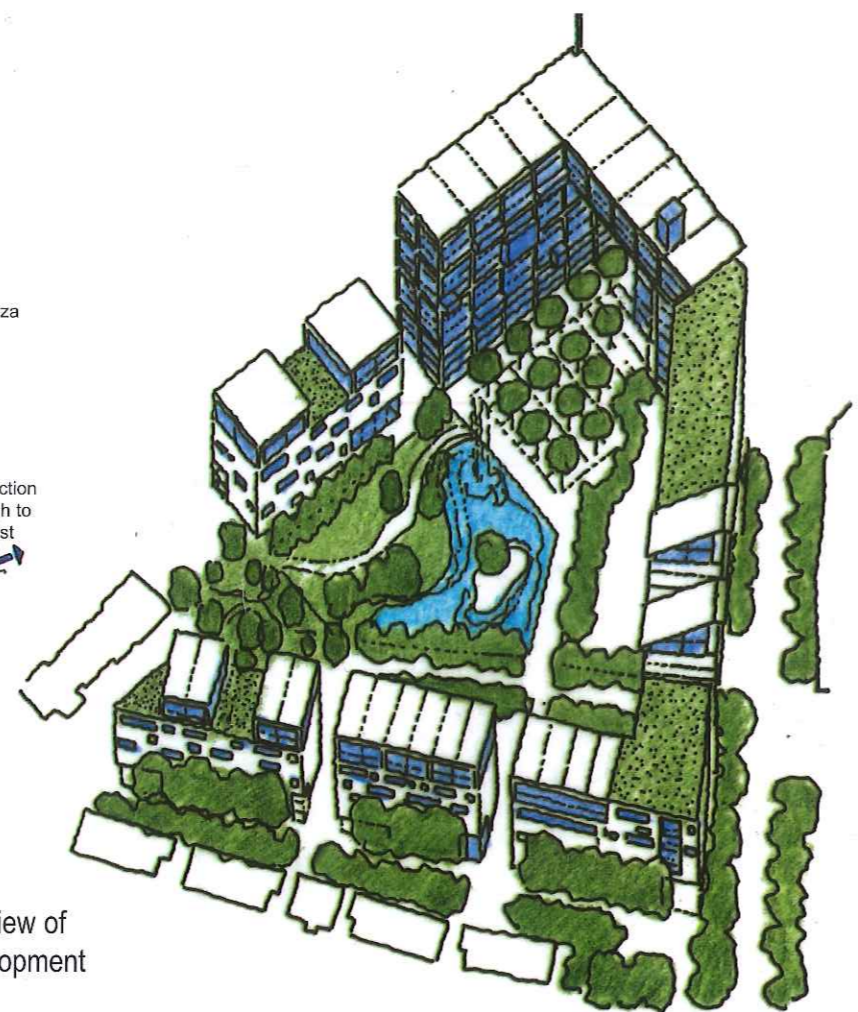
# The Central Park



The Organic Park



Landscape design and connections



3 dimensional view of Park view development

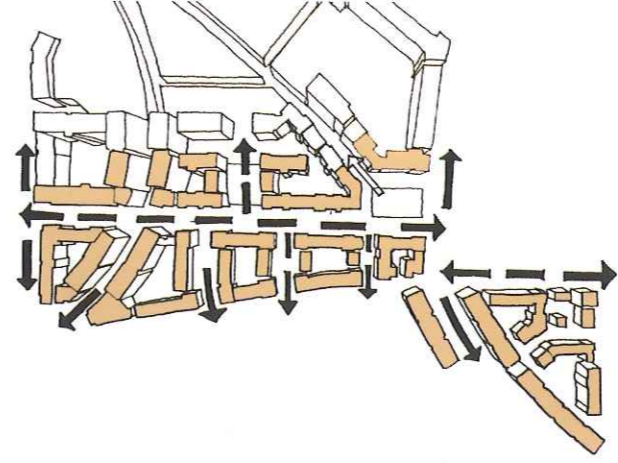


# Park View Environment

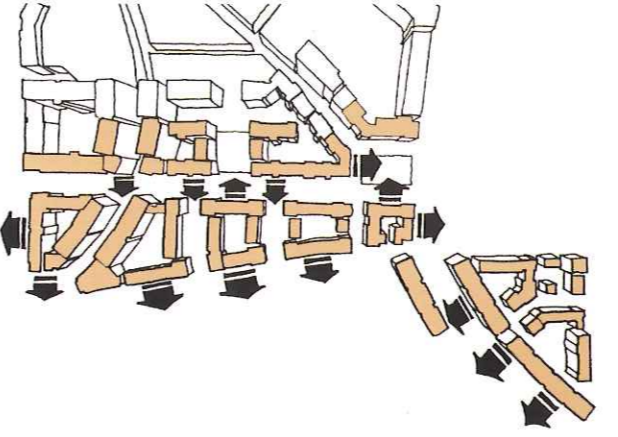




Central Square leading to Urban Park



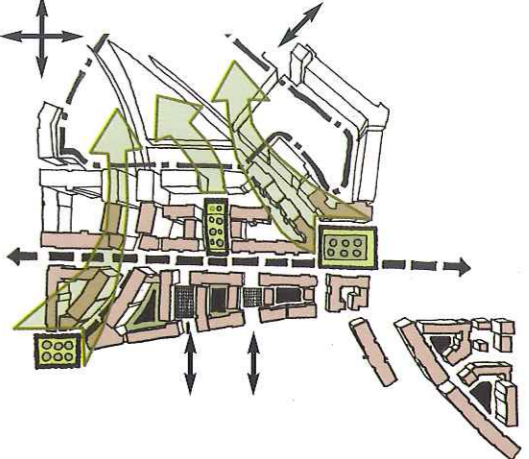
Movement systems through streets and squares



Building frontages



Streets and squares linking Wansley Street to the park



Squares and streets linking to the new park

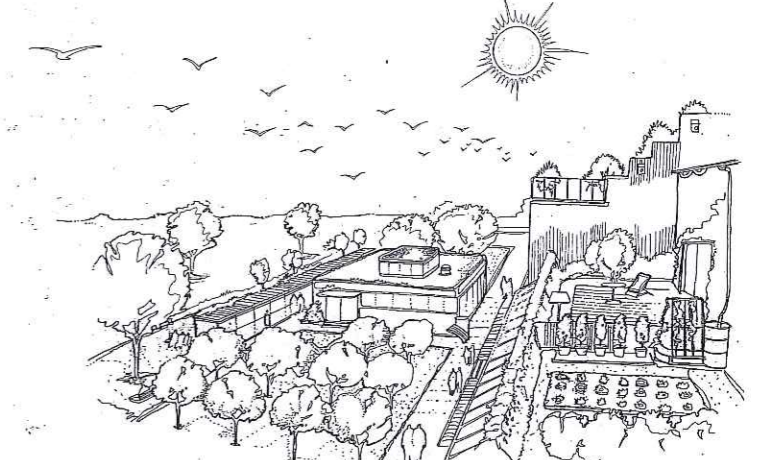


Principal Streets and Squares

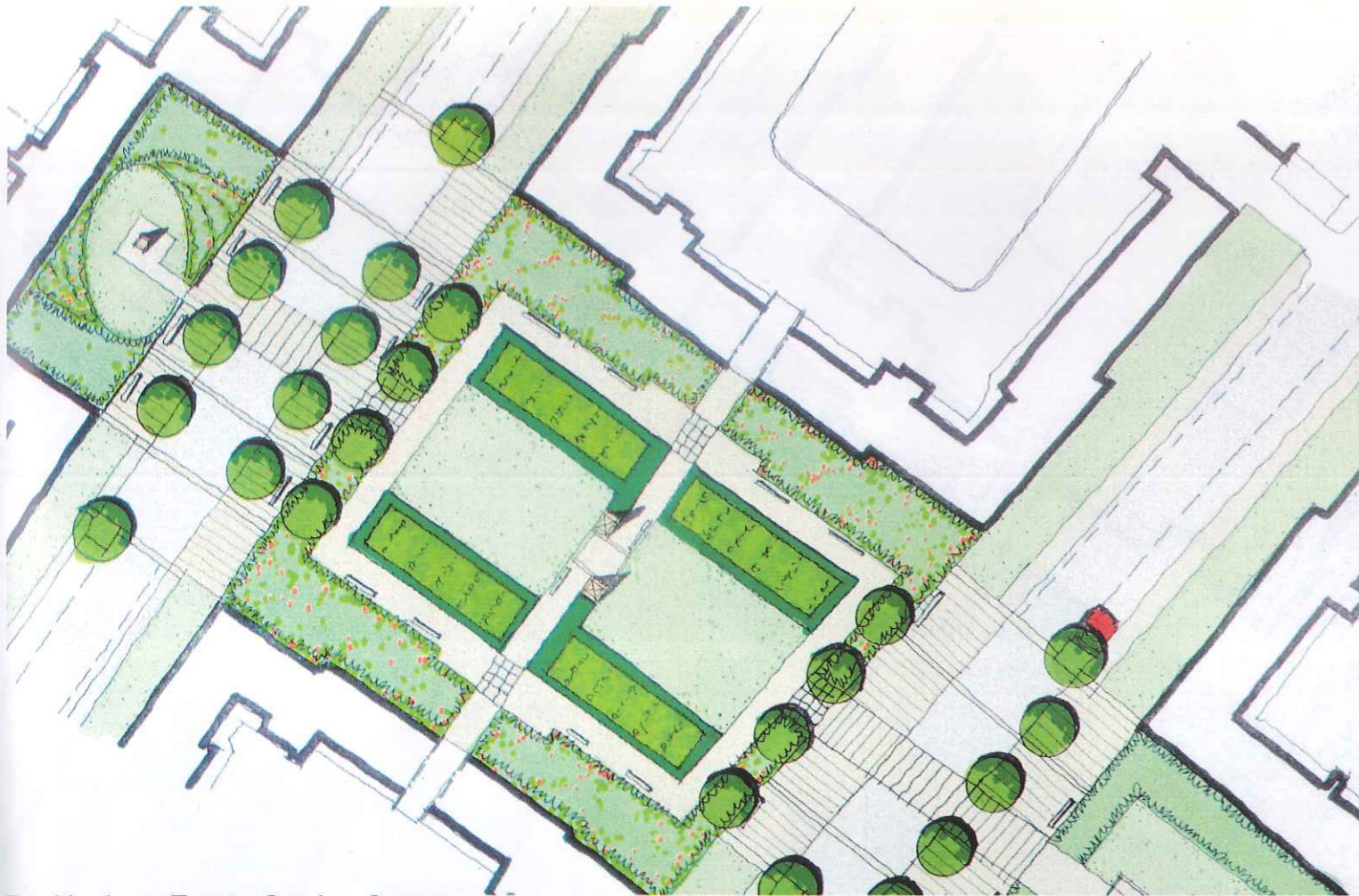
**Streets and Squares**



Tree-lined boulevards



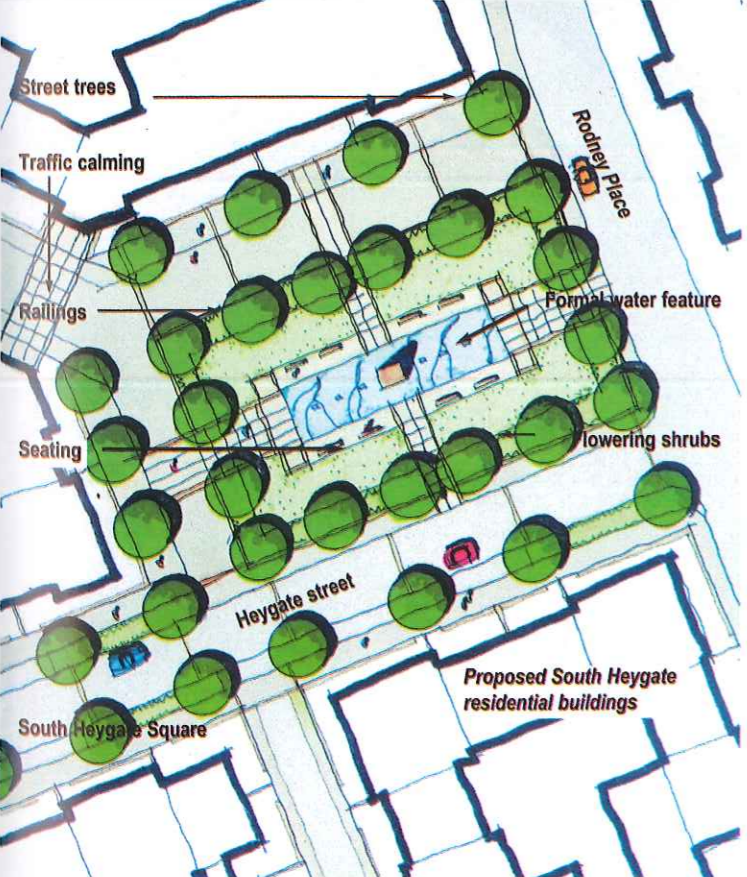
Open spaces orientated towards the sun



Rockingham Estate Garden Square



Heygate Street Square



South Hevate Square



Walworth Road and Wandsey Street Square



Gathering places



Formal promenade



Leisure activity

Urban Garden Squares



New Garden Squares, Rockingham Estate



New Kent road / Falmouth Road: Landscape plan



Existing context

Existing context

**Surrounding area infills and landscaping**

## Urban Living

- The Elephant & Castle project is an opportunity to set innovative standards in sustainable urban development. London has been influencing global lifestyle and culture for hundreds of years.
- This history of innovation is about to continue with the implementation of this project. More than half of the world's population now live in cities and resources are disappearing. The survival of our species depends on urban sustainability.
- The redevelopment will apply various factors to assist in sustainable day-to-day living including: environmental quality, renewable energy, effective control systems, recycling systems, low energy equipment, and low maintenance management.
- The development framework will establish from the outset the services masterplan and early partnering will eliminate overlap and provide longlasting flexibility and economy.

## Energy Strategy



- electricity, heating and cooling from CHP
- electricity from CHP, heating/cooling using heat pumps
- low energy housing to NHER 9, connection to existing gas and electricity mains
- energy centre, on-site generation using CHP
- water treatment plant producing reclaimed water for non-potable reuse
- community heating mains - flow and return pipes
- vacuum sewer
- HV ring main and sub-stations
- existing LE sub-stations
- reclaimed water ring main
- existing combined sewer network
- vacuum sewer sumps/valve chambers and collection vessel
- foul drainage connection to existing trunk sewer

• A Combined Heating and Power plant is a community heating and power system that will provide an inexpensive bulk energy supply, reduce CO2 emissions, and can be upgraded to accommodate future biomass fuels.

• A CHP plant integrated into the core redevelopment of Elephant and Castle will also be able to offer low cost, secure and environmentally friendly energy to local businesses.

• This will help to meet Government commitments on CHP, renewables and greenhouse gas reductions and act as a catalyst for the establishment of an Energy Services Company (ESCO) within the Borough.

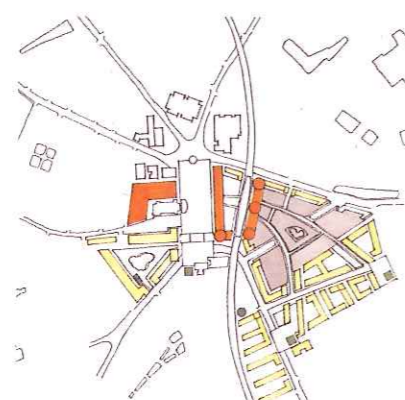
• CHP will involve the local community and make everyone feel that they have the ability and mechanism to make a difference in how their local needs are met and the community is run

• Exploiting the huge purchasing power of the occupiers of the businesses and homes in the masterplan area to reduce costs and take control of services

• The facility management company may have the community as stakeholders.

• Eliminate energy poverty and IT exclusion

## Waste Strategy



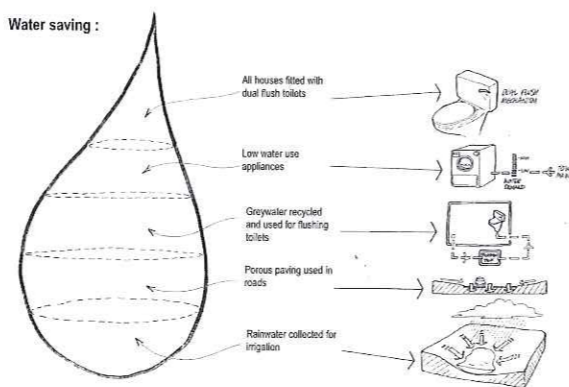
- 'bring' system - buildings served by recycling centres at strategic locations
- 'collect' system - recyclable waste separated at source
- on-site separation and commercial recycling of packaging waste
- waste recycling centre - bring system i.e. glass, paper, clothing materials, tin cans
- household organic waste, leaf litter etc... composted and used as soil conditioner within the park
- sludge as a by product of wastewater treatment removed by commercial operator to waste to energy plant

• The Elephant & Castle redevelopment proposes a waste management strategy aimed at minimising the amount of waste produced and increasing the percentage of waste that is recycled within the Borough.

• This can be accomplished by a wider implementation of "bring" and "collect" scheme. Separation and sorting of packaging waste at source, as well as removal and recycling by a commercial waste management operator is proposed.

• Household organic materials, leaf litter and plant material from managed parks and roof gardens within the development can be composted. Sewage sludge can be removed by a commercial operator and taken to a waste to energy plant.

## Water Strategy



• The Elephant & Castle redevelopment will implement a series of water treatment and supply strategies, the aim of which will be to reduce the reliance on conventional water supplies by 30%.

• Household water demand will be managed through the use of low water demand fittings, low flush WCs and an education pack to raise consumer awareness of water consumption in the home. Using a vacuum wastewater collection system can reduce further waste - this is a commercially available system, which uses less water for flushing than conventional gravity systems.

• A Joint Venture with Thames Water for example is being considered for the design, construction and operation of a fully enclosed wastewater treatment plant. It is envisaged that the plant could provide 418m<sup>3</sup>/d of reclaimed water for non-potable uses such as WC flushing, irrigation of public parks and roof gardens and vehicle washing.

• Further management systems include: dual supply system of potable water and reclaimed water pipework serving the core development areas, a borehole and water treatment plant will supply approximately 242m<sup>3</sup>/d of reclaimed groundwater to near potable standards as an alternative/supplement to mains water supply and waterless urinals and low flush WC's can be used for civic buildings and public toilets.

## Drainage Strategy



- roof gardens utilising proprietary green roof system drainage/ reservoir storage layer
- civic squares incorporating below ground storm-cell detention system
- welland attenuation pond designed as an integral part of the landscape strategy for Park View
- roofs drained via the landscape
- overflow to combined sewer

• The design provides an integrated system for managing the quantity and quality of surface water runoff within the confines of the site. The treatment and attenuation of stormwater on-site is an integral part of the landscape design.

• It is envisaged that civic squares will be constructed with below ground detention of stormwater using a storm cell system, and that the larger private and public courtyards could incorporate stormwater attenuation ponds.

• A green roof system within the retail/ leisure complex will incorporate a drainage/reservoir layer, as a means of supporting planting and reducing surface runoff.

## Pedestrian & Cycle Movement



• Increasing the potential for permeability and connectivity will vastly improve the quality of the public realm.

• This can be achieved by providing a network of orbital routes linking communities with one another, and with a coherent network of open space and shared amenities such as schools, community shops etc.

• Strategic links to the London Cycle network and new integrated public transport facilities will also be established.

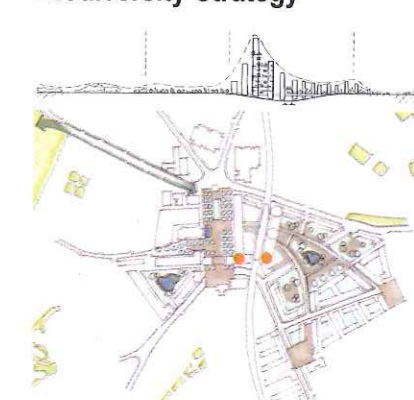
• The design will provide direct, pedestrian and cycle only, radial routes to the centre and increase the number of openings beneath the existing railway line.

• Co-ordinating pedestrian and cycle movement corridors with the proposed network of green space and the primary ecological pathways through the site will create a fully integrated urban realm.

• Using streetscape interventions and shared surface environments, a network of home zones and traffic calmed streets will be created. These will use hard and soft landscape elements, street furniture and lighting to restrict vehicle movements to well below 20 mph.

• Tree planting introduced into existing streets through the use of tree trenches and urban soils will also help to create urban calm.

## Biodiversity Strategy



- layout provides for protection from the prevailing wind while maximising natural ventilation and daylight penetration
- masterplan layout ensures good all year round solar access to external spaces
- tree planting along wind axes to keep wind moving up and over pedestrian level
- landscape designed to lift wind up and over key public spaces
- towers located to minimise the cumulative wind load caused by vortex shedding

• The redevelopment will establish an ecologically robust landscape that supports the urban environment of the site.

• Provision of tree and shrub planting along primary streets, (using urban soils) and within courtyards and public squares will provide shelter, screening and ameliorate noise and pollution. There will also be planting on terraces and building facades.

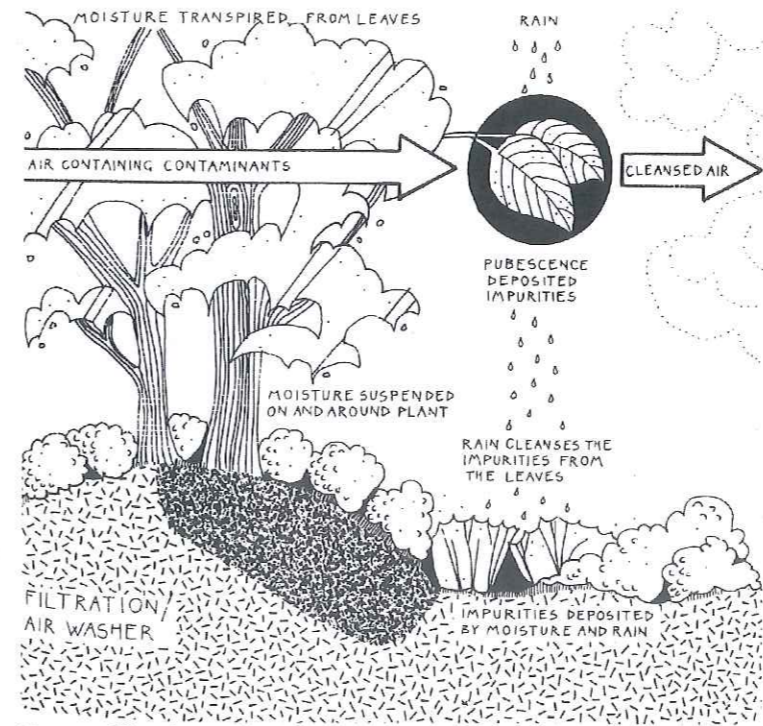
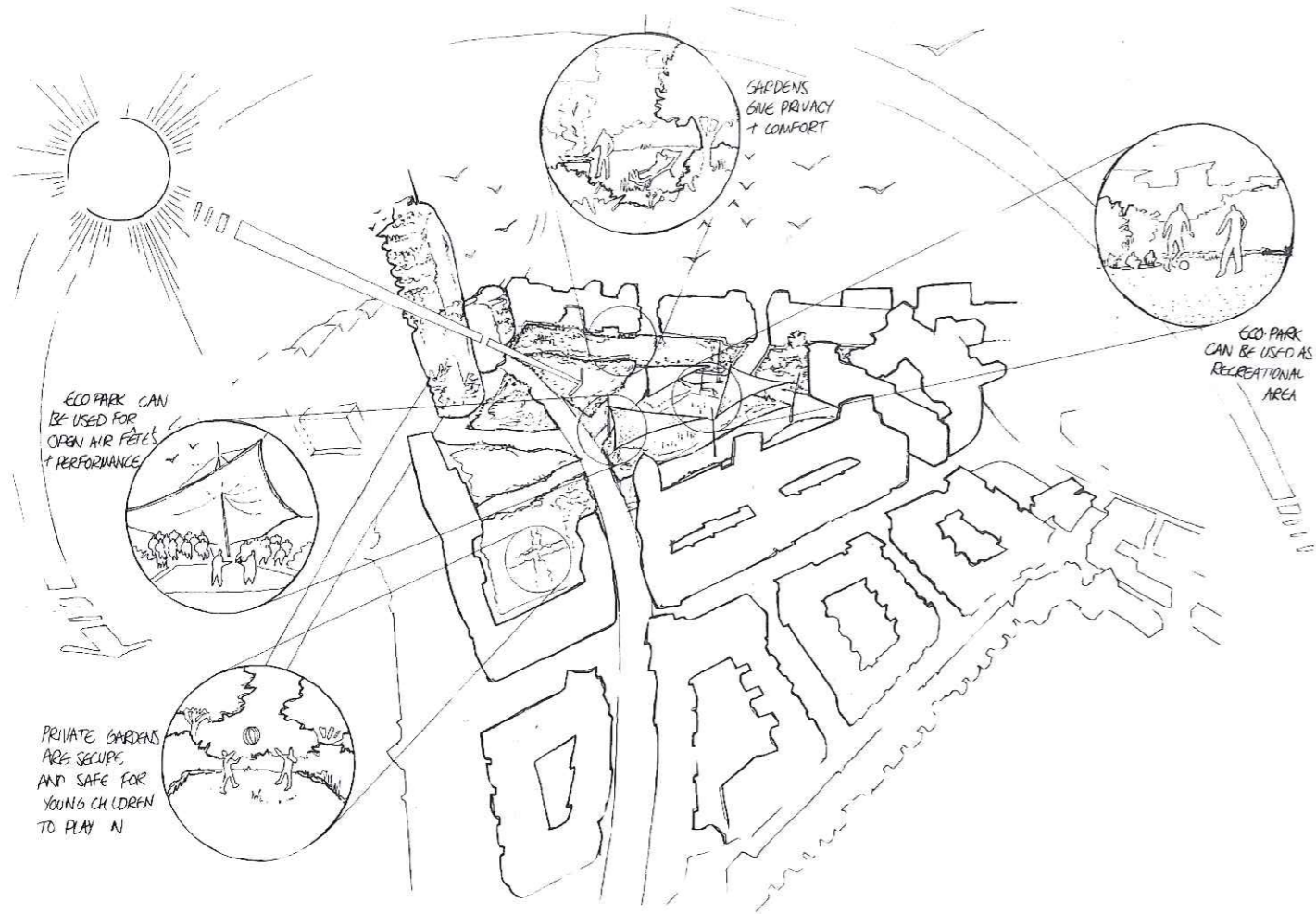
• Planting will include a mix of deciduous and evergreen, pollution resistant, native and exotic trees. This will include 'deep' areas of vegetation as well as narrower strips of planting in order to maximise relief from atmospheric dust/pollutants and noise. Low-water demand trees and shrubs will be used within the landscape to minimise irrigation demands during the drier summer months.

• It will provide a semi-natural environment within the retail roofgarden area

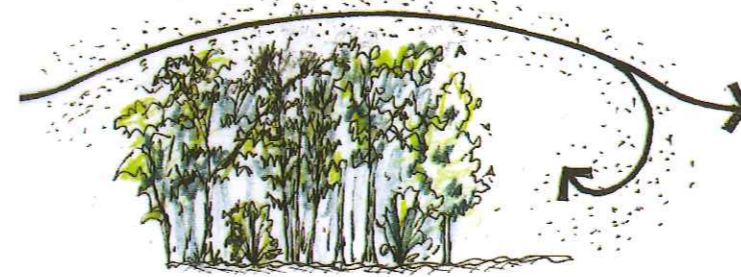
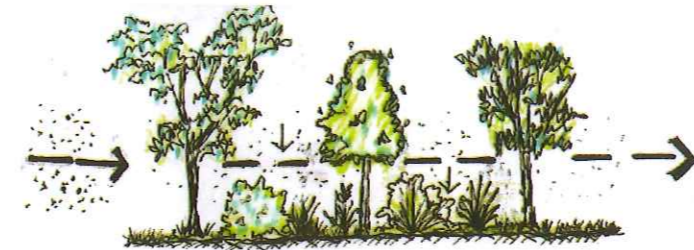
• This strategy will also provide water features in the landscape and roofgarden areas.

• Green "Lane" will provide ecological links between parks and the river bank. At the interception of different links, "nodes of discovery" will be created.

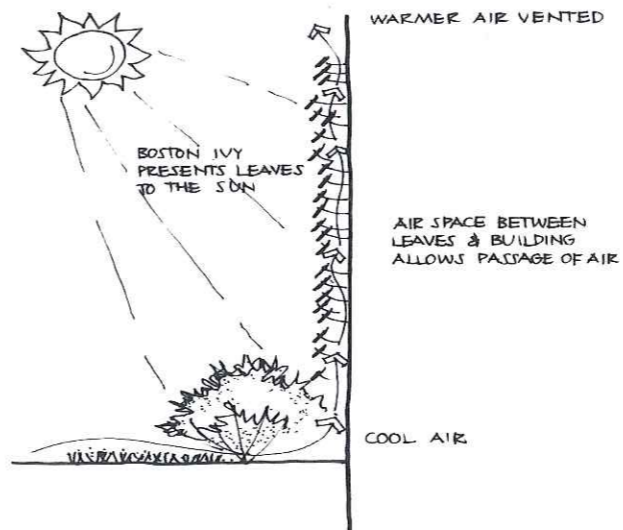
# Framework for a Sustainable Development



Trees filtering air



Tree planting maximising air filtration



Air passages allowing air filtration



Rooftop gardens



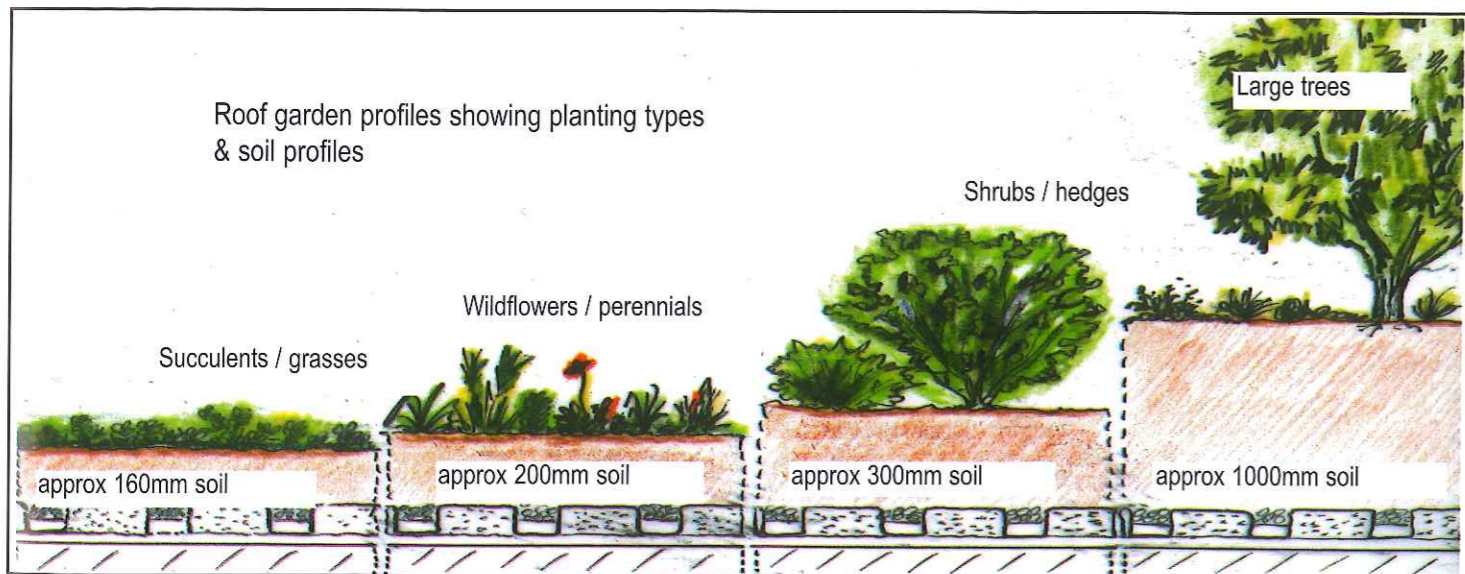
Integration of landscaping and building design



Landscape combining with public art



Roof Gardens



growth height:	500 mm	1 m	3 m	10 m
built-up height:	220 mm	260 mm	360 mm	660 mm
wet weight:	270 kg/sq m	270 kg/sq m	480 kg/sq m	900 kg/sq m

Diversity of planting types and soil profiles

# Environmental Sustainability



Low rise quality housing for all



Tree lined streets



High quality environment



Heygate transformed into streets and garden squares



Gateways and promenades

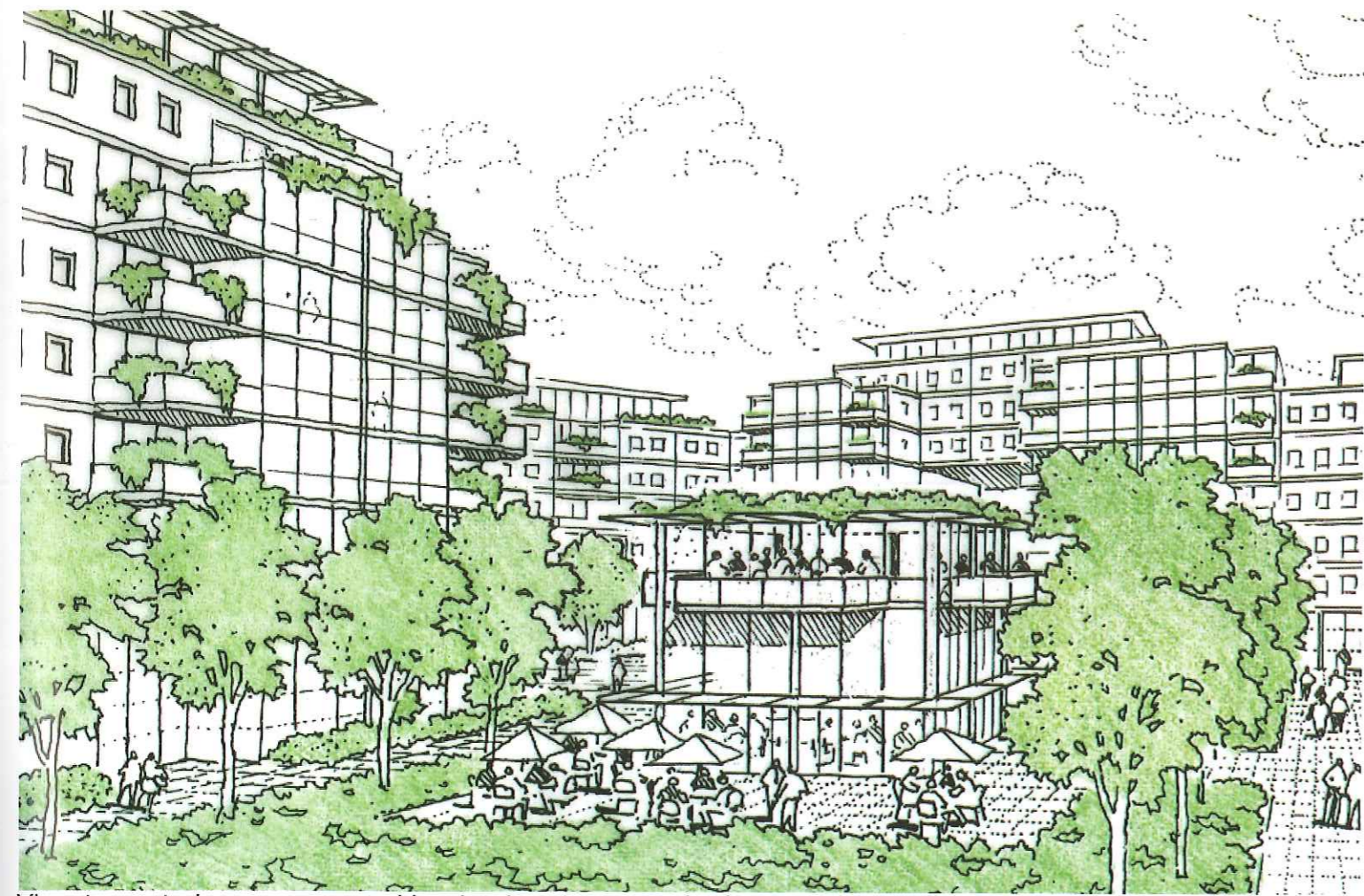


Traditional homes



Garden squares

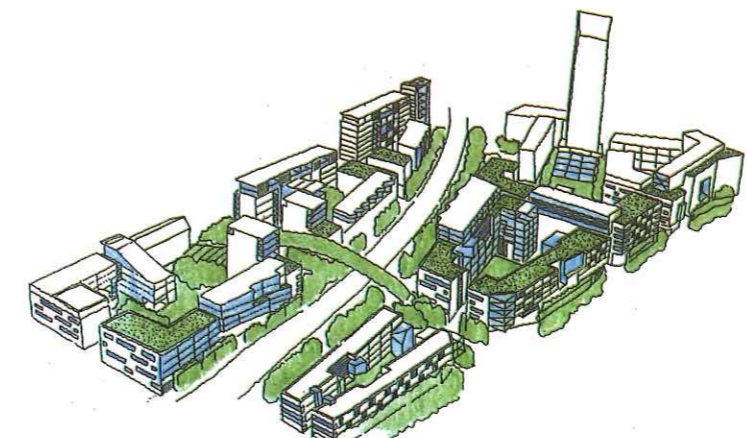
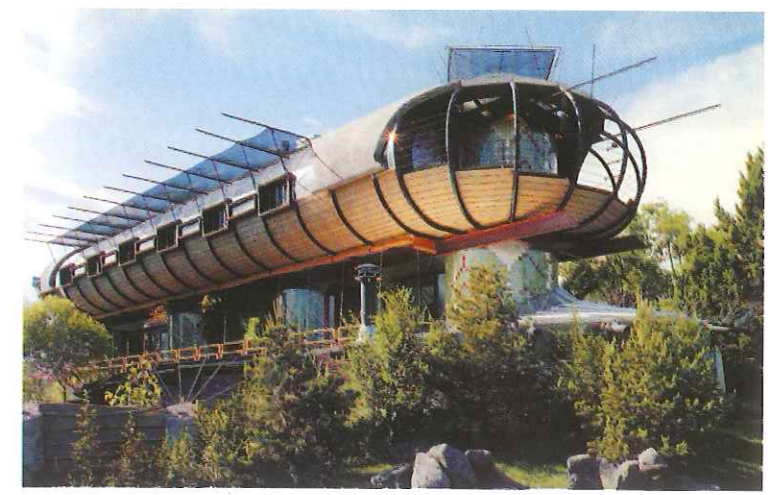
# Low rise affordable housing



View to central green space with mixed use community facilities



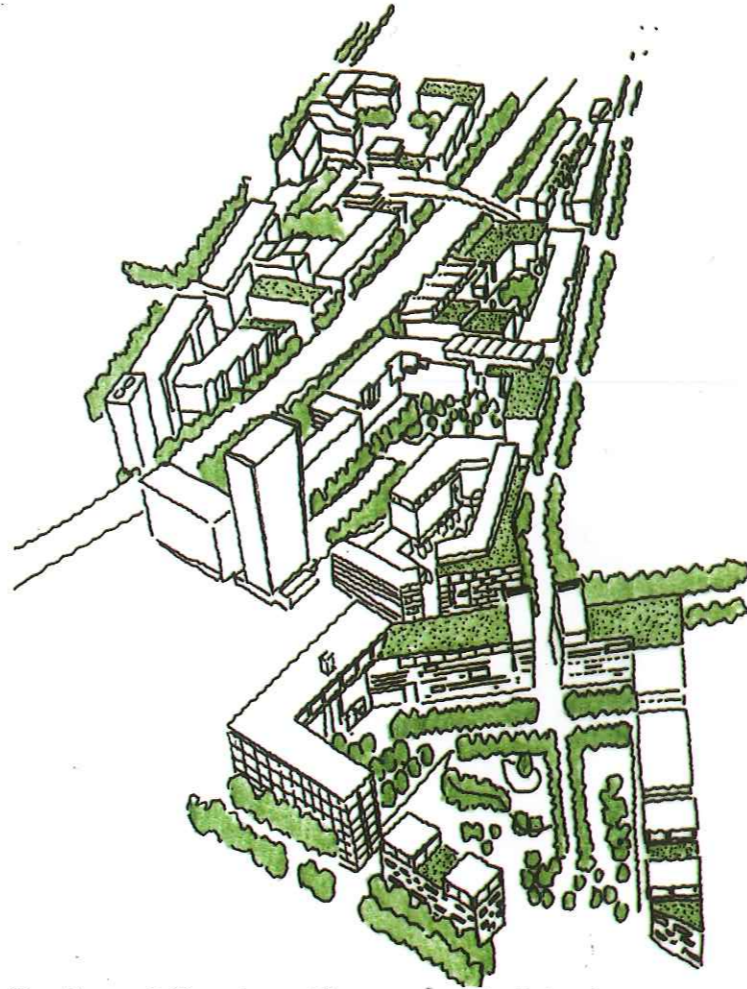
Work/Live space aligned with eco-corridor



Buildings containing courtyards and squares



Stepped garden providing East-West linkage



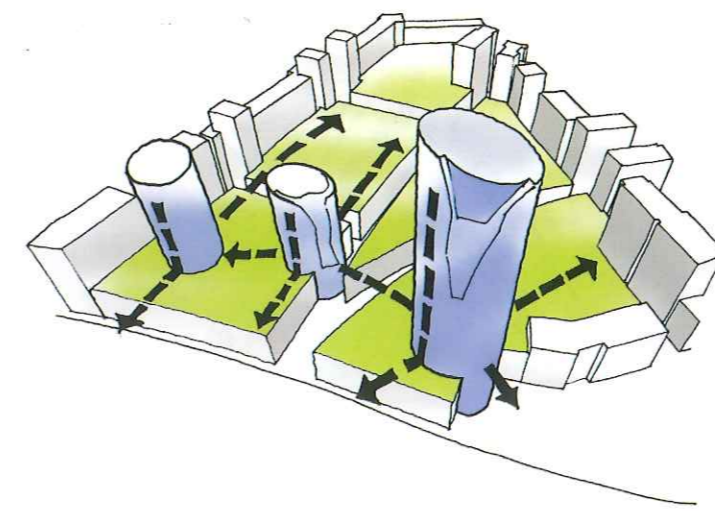
Southwest Quarter with permeable linked spaces



**Living and working within the Southwestern quarter**



The Urban Park



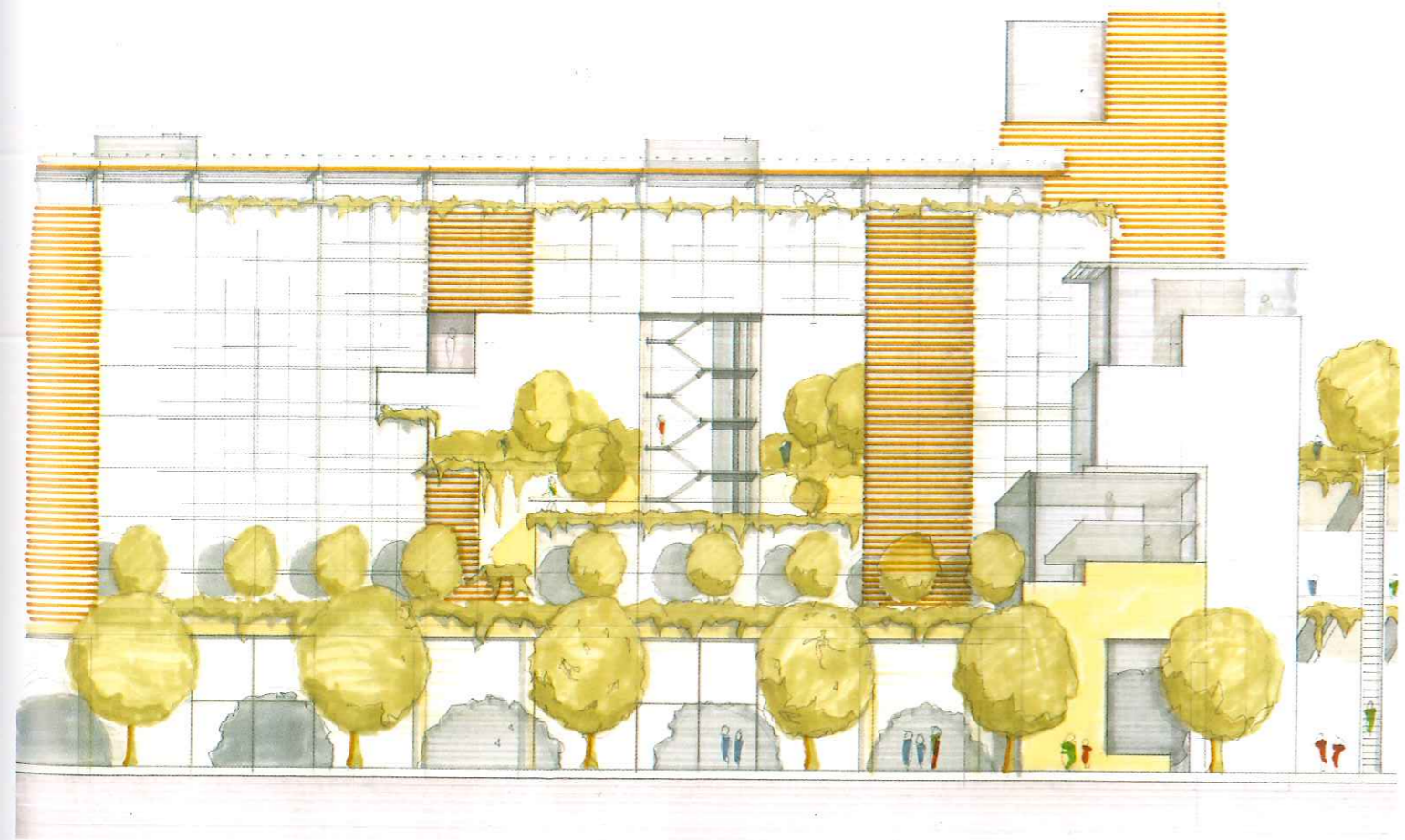
Vertical and horizontal Green links



Shopping and living



Diverse uses on the Urban Park



Varied building form animates street frontages



Mixed use buildings



Green space over Retail



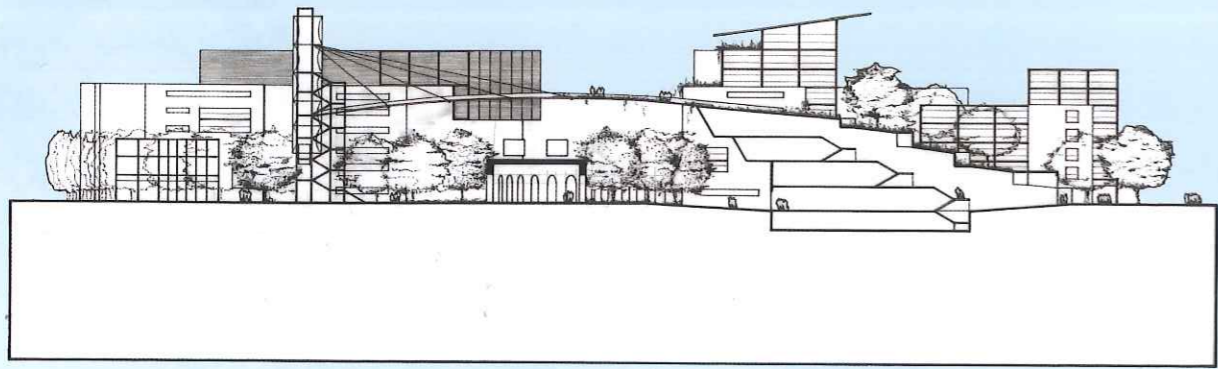
Solar penetration: eco-system



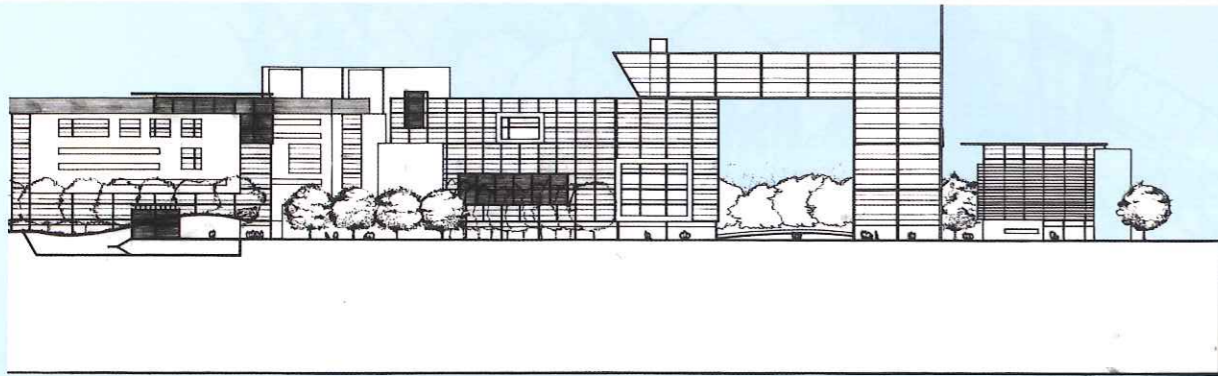
Quality green space

# Residential and the Urban Park

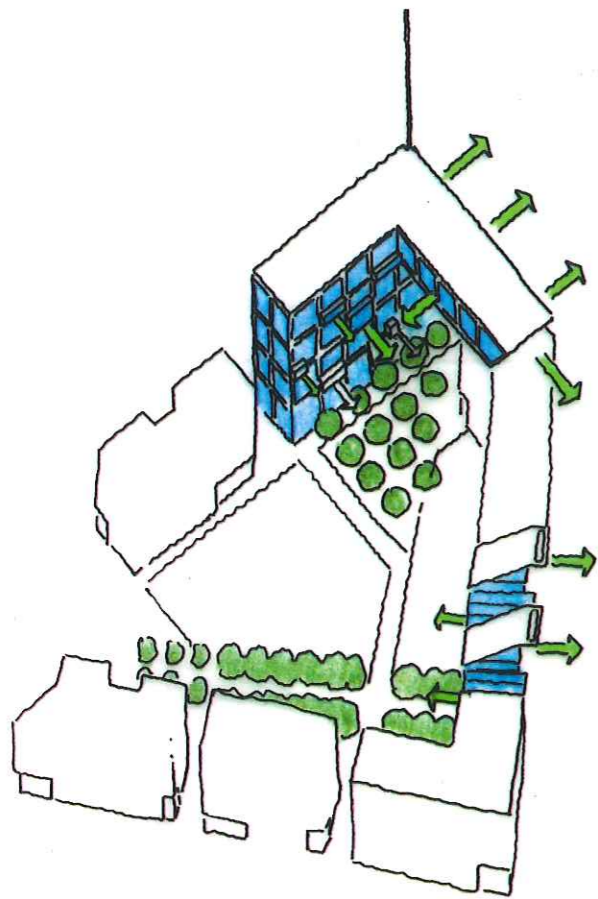




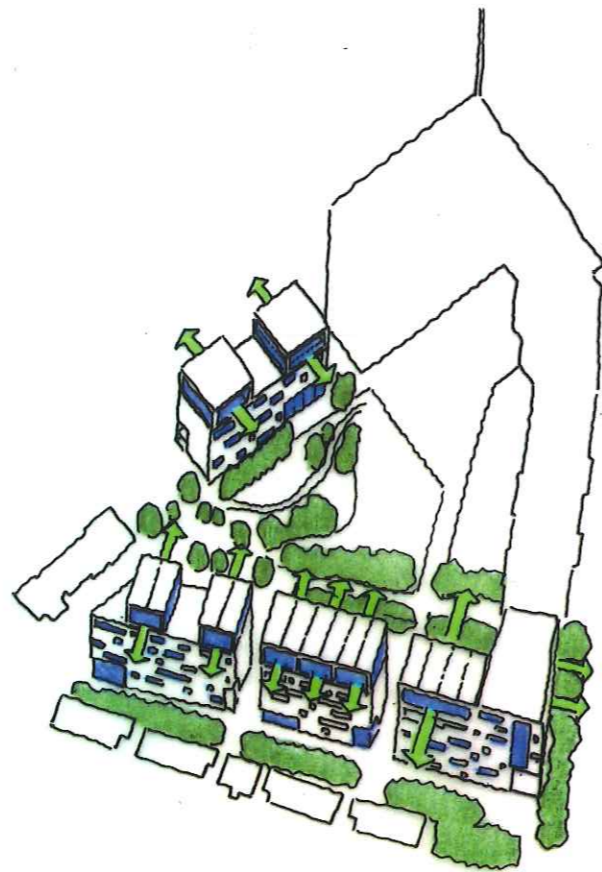
Gateway to Central Piazza



Gateway to Park View

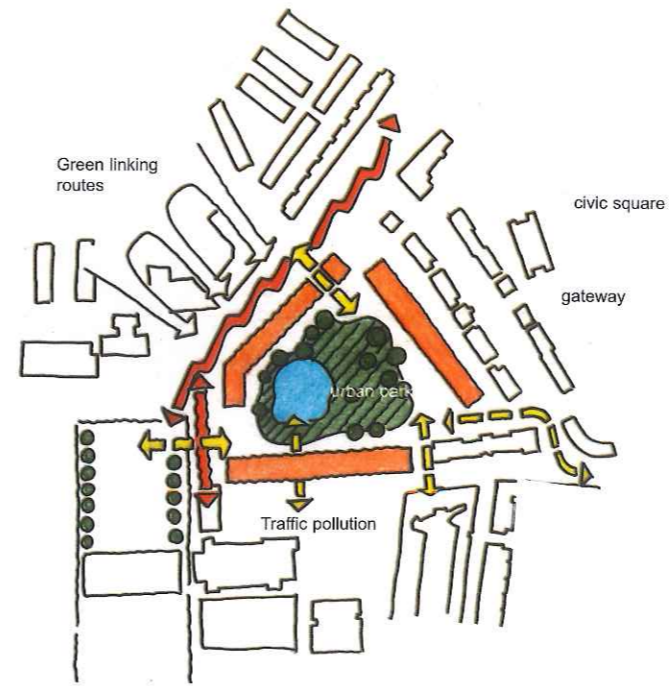


Aspect to the Piazza

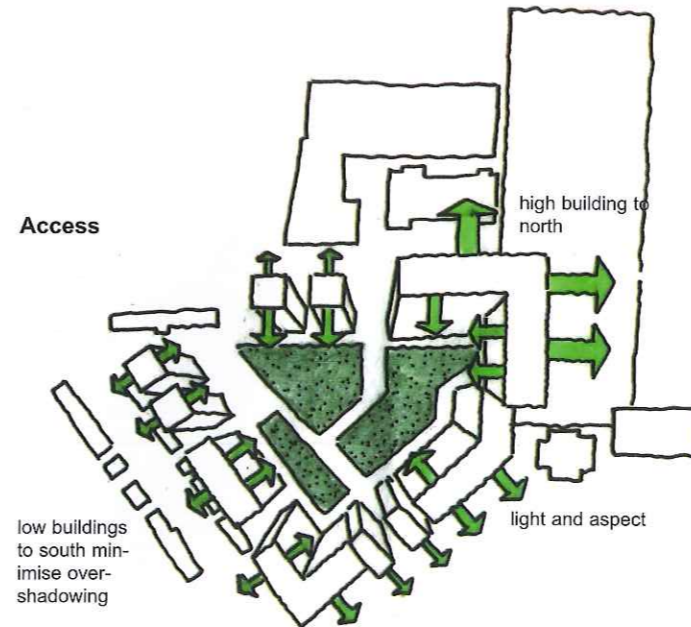


Aspect to the park and green lanes

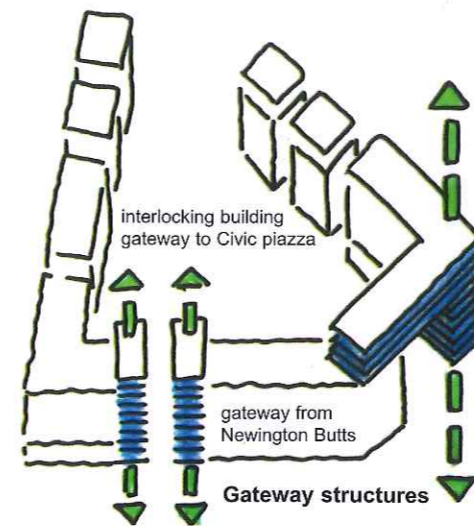
# Residential around the new park



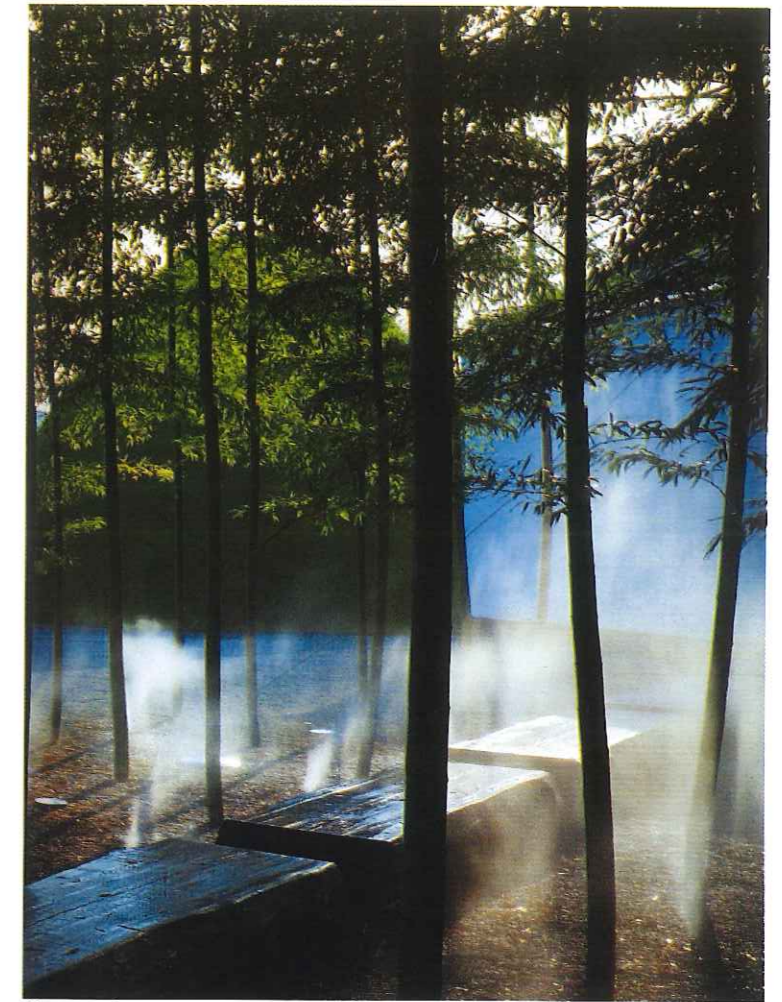
Residential buildings surrounding parkland



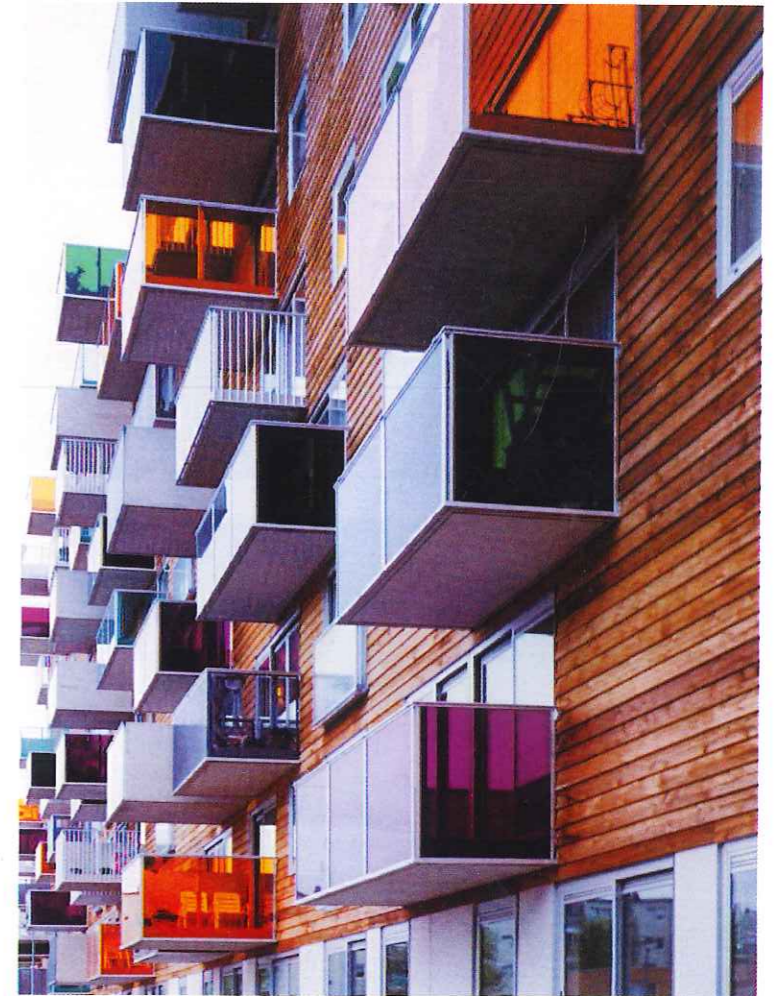
Aspect



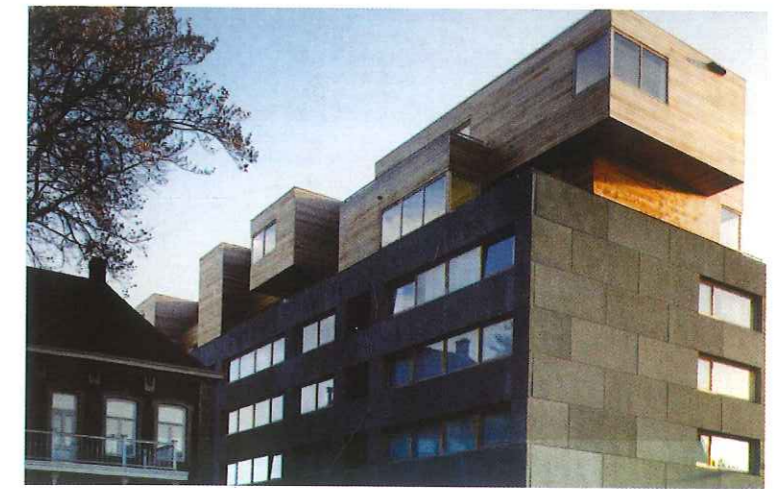
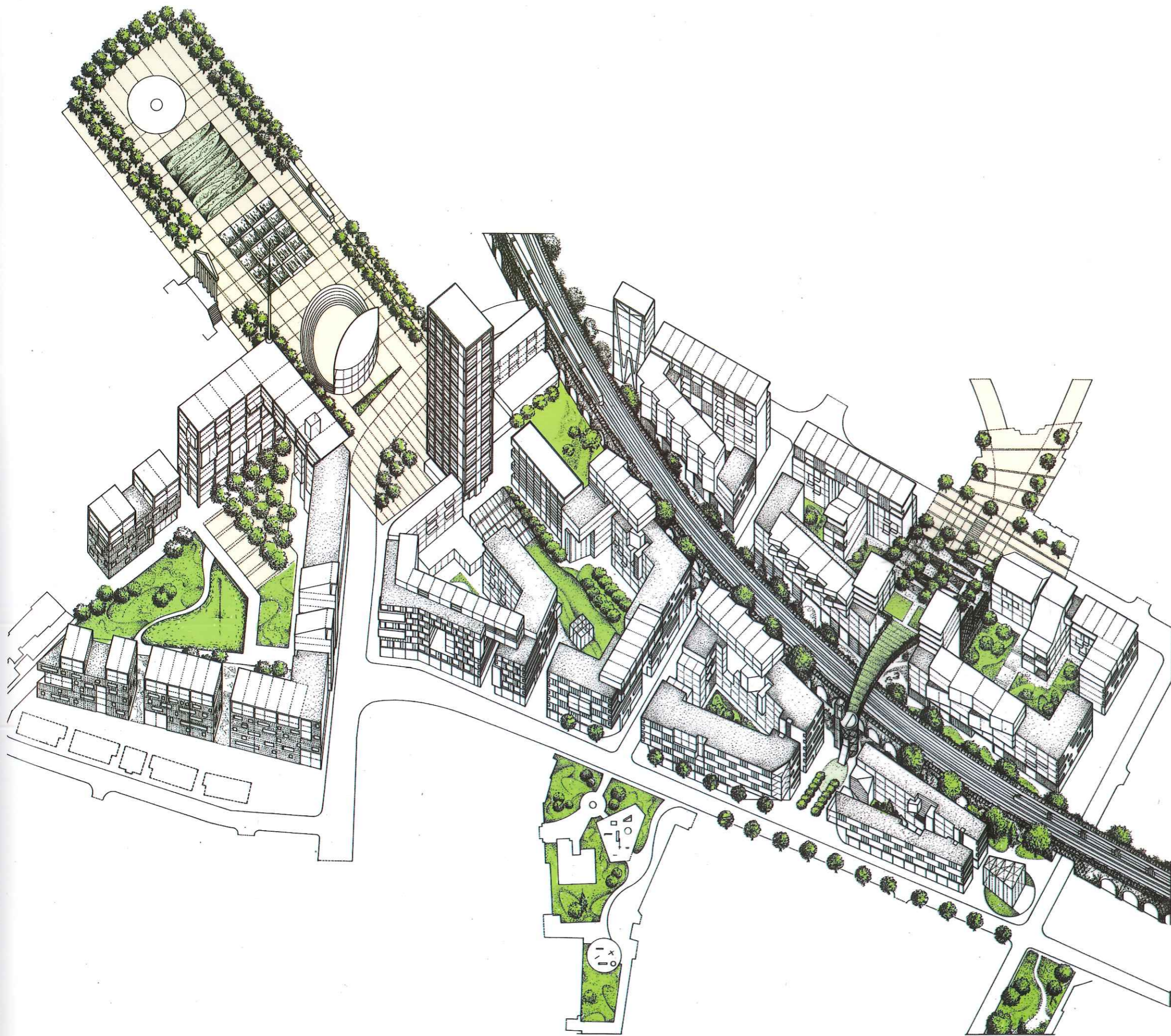
Gateways to the Piazza and Newington Butts



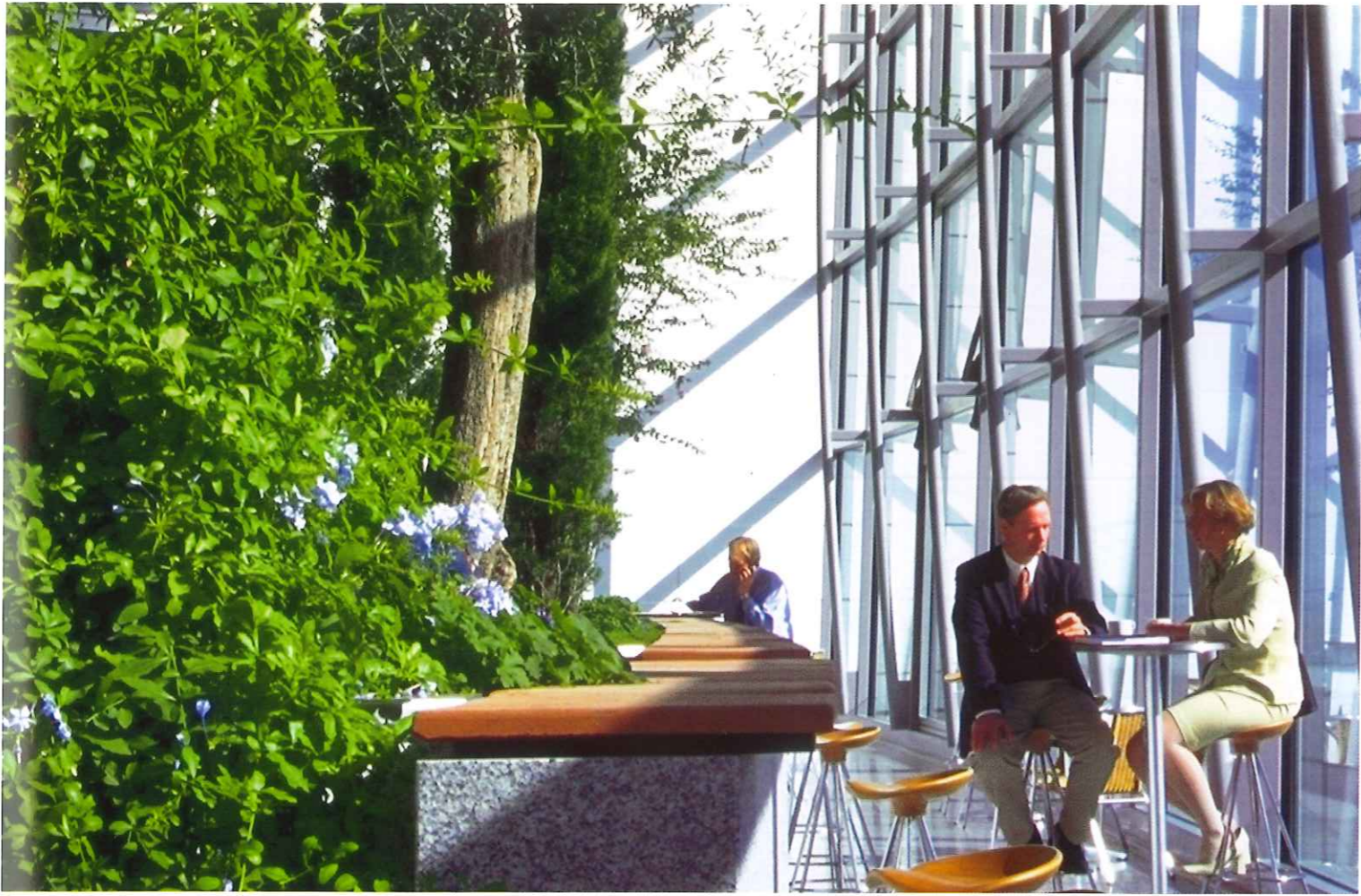
Organic green parkland



Modelled architectural forms



**The Southwest Quarter : Residential, Key-worker and Work / Live accommodation**

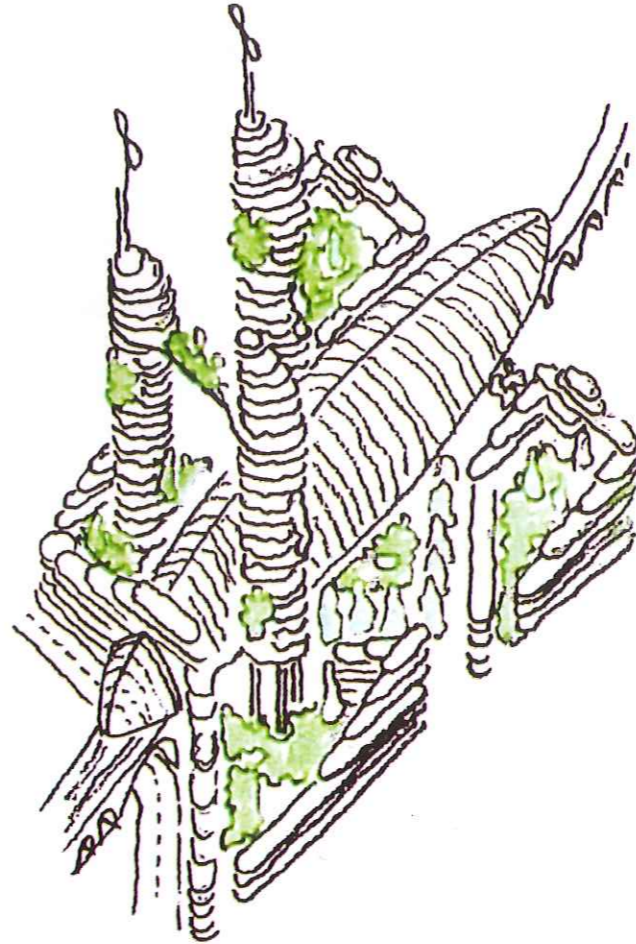


Sky gardens - green space with communal functions

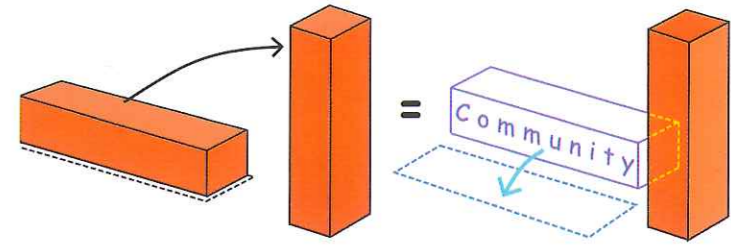


A world city

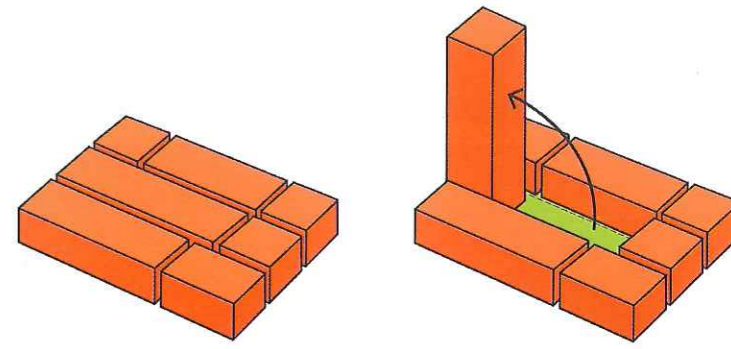
High rise living - dealing with high density



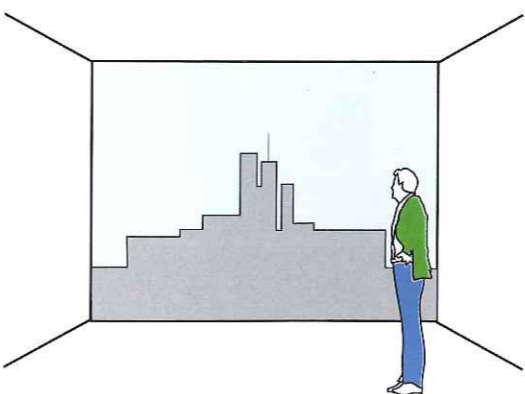
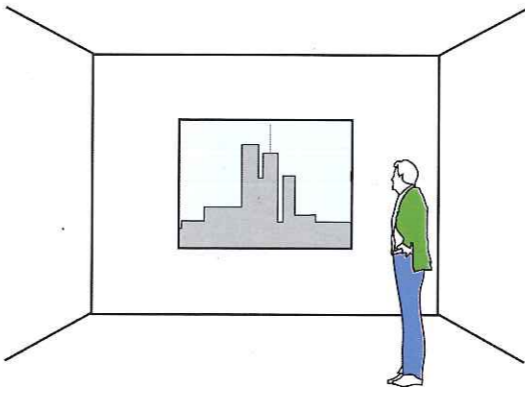
Twin towers form gateway to railway interchange



High rise living releases land for community use



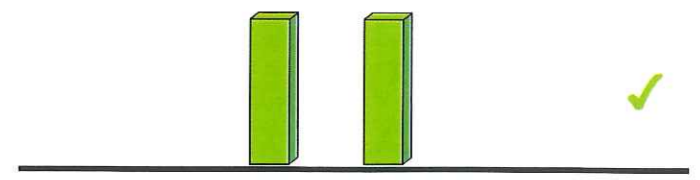
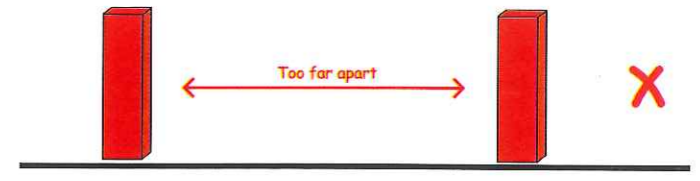
High rise living releases land for green open space



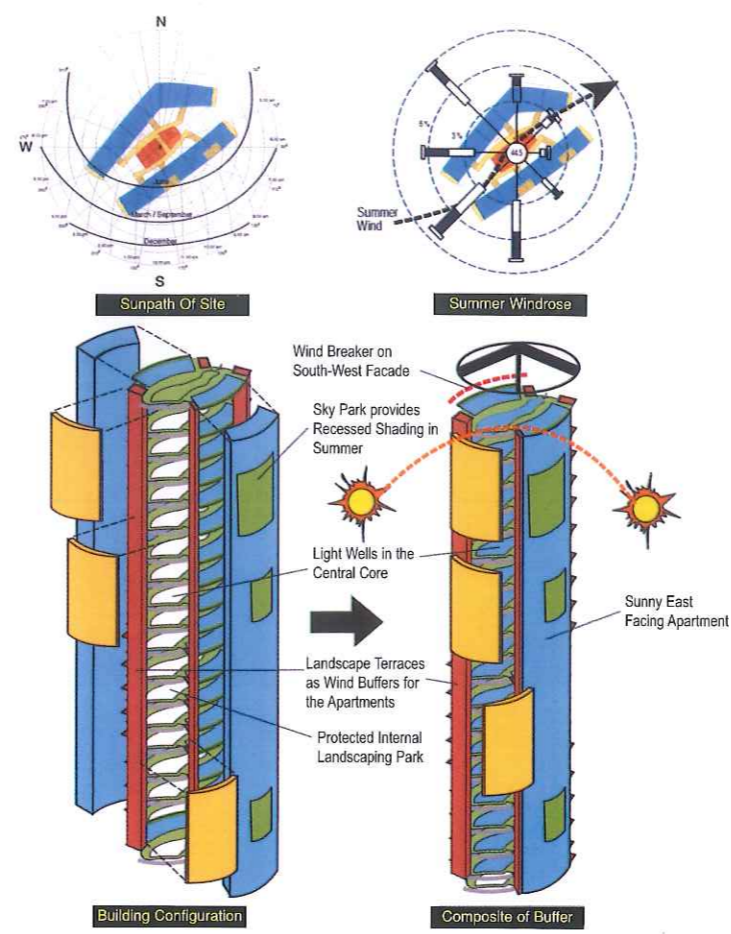
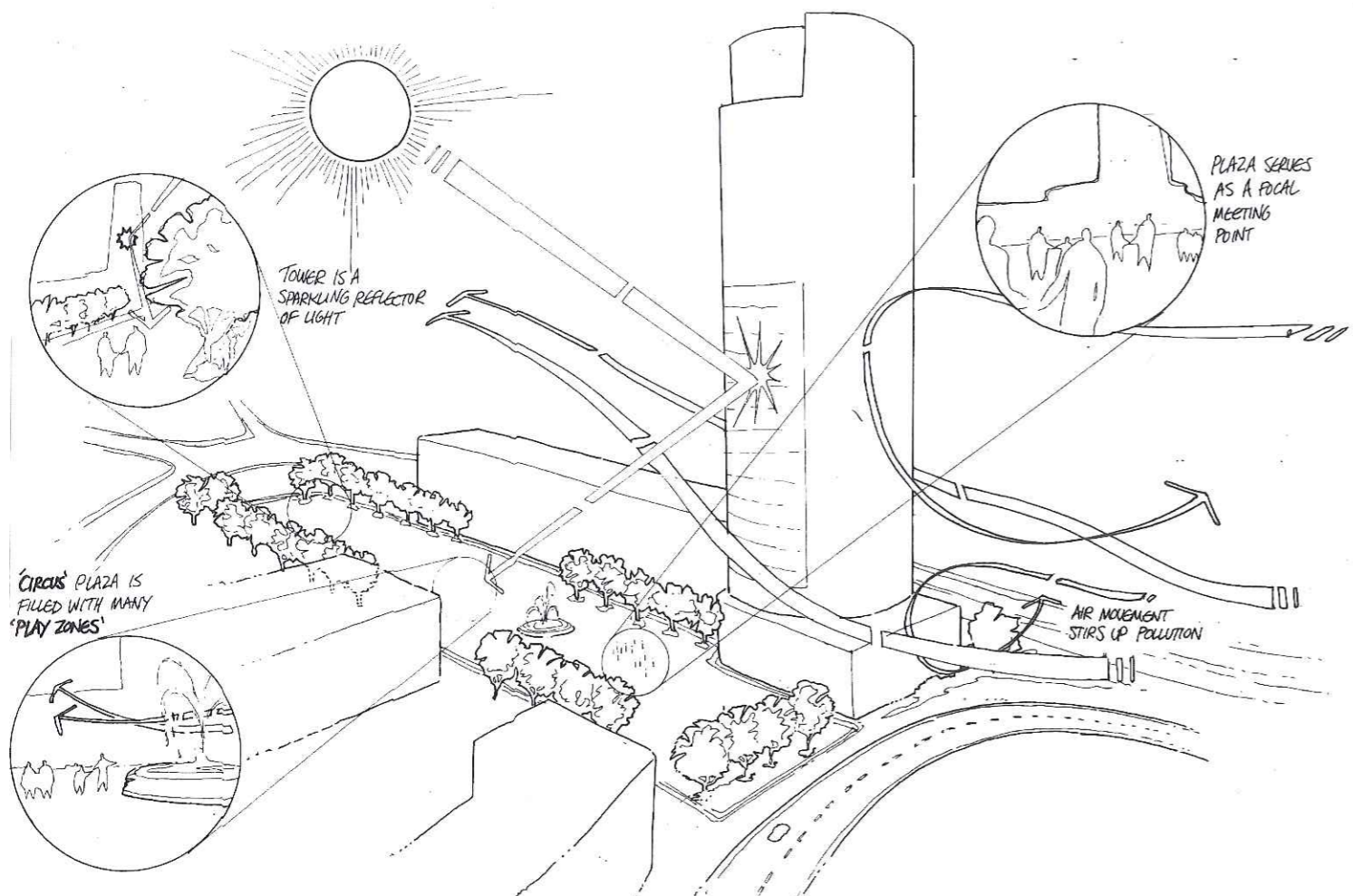
Maximising view



Tower must have a profile in the sky and be light at the ground

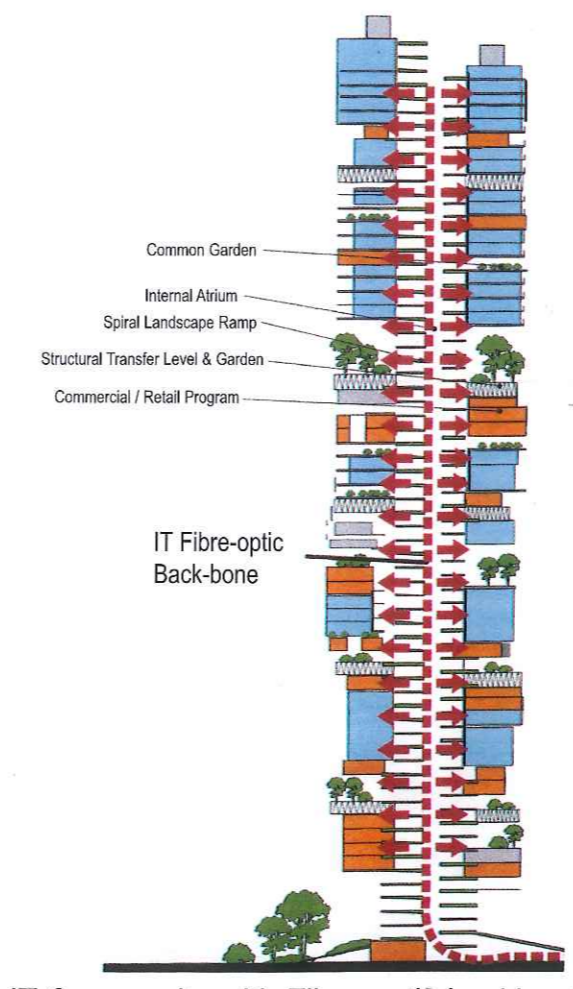
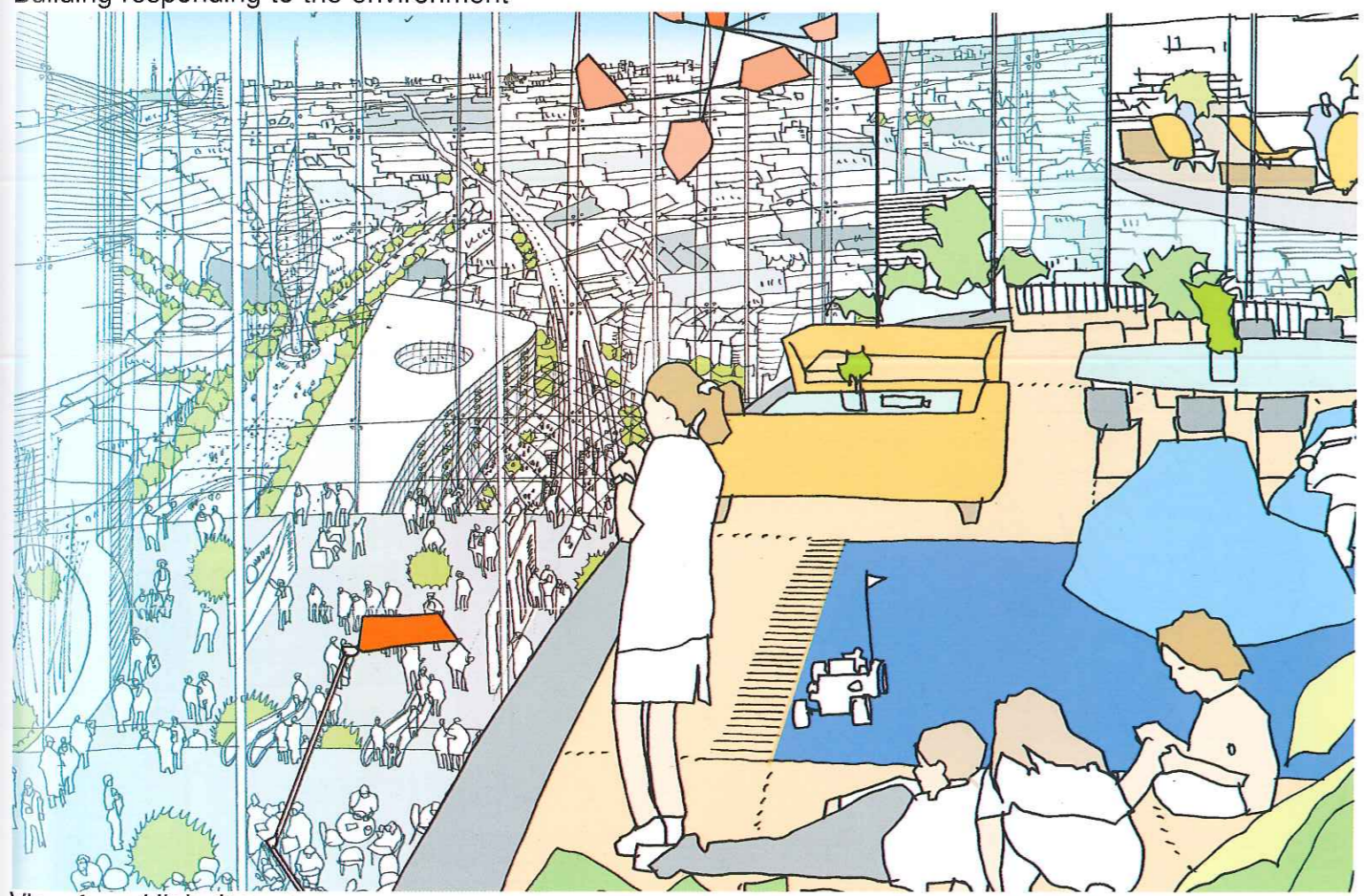


LPAC - towers to be clustered



Building responding to the environment

Building responding to the environment

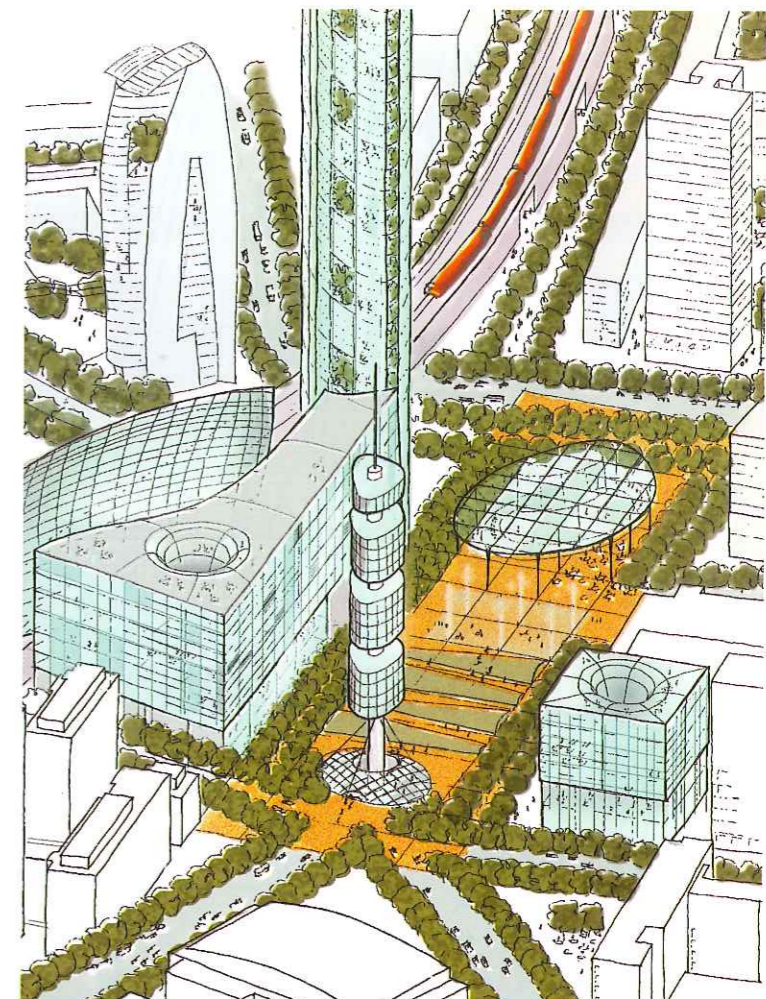
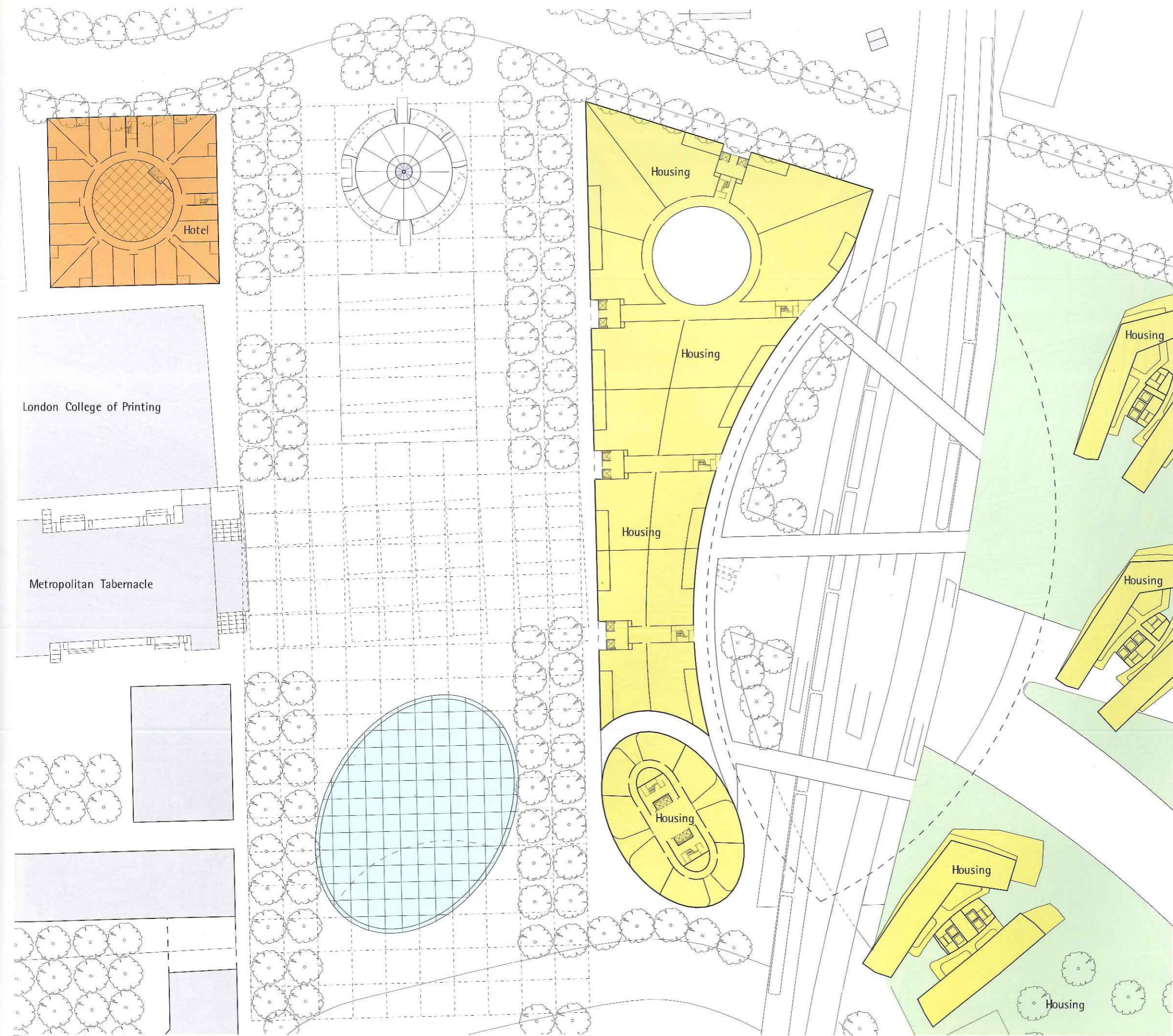


View from High rise

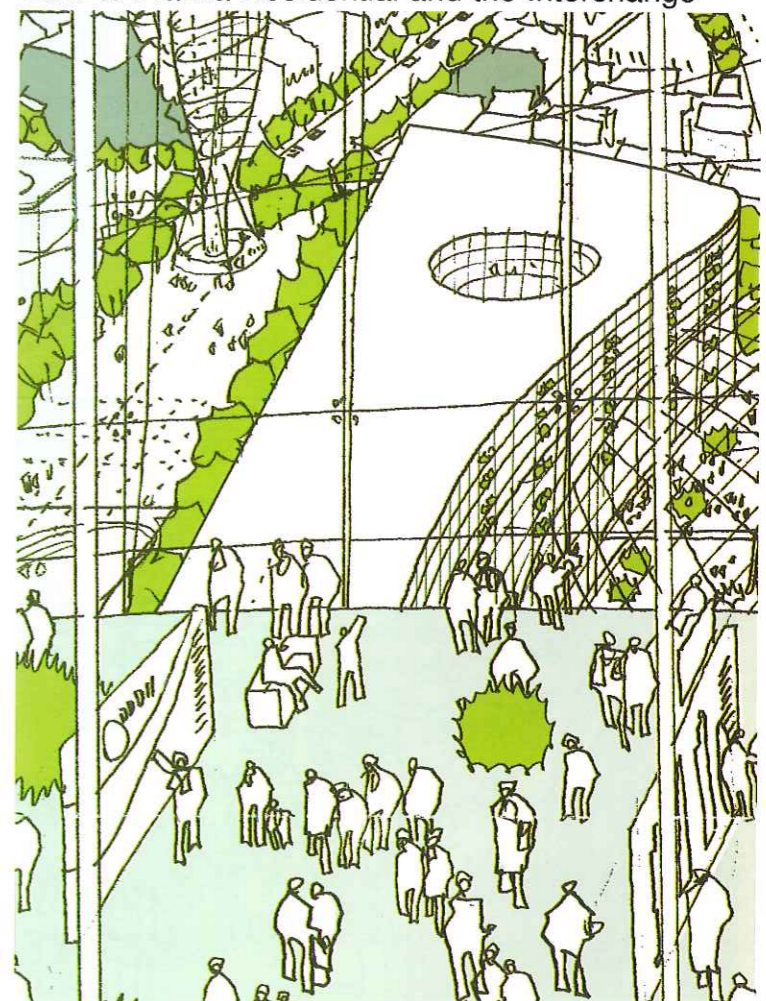
IT Community with Fibre-optic backbone

Ecology within high buildings

# High rise living within a sustainable environment



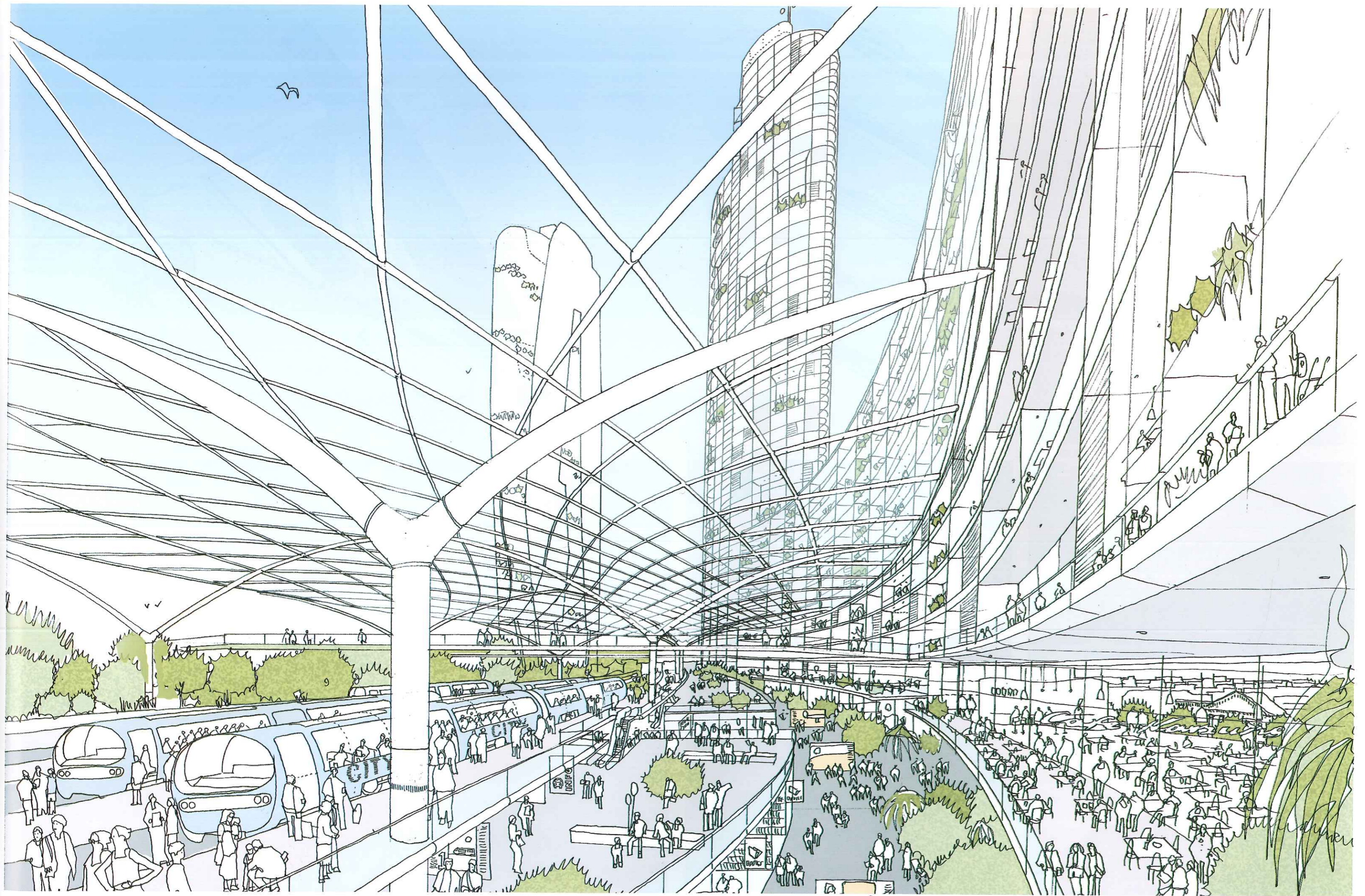
View to Piazza Residential and the Interchange



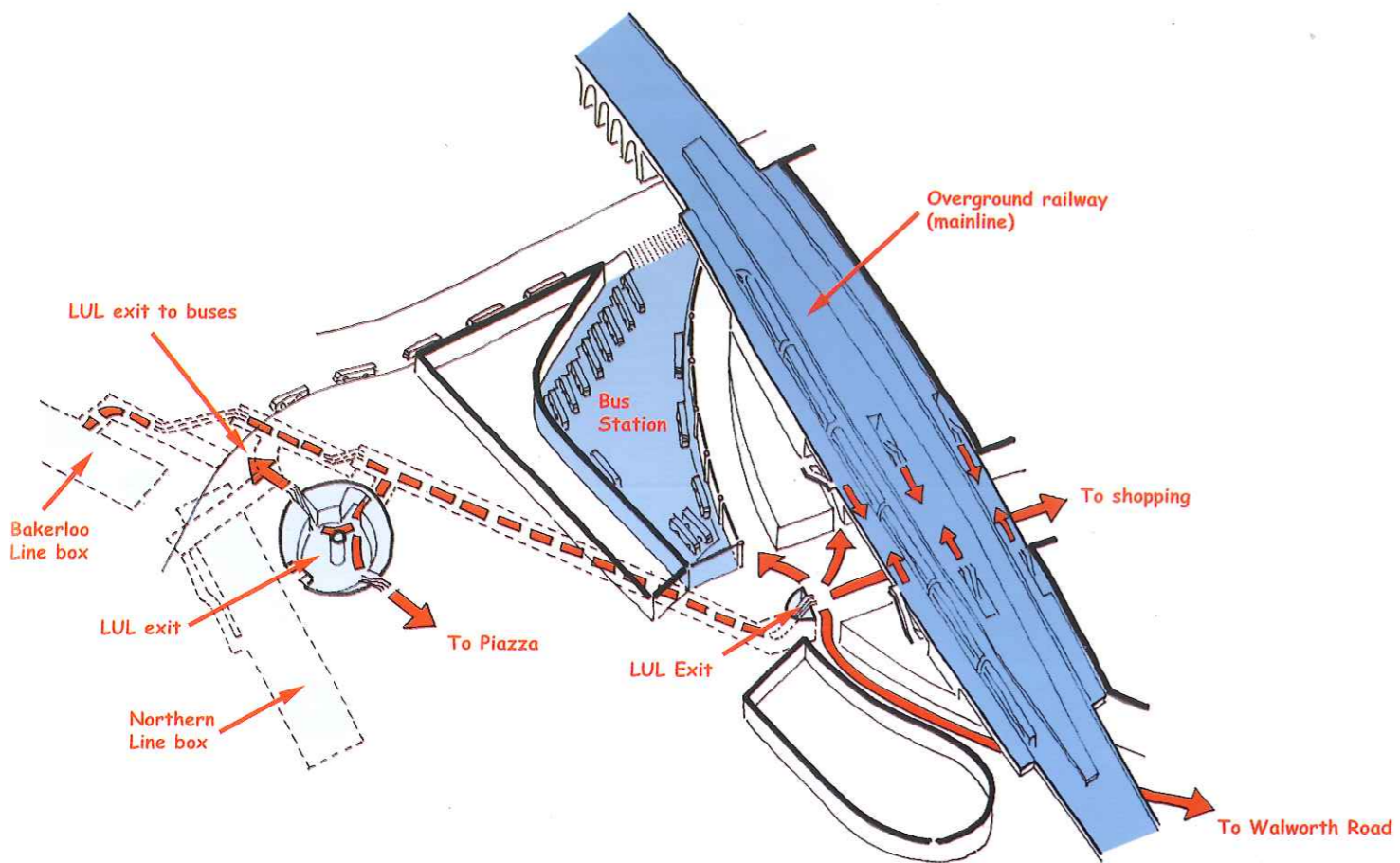
Residential viewed from above

The Residential plan

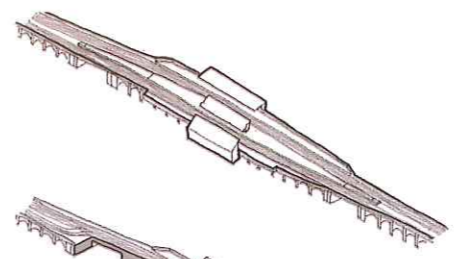
# Piazza Residential



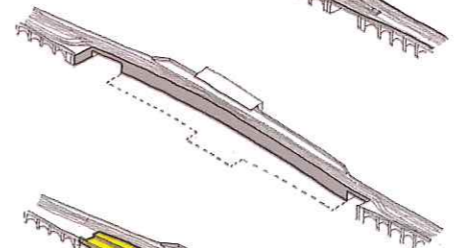
Transport Interchange



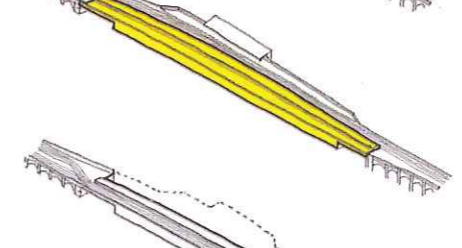
The station today with brick arches



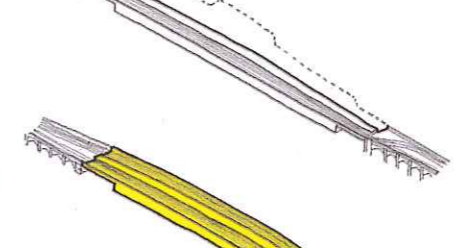
Removal of arches to western tracks



Construction of new bridge to western side



Removal of arches to eastern side



Construction of arches to eastern side



Dilapidated and out dated railway station platforms



Unwelcoming station entrance

Links between transport types - improved connectivity



An integrated transport interchange

Improving East / West links by removing brick arch barriers



Strong links to the underground

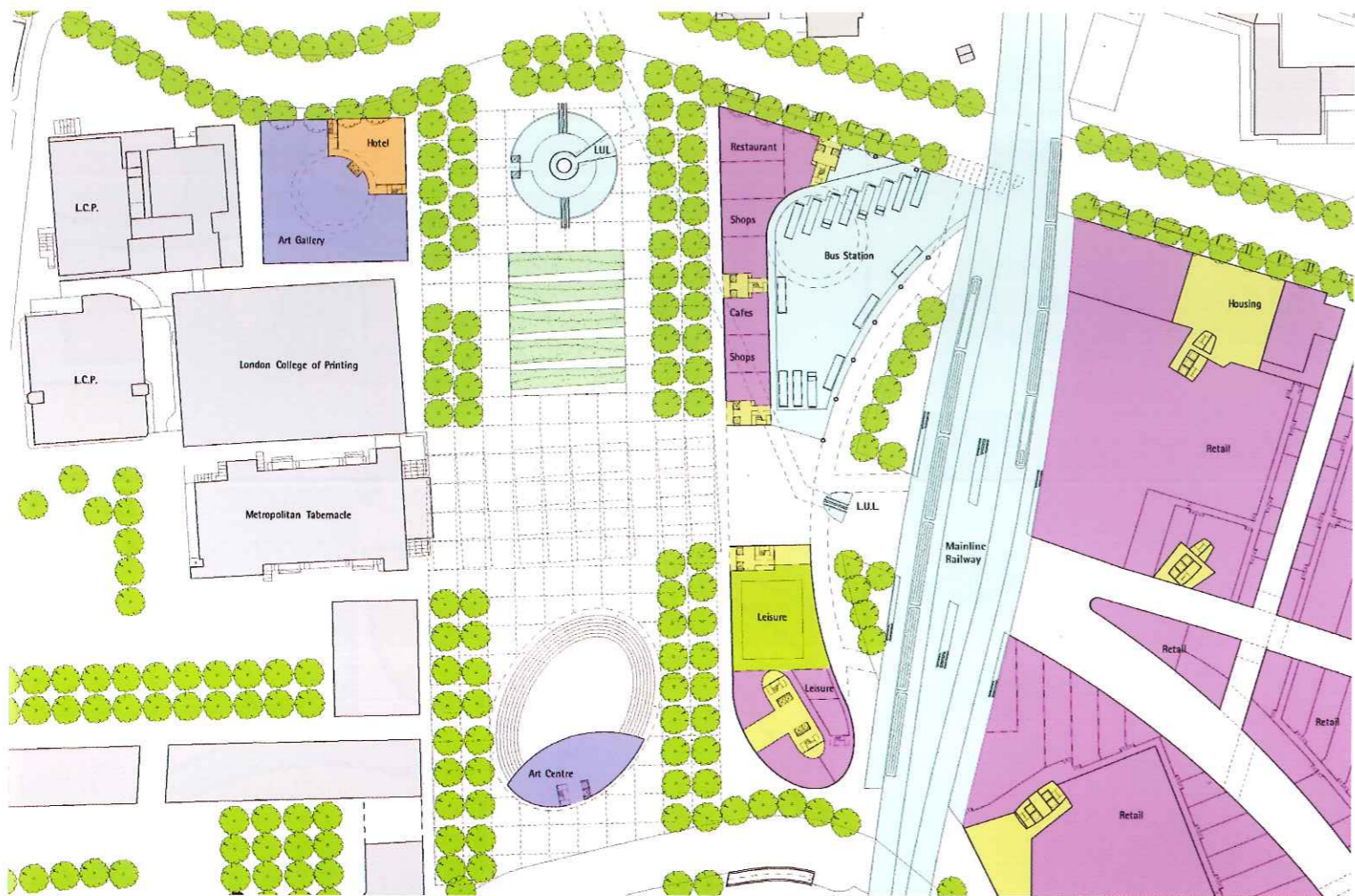


Functions under one roof

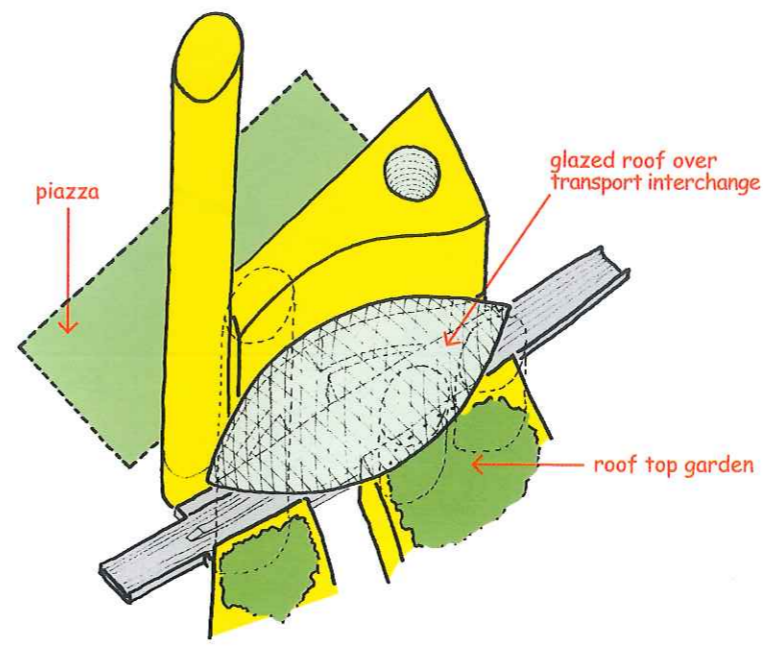


Bus station under one roof

# Transport Interchange - the important links



The interchange as a major point of arrival - the gateway to the Elephant and Castle



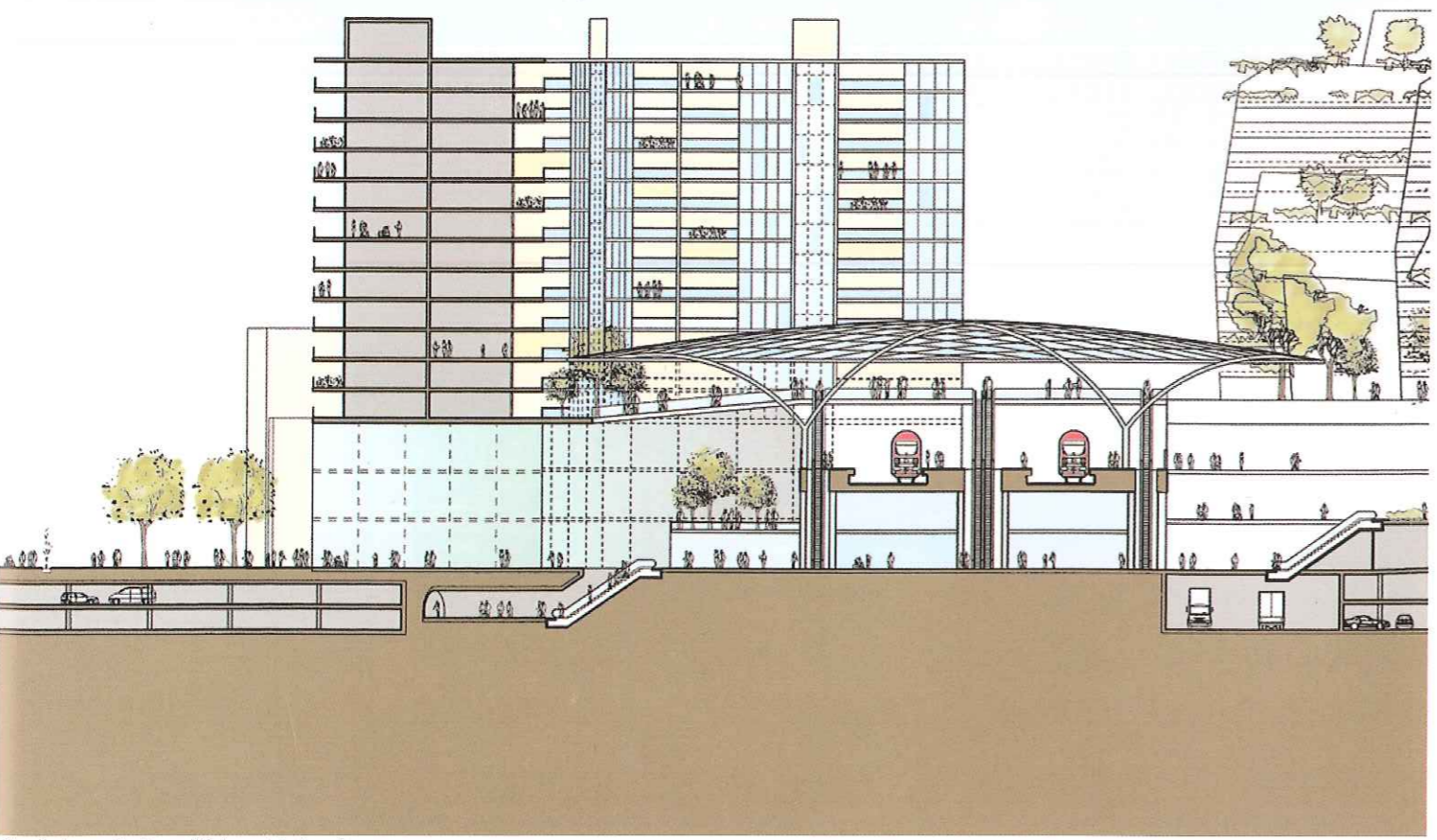
A place of focus



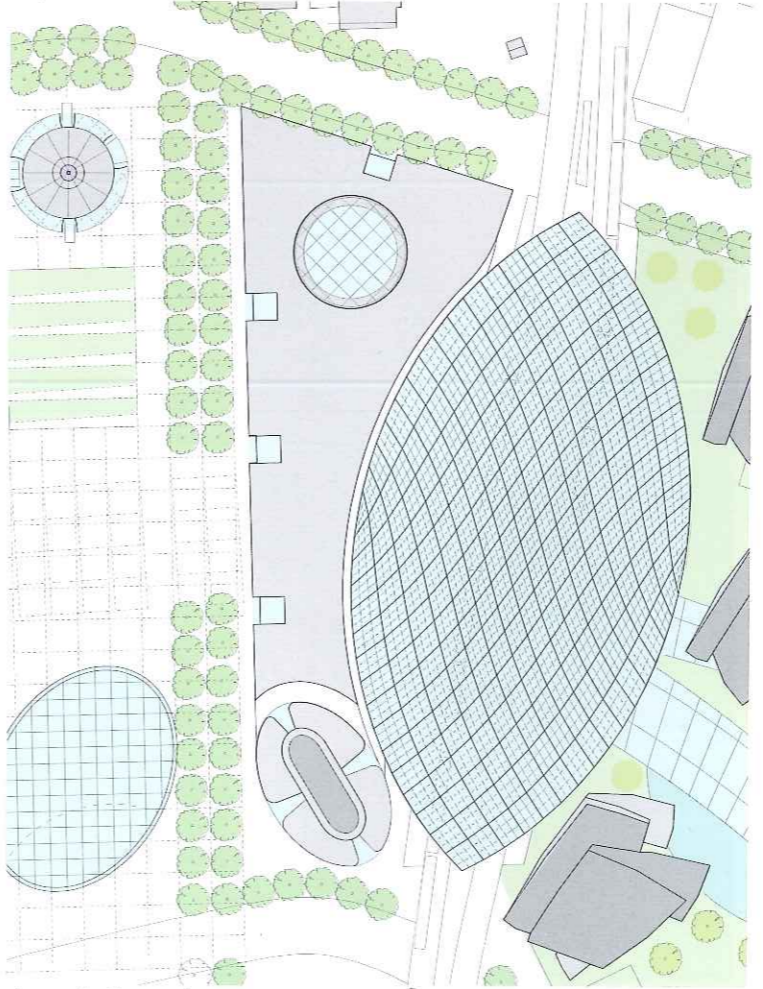
Entrance to the underground - a piece of urban furniture



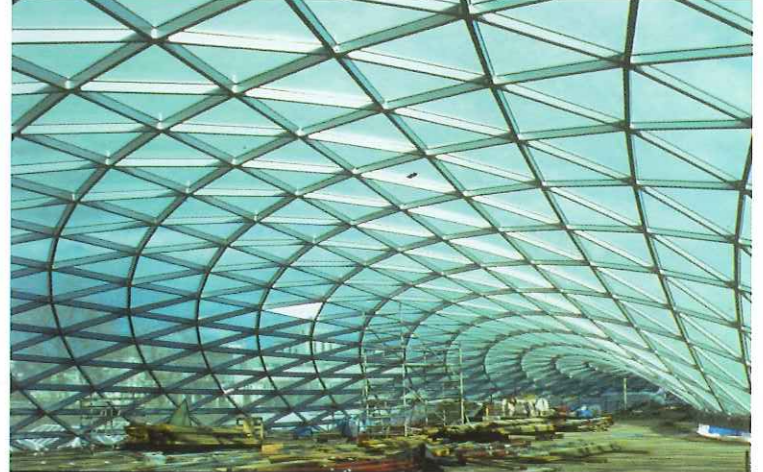
National Botanical Gardens of Wales - the big roof



An integrated multi-level interchange



A symbolic roof



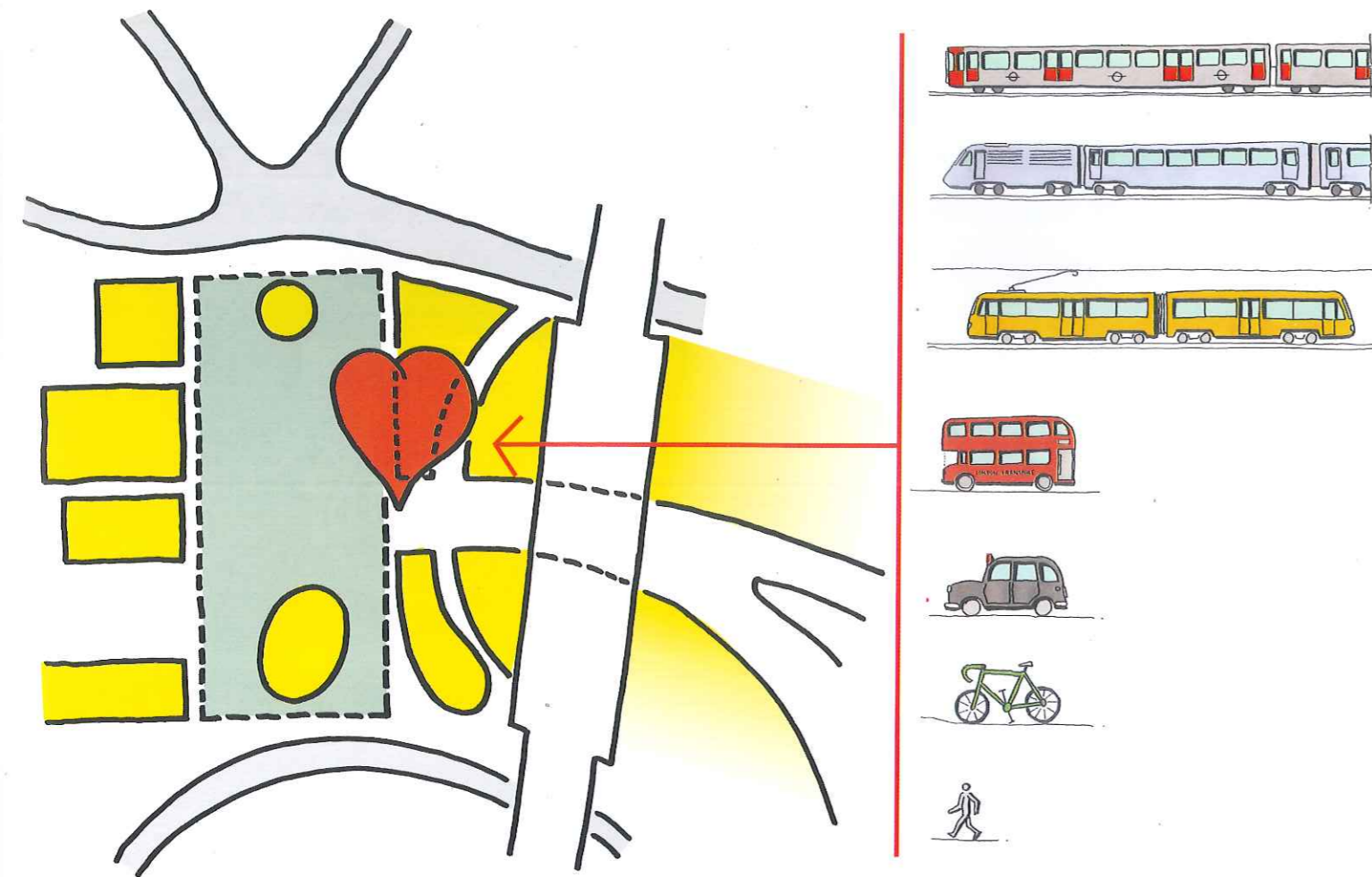
The British Museum - Great Court project - the big roof



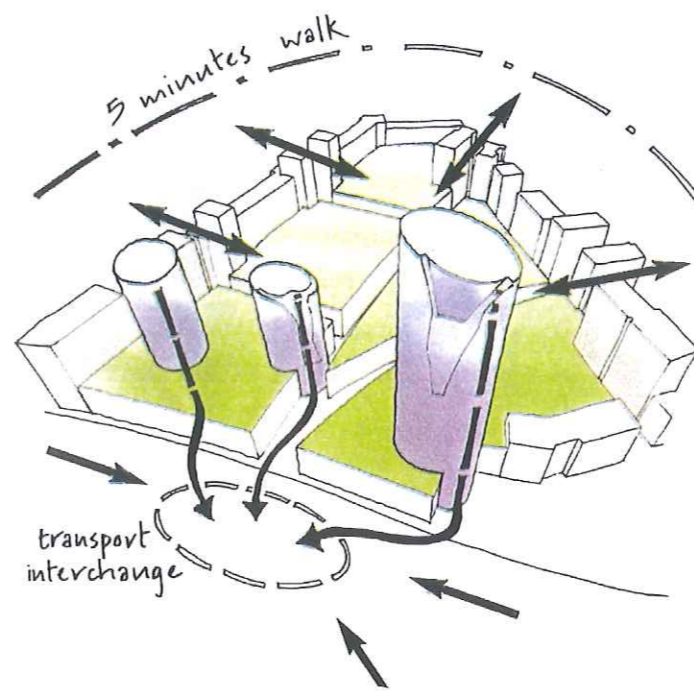
Integrated bus/ tram routes

# Transport Interchange - a major new public amenity





One transport interchange - an integrated one stop transport system



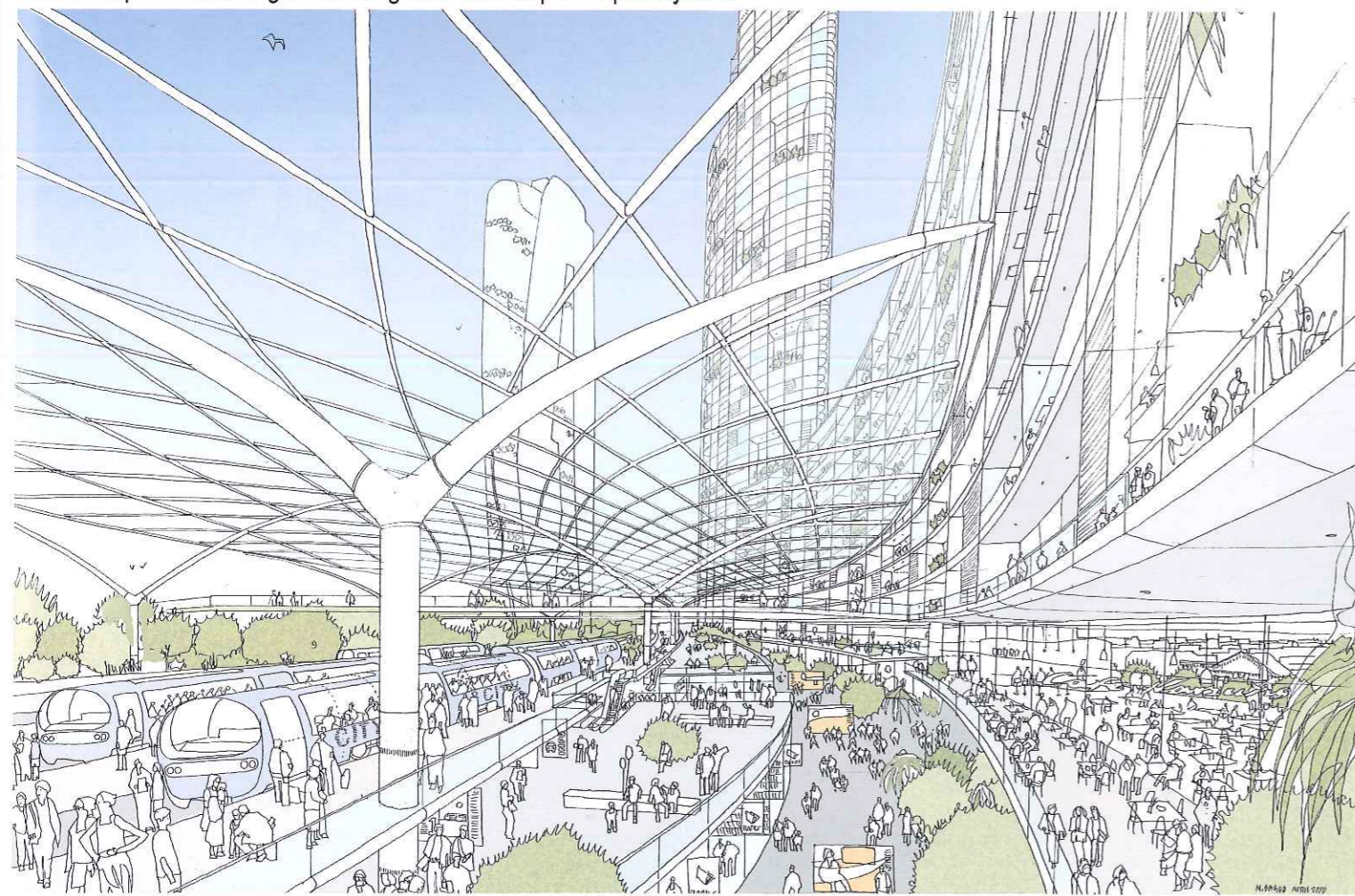
New links to transport interchange



Cycle routes



Transport interchange under one roof



Transport interchange - a lively and dynamic place



Access for all

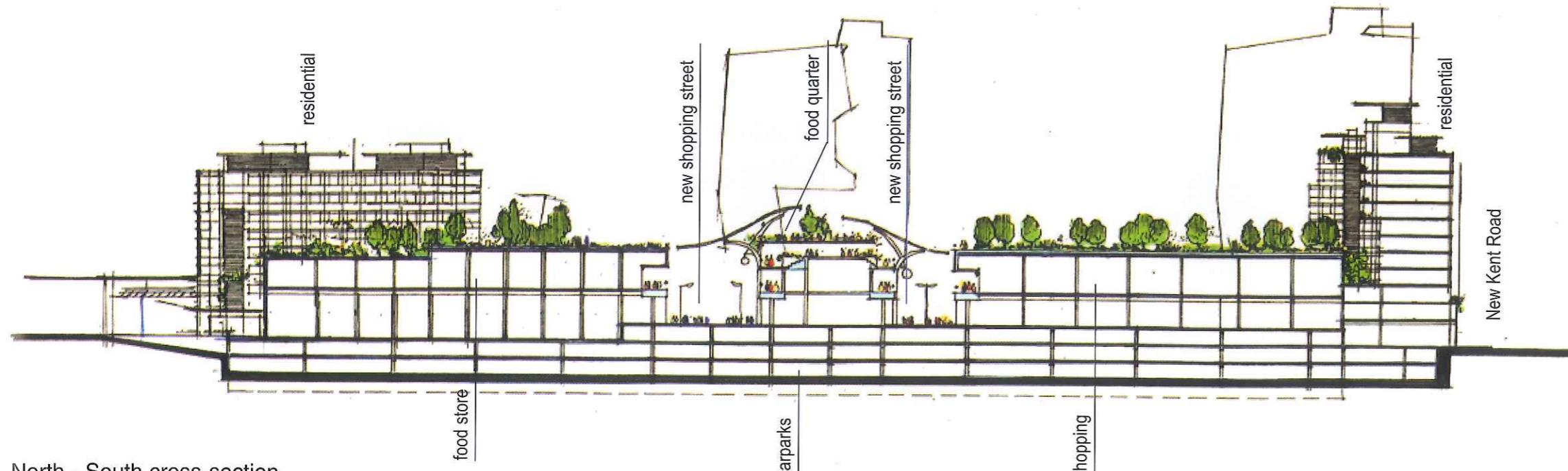


Signature entrance to LUL



Buses for all

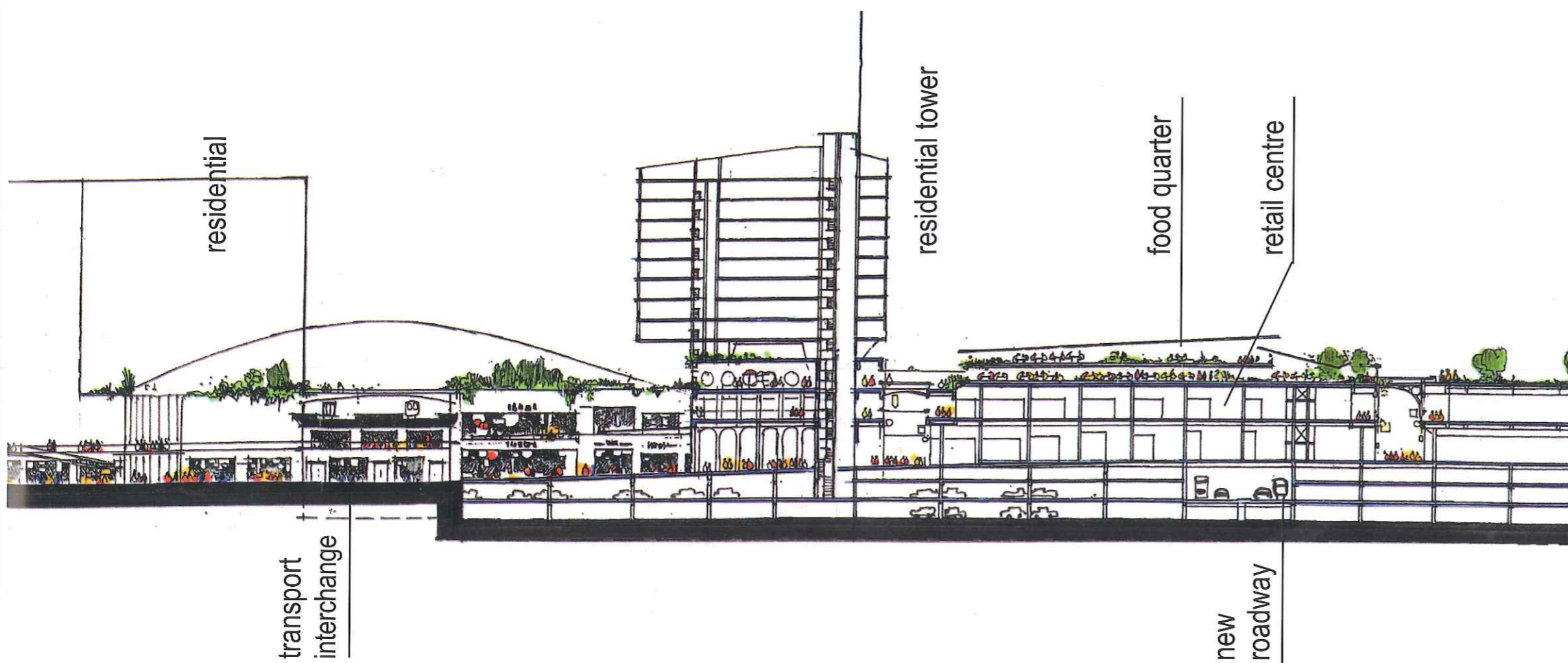
# Transport Interchange - a major new public amenity



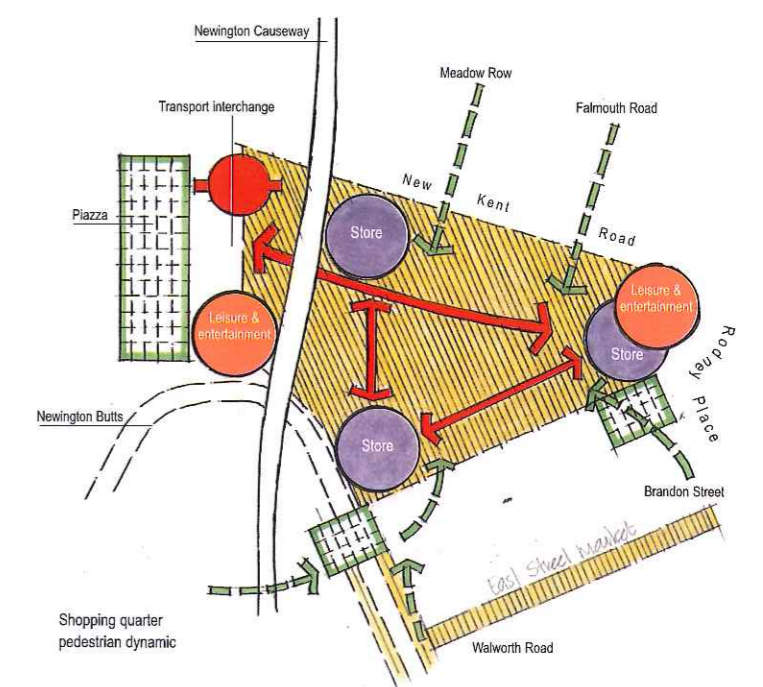
North - South cross-section



Existing shopping



East - West section



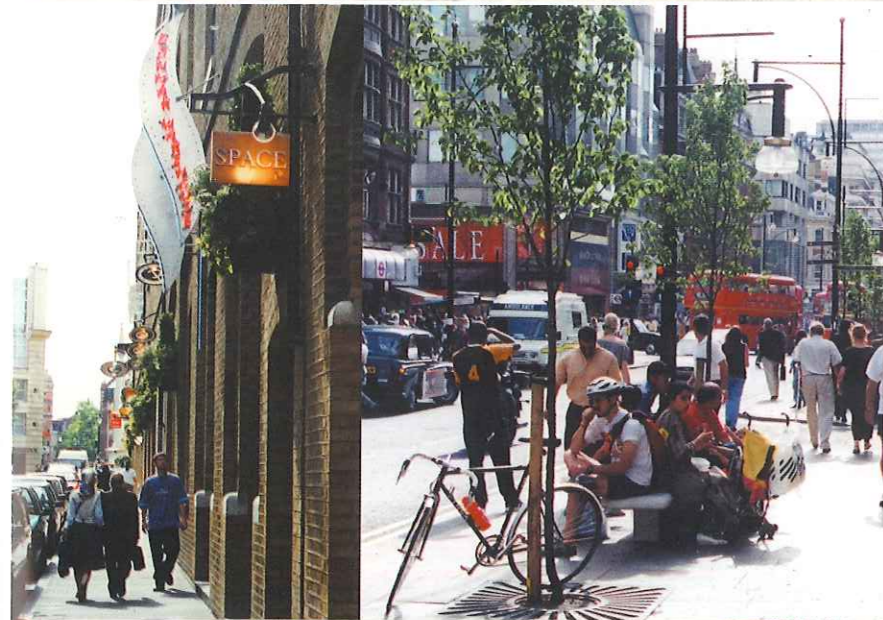
Pedestrian movement through Retail



Existing High street shopping

# Retail and Leisure

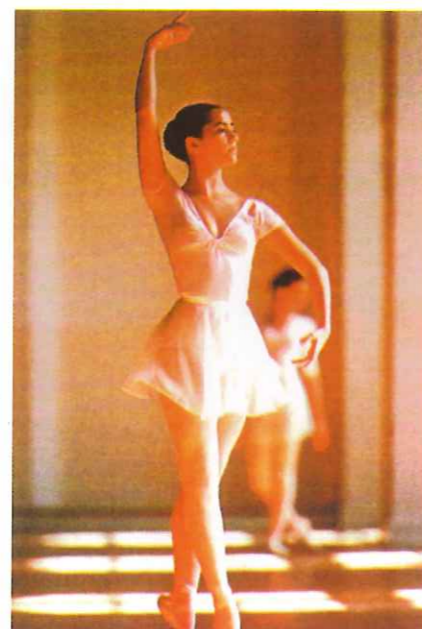
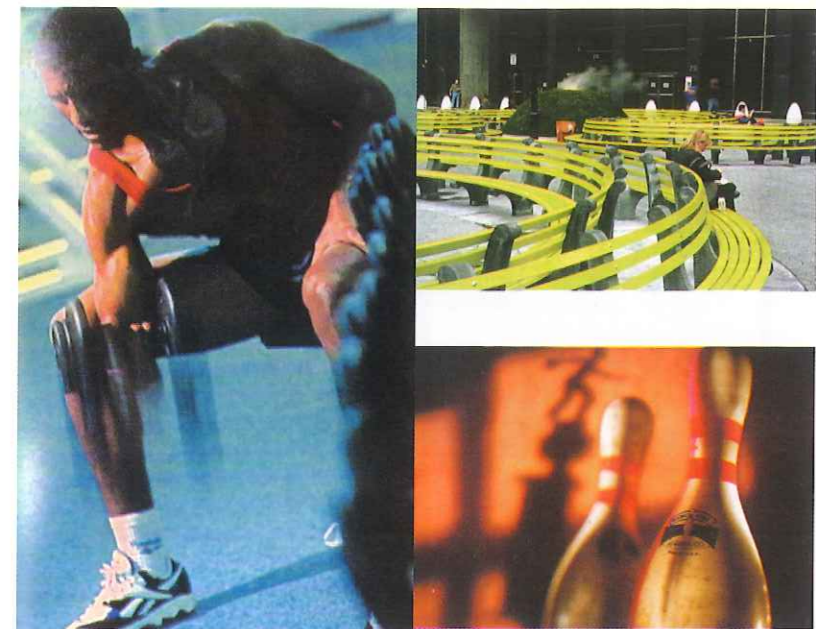




The new shopping and leisure facilities will incorporate all facets of urban living;-

- Everyday shopping
- Lifestyle shopping
- Specialist shopping and associated craft workshops
- Major department store shopping
- E-shopping via showcase shopping
- "Café society" in the city life of the grand Piazza
- A "food quarter" both on the Piazza and on the roof park
- Cinemas
- Nightclub
- Grand Hall (Bingo)
- Bowling
- Arts Theatre Workshop
- Bars and restaurants
- Use of outdoor space - terraces and parkland
- "Customer/client care" throughout
- A safe and secure environment
- Pedestrian streets and lanes (urban linkages), protected from adverse climate - safe - "open all hours"
- Children facilities/playgroups/a crèche
- Landscaping in the streets
- Public art
- Space availability for display for local colleges, the university and schools
- Seating
- Comprehensive signage (on and off site)
- Well lit environment
- Secure zones
- Easy access between all levels and elements

## Uses and Amenities



The new scheme will provide a new centre for shopping and leisure bringing three major stores, numerous national retailers and a significant leisure complex hitherto unseen in the Elephant and Castle.

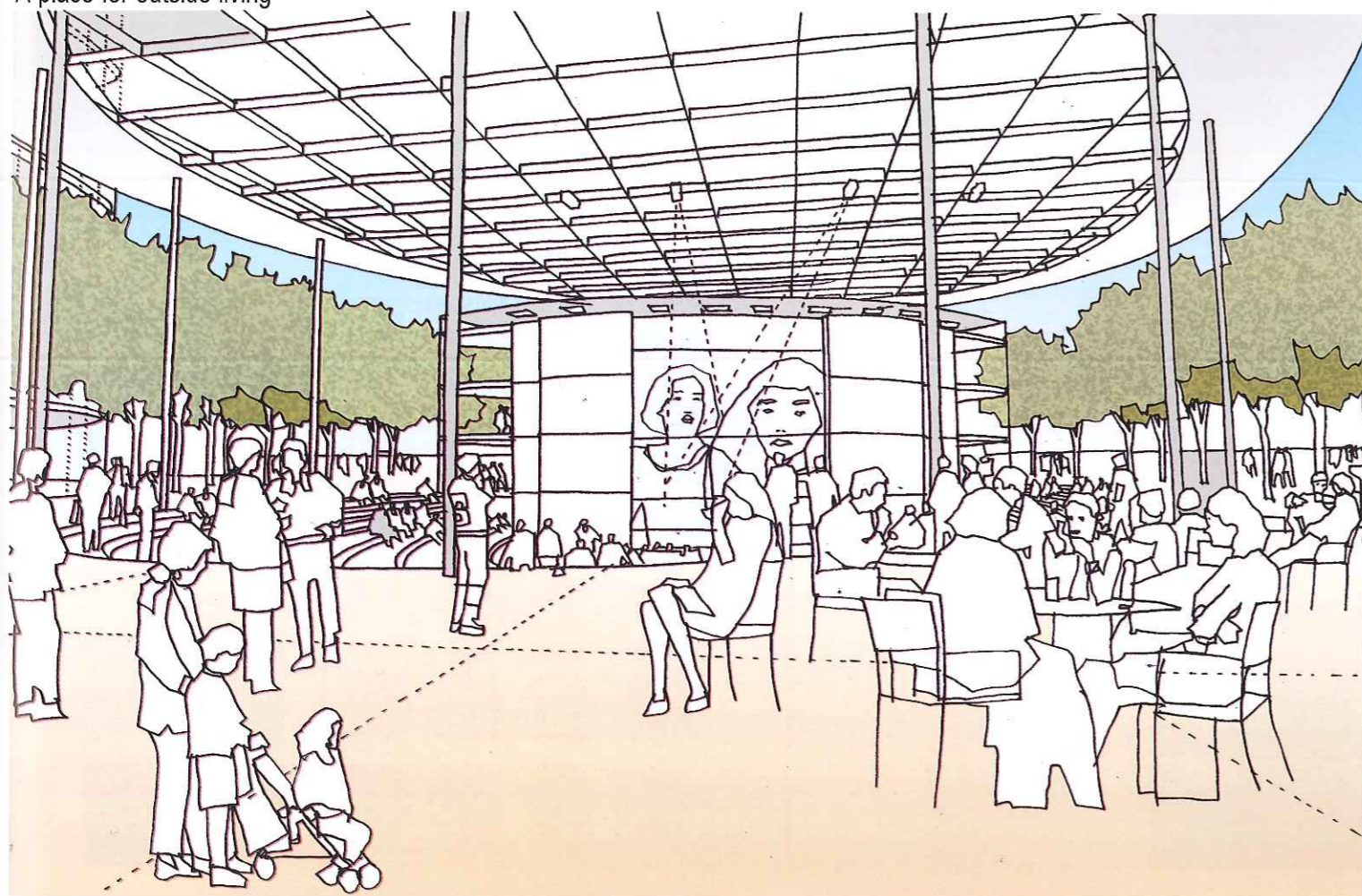
The principal objectives are:-

- A major destination and attraction.
- Services for the existing and new communities in the surroundings.
- An urban pattern of streets, lanes and public spaces.
- Links to Walworth Road and the famous East Street market.
- A safe, secure and pleasurable ambience.
- An open, but carefully managed and comfortable environment.
- State of the art sustainability.
- A fresh approach to retail and leisure at the heart of the community.
- Mixed use with homes, leisure facilities, swimming pool and health facilities.
- Total integration of public transport through a new interchange of World City quality.
- Cars suppressed and removed from the public realm.
- Facilities for the community.
- World City quality of architecture.
- Seamless integration into the surroundings.
- Safety and security.
- Creation of green open spaces.

**A new lifestyle experience, a priority**

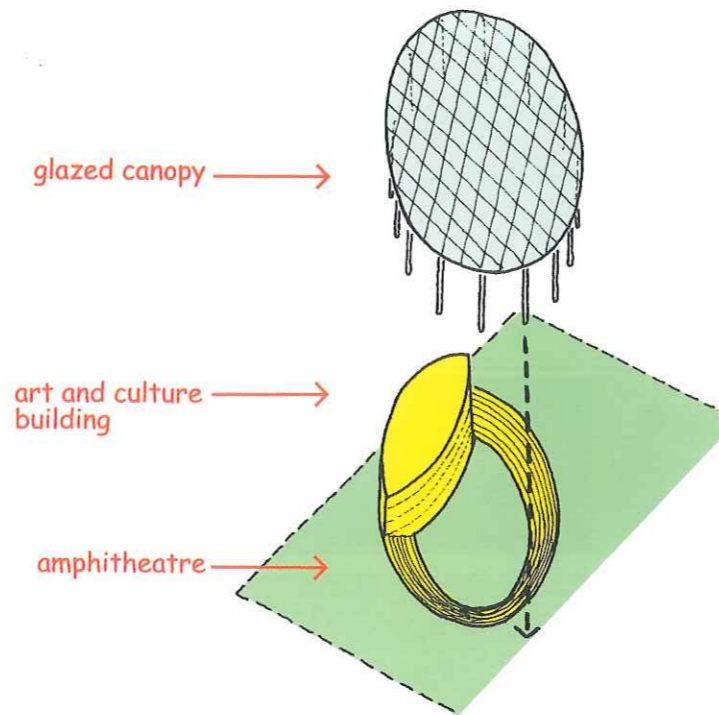


A place for outside living



A place for public performance

# Art and Culture - a focus for the community



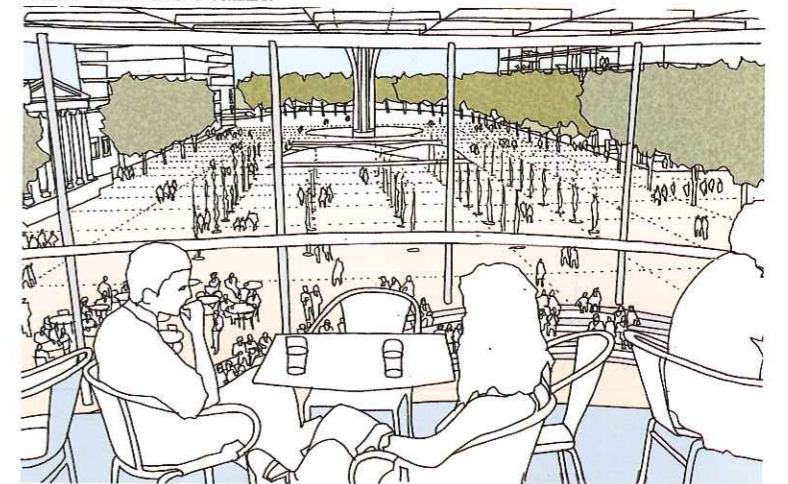
Arts complex



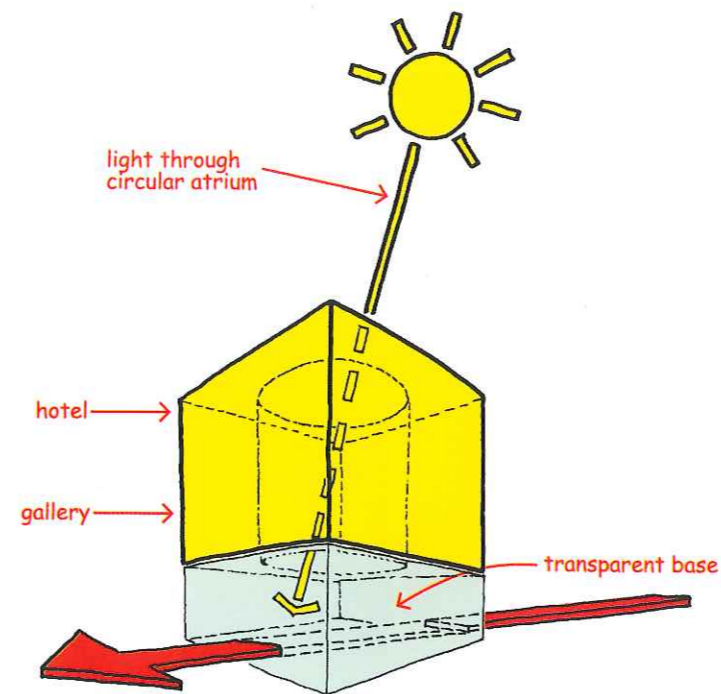
Public concerts



View over the Piazza



View over the Piazza



Gallery and hotel

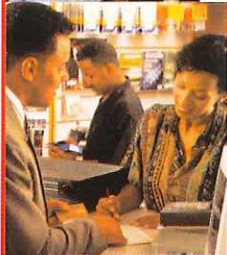


Children's involvement through schools and youth groups

**RETAIL**



Retail therapy



Retail training



**CULTURE**



Education



State of the art technology



Space for public art



**LEISURE**



Cafes and Bars

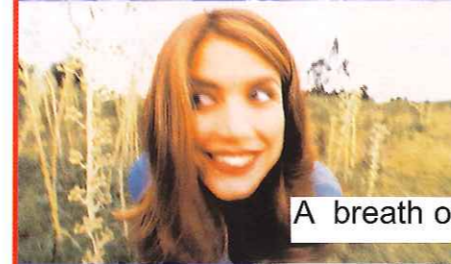


Cinemas



Theatres

**SPACE**



A breath of fresh air



grassy open spaces

**What will the new Elephant and Castle site have to offer young people?**

**Innovation  
Inspiration  
Recreation**

The new Elephant and Castle site promises to offer inspirational and recreational spaces for young people to enjoy. It will offer:

**Space**

A fresh and safe grassy environment in the form of parkland, with plenty of open spaces for:

- Contemplation
- Thinking and planning
- Studying
- and just enjoying

**Leisure**

It will offer places to relax and socialise. Places for:

- Eating and drinking
- Sports facilities
- Cinema
- Theatres
- Nightclubs

**Culture**

Inspiration leads to innovation. The new Elephant and Castle will offer an array of cultural destinations for the young including:

- Education at the London College of Printing
- Public art

**Retail**

It will offer a retail complex to capture the imagination of young people. It will include a wealth of well know retail names where young people can receive:

**Retail Training**

Contributed by Paula Taylor  
LCP. London College of Printing

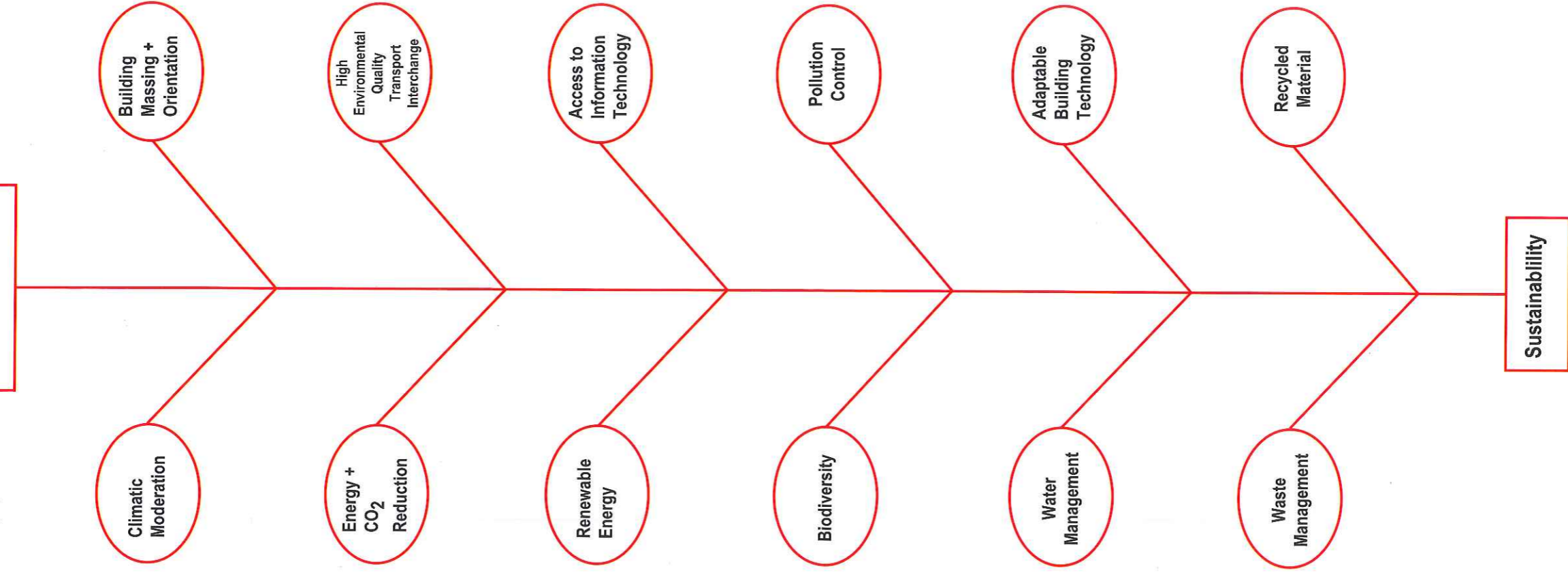
# Social and Economic Growth Creating a Sustainable Future

The four main principles of sustainable development are:

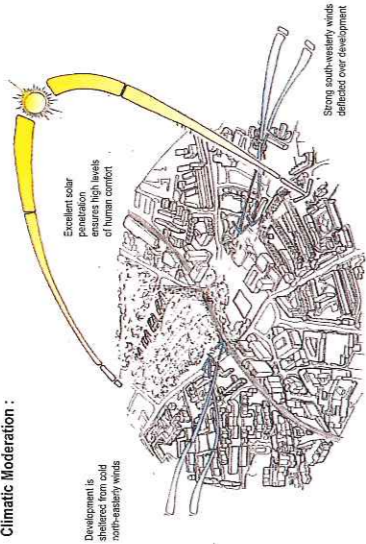
- Social progress, which recognises the needs of everyone.
- Effective protection of the environment.
- The efficient use of natural resources.
- Maintenance of high and stable levels of economic growth and employment.

"In the urban heartland these principles take on new meanings that must bear in mind diverse multiculturalism and the creative arts among other things. These are challenges that can be confronted with careful planning and a holistic approach."

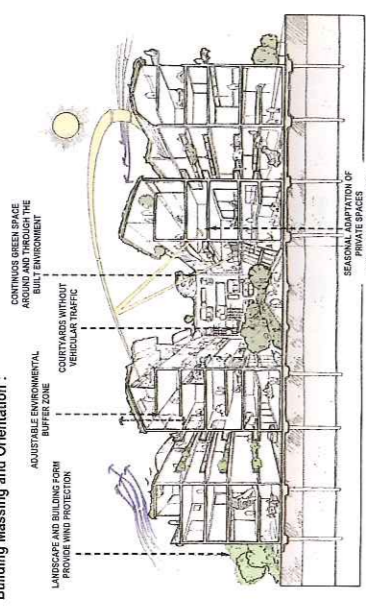
## Community



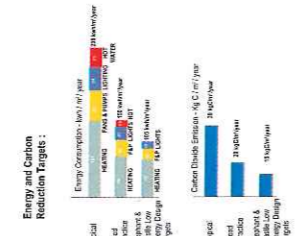
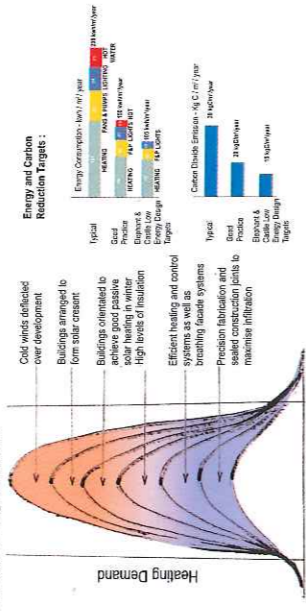
### Climatic Moderation :



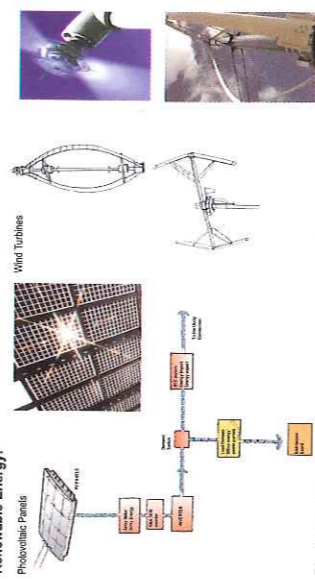
### Building Massing and Orientation :



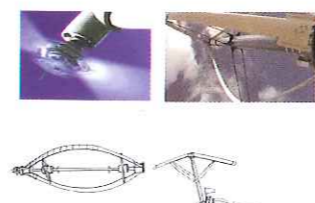
### Energy and CO<sub>2</sub> Reduction :



### Renewable Energy:



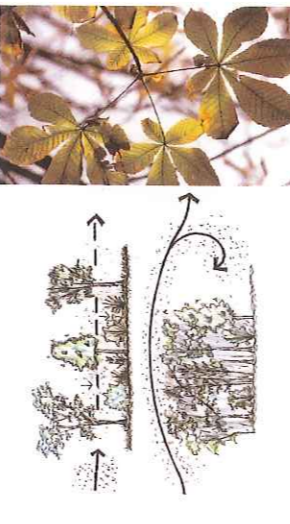
### Wind Turbines



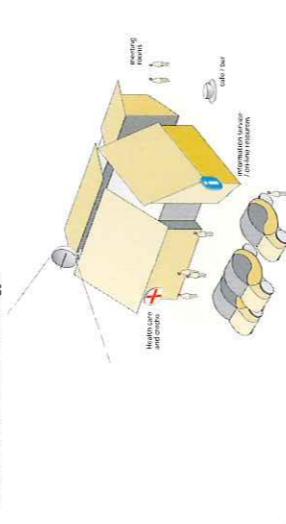
### Biodiversity :



### Pollution Control :



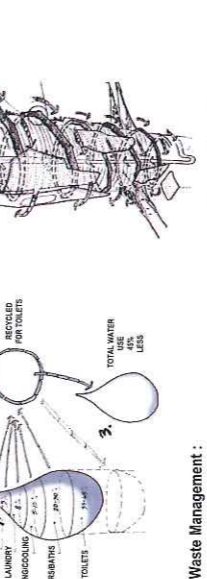
### Access to Information Technology :



### High Environmental Quality Transport Interchange :

- Good Daylight Penetration
- High quality acoustic performance
- Excellent thermal comfort
- Ecological Integration
- Good safety and security
- Excellent air quality

### Water Management :

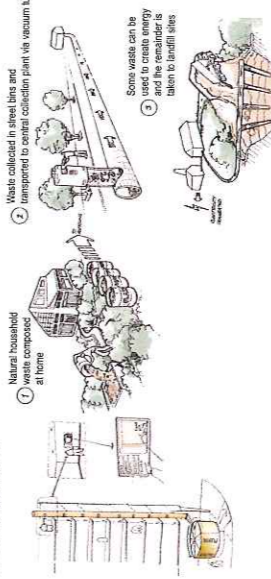


### Water Management

### Adaptable Building Technology

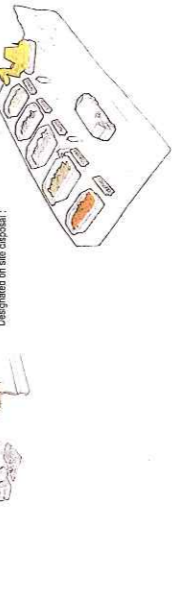


### Waste Management :

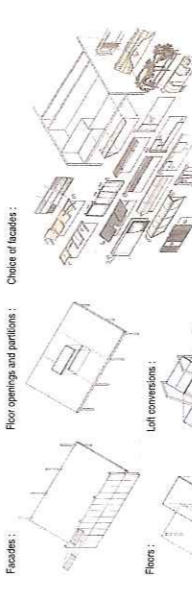


### Waste Management

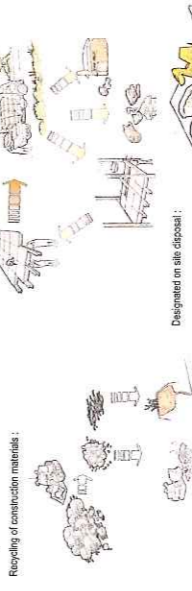
### Recycled Material



### Adaptable Building Technology :



### Recycled Material :



## Sustainability



The four main principles of sustainable development are:

- **Social progress, which recognises the needs of everyone.**
- **Effective protection of the environment.**
- **The efficient use of natural resources.**
- **maintenance of high and stable levels of economic growth and employment.**

In the urban heartland these principles take on new meanings that must bear in mind diverse multi-culturalism and the creative arts among other things. These are challenges that can be confronted with careful planning and a holistic approach.

## Setting Sustainable Targets

### Local Agenda 21 & Environmental Objectives

In accordance with Agenda 21 and the Government Framework on sustainable development Sustainable Southwark 2000+ - the Draft LA21 Action Plan sets out a series of site-specific objectives which integrate ecological and sustainable goals. These act as a framework to guide design development within the borough and include:

#### Biodiversity & Environmental Systems

- Promote the sustainable development of resources that impact on health & wellbeing;
- Develop the Southwark Biodiversity Action Plan;
- Reduce the impact on water sensitive habitats;
- Promote effective landscape.

#### Waste

- Waste minimisation and recycling;
- Develop effective partnerships to encourage recycling activity;
- Reduce the amount of waste produced from all sources in Southwark;

#### Movement & Transport

- Reduce the need for travel and the way we travel;
- Sustainable transport development;

#### Energy

- Energy conservation;
- Minimising air pollution;
- Reducing noise and anti-social behaviour nuisance;

#### Pollution

- Effective management of contaminated land;
- Minimising the impacts of pollution from transport;

#### Communication

- Effective community communication;
- Protecting the existing sites of interest;

#### Social

- Secure a high quality environment and physical infrastructure attractive to and supportive of local business;

### SLR Sustainable Objectives

#### Biodiversity & Natural Systems

- Design and implement an environmentally and physically sustainable landscape that enhances human well-being, natural landscape and wildlife;
- Maintain no net loss of wildlife resource by enhancing the existing landscape to increase its carrying capacity;
- Minimise disruption caused by construction works on the environment;
- Create physical ecological 'green linkages' between existing green spaces;
- Maximise the use of recycled materials or materials with low environmental impact; including the avoidance of hardwoods, chemical preservatives, polyethylenes and PVC;

#### Resource Management

- Control quantity and quality of surface water run off through roof garden planting and use of porous paving in public squares;
- Install low flush WC's / waterless urinals and promote water conservation education programmes;
- Investigate alternative water & energy sources such as reclaiming rising groundwater and wind power, solar energy and bio-mass fuel sources;
- Investigate sewage treatment and reuse as a means of reducing potable water demand and minimising impact of increased density on sewer flows
- Improve heat conservation within buildings through planting (e.g. roof gardens)
- Reduce energy consumption to a minimum by having the majority of buildings daylight, reducing the heating demand by utilising the landscape and building form to reduce ventilation losses and optimise solar gain during the winter;

#### Technology

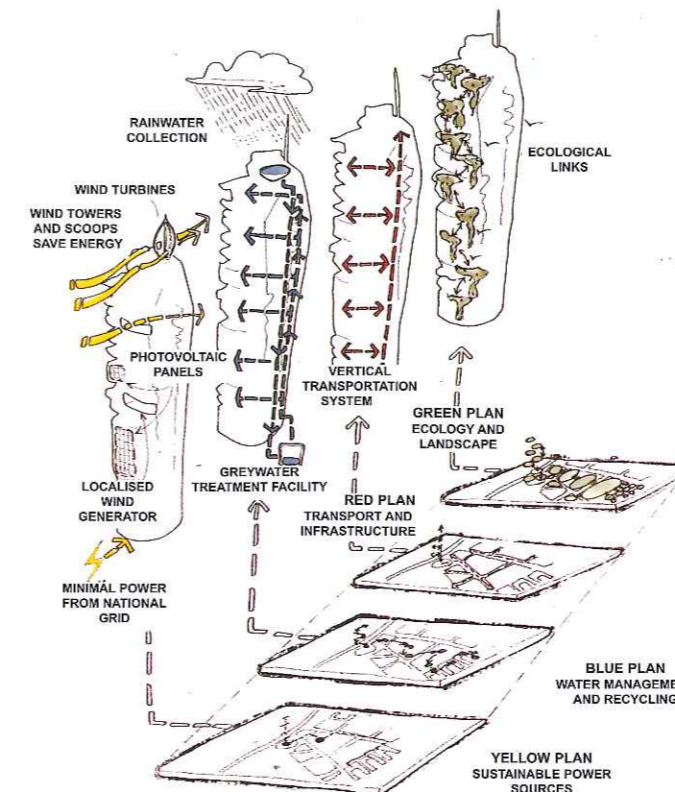
- Utilise information technology to reduce the necessity for travel and improved communication within and outside the development;
- Reduce the construction period on site to a minimum by optimising off site fabrication and minimising site works;
- Reuse existing on-site resources e.g. paving materials, and transplanting semi-mature trees where appropriate;
- Utilise technical innovation to provide highest environmental quality at no extra cost.
- Utilise manufacturing processes to improve quality of construction and provide variety of building components.
- Partnering with major building component suppliers in the development of high performance adaptable building systems.

## Engineering a Sustainable Future :

### Biodiversity and Natural Systems

The regeneration of Elephant & Castle offers a unique opportunity to:

- Create eco-roofgardens that have restricted access to pedestrians, which minimises disruption to flora and fauna;
- Retain existing green open spaces and where possible create new green areas to help form ecological corridors which will attract flora and fauna into the central areas;
- Transplant healthy semi-mature trees and transplant them into the newly formed landscape. (Trees should be temporarily held in an on-site nursery to minimise transplantation shock, whilst the new site is prepared);
- Provision of a semi-natural eco-garden within the retail roofgarden area. This area should have controlled pedestrian access which will reduce disturbance to fauna;
- Provision of shrub planting on terraces and climbers on building facades.
- Provision of native and exotic tree and shrub planting along primary streets and within courtyards and public squares to ameliorate noise and pollution;
- Use of urban soils along primary and secondary streets to minimise compaction and maximise the long-term survival of street trees;
- Plant a mix of deciduous and evergreen, pollution resistant, native and exotic trees at a mix of planted centres (i.e. medium porosity); Include 'deep' areas of vegetation as well as narrower strips of planting so that they maximise relief from atmospheric dust/pollutants and noise;
- Install water features both on the roofgarden which will maximise habitat opportunities for colonising species. Water will also provide visual interest and natural beauty and a focal point for surrounding buildings.
- Wildflowers, grass sward and groundcovers will be planted to cover bare ground on roofgardens, on roundabouts. This will also assist with removing dust and pollutants from the atmosphere, provide some ecological value, extend the available recreational area and provide visual interest for the community;
- Plant low-water demand trees and shrubs within the landscape to minimise unnecessary water usage, especially during the drier summer months.
- Maximise the use of plants in internal environments to counteract the effects of chemical toxins and bio-effluents, suppress airborne microbes and control humidity.



### Resource Management

The central aim in realising the full development potential at Elephant and Castle is to achieve an urban form with a clear and distinct vision based on the principles of sustainability and integrated design. The key elements of the environmental strategy for Elephant and Castle are:

**Environmental impact:** maximising the use of available on-site resources and minimising the impact on natural systems and existing infrastructure e.g. use of reclaimed water to supplement potable water supply;

**Built form:** creating buildings which optimise the use of daylight, natural ventilation and solar gain for the comfort of occupants and as a means of reducing energy demands;

**Biodiversity:** creating opportunities for urban wildlife to become established and to thrive as a means of improving the health and well-being of residents;

**Public realm:** integrating public open space and built form to create a network of 'people rich' spaces;

**Density:** achieving a critical mass which is commercially attractive to technology providers and provides the incentive for partnering across a wide spectrum of services including water supply, generation of heat and electricity, waste recycling and communications;

**Movement:** providing a network of shared surface pedestrian and cycle priority routes which link communities across the ward and provide safe, direct access to schools, community facilities, the central shopping and leisure facilities and the main public transport interchange;

**Energy:** all buildings to be designed to use minimum energy and maximise utilisation of renewable energy sources. Where possible on site generation of power will be implemented with reused waste heat to provide community heating.

### Technology

A quality lifestyle can be measured by the level of comfort one has in the home environment. The Elephant & Castle will be designed for lifelong occupancy and by definition are sustainable environments. Comfort levels can be gauged by the degree of measured satisfaction people have in their environments.

The factors that influence this are:

**Human satisfaction** - Everything from views to the colour of walls can enhance satisfaction. It is important for residents to develop an identity with their home in order to foster a desire to set down roots.

**Air quality** - Natural ventilation from an immediate environment rich in oxygenating plants will ensure quality air. The abundance of plants in the area will act as pure air filters cleaning both dust and gaseous air pollutants.

**Thermal control** - Thermal mass will assist in moderating internal temperature. Other devices will allow complete thermal control by the occupants. For example, dwellings will be provided with the option of having automatic motorised thermal curtains that operate according to the readings of thermal sensors.

**Acoustic control** - Building designs will ensure a high level of acoustic privacy. Residents will be able to rest in quiet peace or enjoy their stereos without the worry of intruding on their neighbours.

**Daylight** - Sunlighting is important to comfort especially during the winter when there is less access to the sun. Daylight during the summer will be maximised in personal spaces for the luxury of private sun bathing.

**Security** - This is integral to encouraging tranquillity in the home environment. The security systems will link into the community security provider who will be able to quickly respond to alarms. There is also an option to include a home monitoring scheme which uses the home security system to turn off heating and lights when residents are out.

**Information Technology** - Provide courseways throughout the development for installation of future IT systems with minimum disruption and cost.

**Adaptability** - The building technology will be adaptable to meet changing needs.

Sunlight will perform an essential role in creating daylight and colour rendering.

- all flats to have some sunlight penetration between May and August as a minimum.
- Where flats have their predominant view to the North, NE or NW, solar penetration will be brought in from S, SW or SE.
- Building facades will be of light colour to reflect daylight and sunlight into courtyards and adjoining apartments.
- Solar control may be provided to rooms exposed to direct sunlight on West and South facades, May- September

# Learning to live with a sustainable development

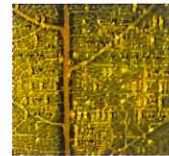


## Engineering Sustainability Goals

- Target 1 is bio-diversity with no net loss of habitat
- Target 2 is to reduce primary energy consumption by 50%.
- Target 3 is to reduce the embodied energy of materials used by 50%.
- Target 4 is to reduce water consumption by 30%.
- Target 5 is to reduce construction cost by 30%.
- Target 6 is to reduce project duration by 25%.
- Target 7 is to achieve zero defects on handover of the project.



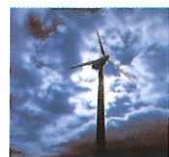
**Maximise Human Comfort in terms of:**  
 Good daylight, views and air quality  
 Suitable acoustics and insulation  
 Good thermal control  
 Suitable humidity control  
 Good security and safety provision  
 Good personal control  
 High degree of adaptability



**Efficient Planning in terms of:**  
 Good movement flow  
 Manageable security  
 Ease of adaptability and flexibility  
 Responsiveness to occupancy needs



**Design for Change:**  
 Simple and modular design to cope with incremental expansion  
 Ease of re-routing services for changing functions and layout



**Minimise Running Costs and Energy Consumption by:**  
 Maximising the use of free energies, such as daylight, sun, wind, and temperature changes  
 High levels of thermal insulation  
 Reliable and suitable control systems  
 Efficient building systems and plant  
 Use of low cost fuels at off peak rates  
 Maximum use of low energy and renewable materials



**Maximise Usable Space by:**  
 Minimising plant area  
 Minimising air distribution space requirements  
 Maximising structural/service integration  
 Removing the necessity for false ceilings



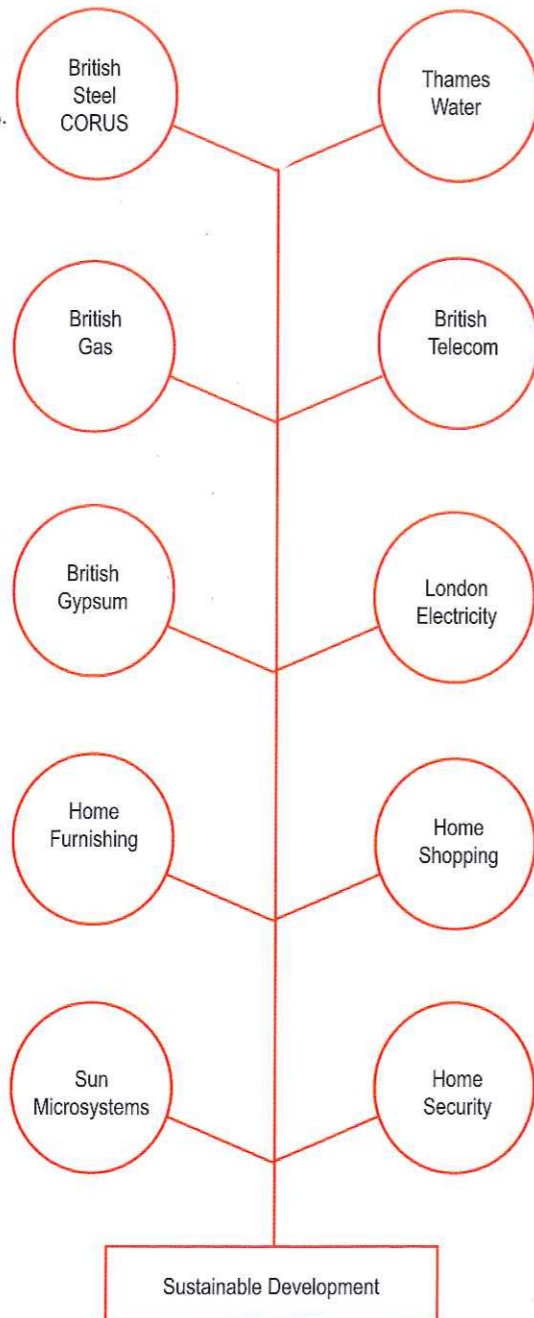
**Minimise Capital Cost by:**  
 Reducing the size of mechanical services  
 Reducing complexity of services  
 Co-ordination of structure and services



**Minimise Maintenance Costs by:**  
 Utilising durable materials  
 Long life equipment  
 Reliable and simple environmental control systems  
 Good access for maintenance



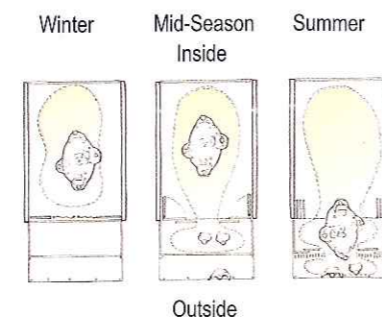
**Protect and Enhance Ecological Values by:**  
 Integrating fauna and wildlife  
 Considering green and blue conditions  
 Collecting rainwater and recycling  
 Effective waste management and recycling



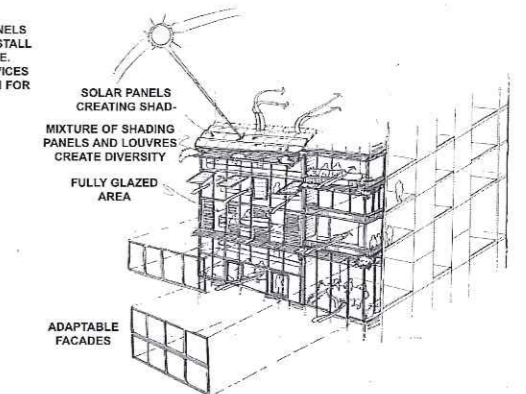
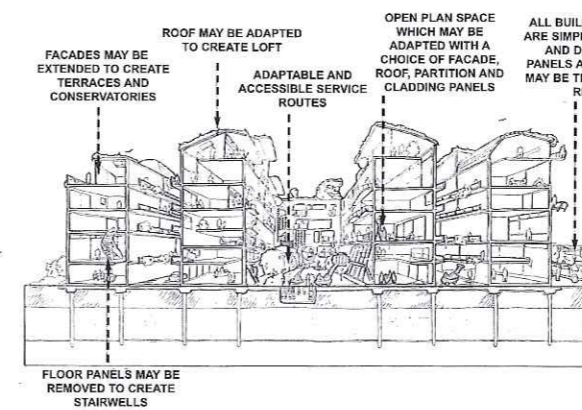
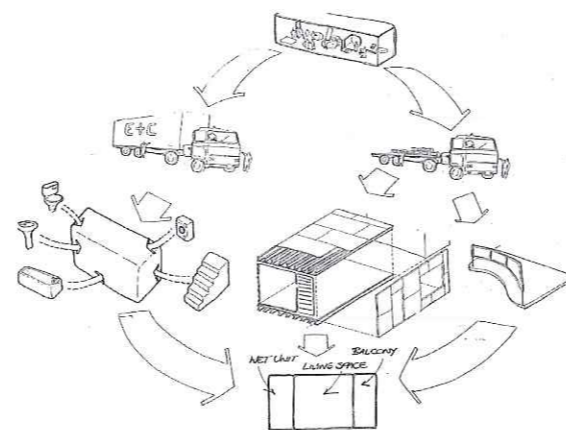
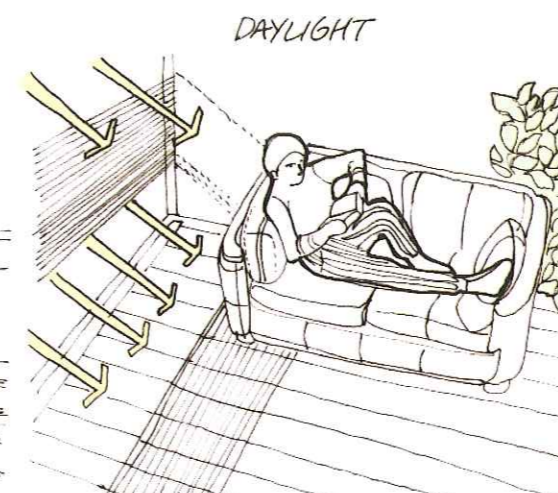
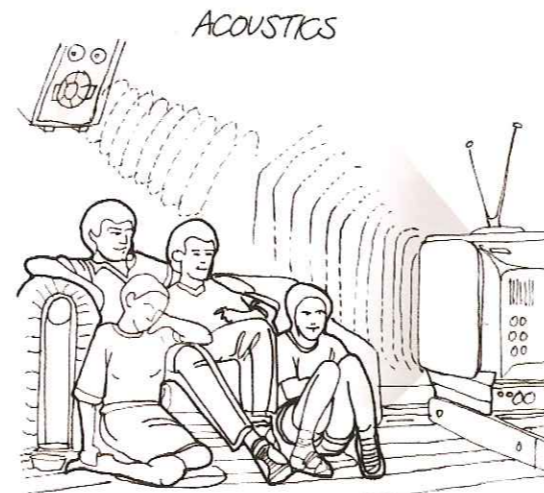
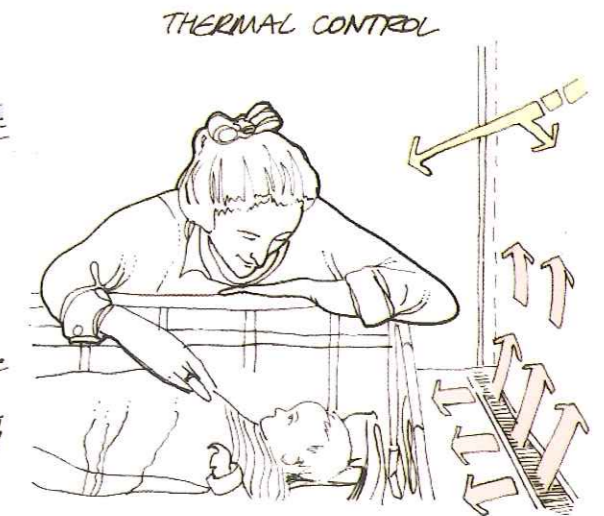
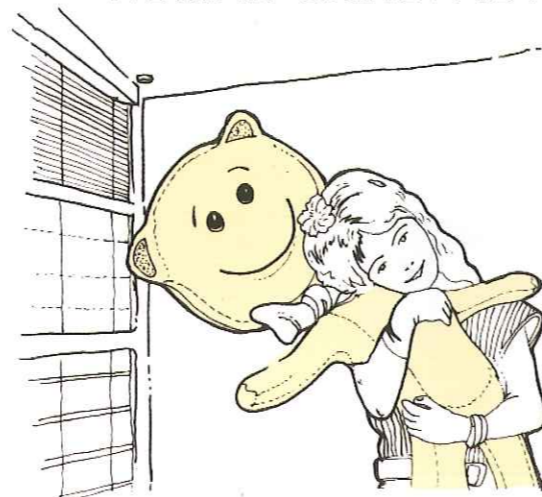
## Design Objectives :

- Maximise human comfort
- Efficient planning
- Design for change
- Minimise running costs and energy consumption
- Maximise usable space
- Minimise capital cost
- Minimise maintenance cost
- Bringing the outside in
- Space and light
- Adaptability

## Seasonal Operation of Floor/Balcony



## HUMAN SATISFACTION



## Precision Engineering

- The redevelopment will involve partnering with major corporations to insure a high quality project. This will include British Telecommunications, British Steel, Sun Microsystems, London Electricity, British Gas and many more.

- Valuable teamwork between the designers and the building suppliers will ensure the precision engineering necessary for a superior and reliable housing system with zero defects.

- The combination of high environmental performance, adaptability, low costs, zero construction waste and high quality make this exclusive building technology the best value for money.

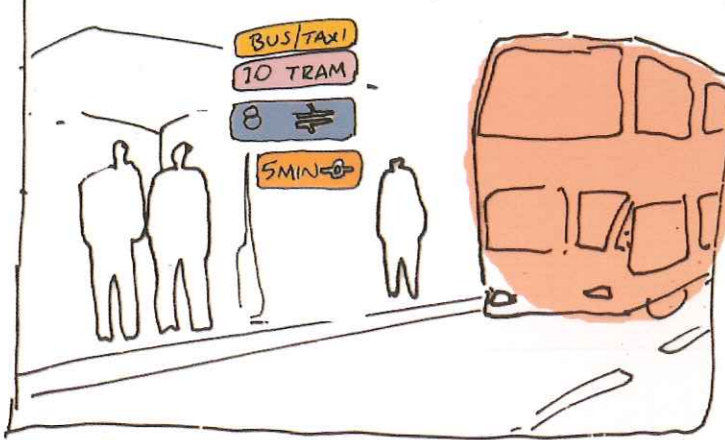
## Better Building Practices

- Sustainable Materials
- Minimising the Use of Materials
- No Materials Damaging to Health
- Reducing Construction Waste
- Open Building Systems
- Prefabrication Versus In-Situ Concrete/Masonry
- Construction Improvements
- The New Construction Process "Dream to Build Through the Internet"
- Efficiency of Fit-Out
- Fit Out Removability
- Budget Efficiency
- Facilitating the Modernisation of the Housing Industry

## Adaptable Living

- The buildings are adaptable as the facades, roof and partition panels are replaceable and interchangeable.
- Additionally with a system that allows flexibility it is also easily possible to add extensions such as balconies or lofts.
- With adaptable buildings it is possible to alter the existing internal layout rather than having to move to a completely new location
- In response to the increasing trend to home-based work for all or part of the working week, dwellings could be capable of adaptation to provide for offices, studios or craft workspace.
- The other major advantage is that a large extent of this work can be undertaken as a DIY project, which further minimises the cost and perhaps time that is necessary to undertake the work.

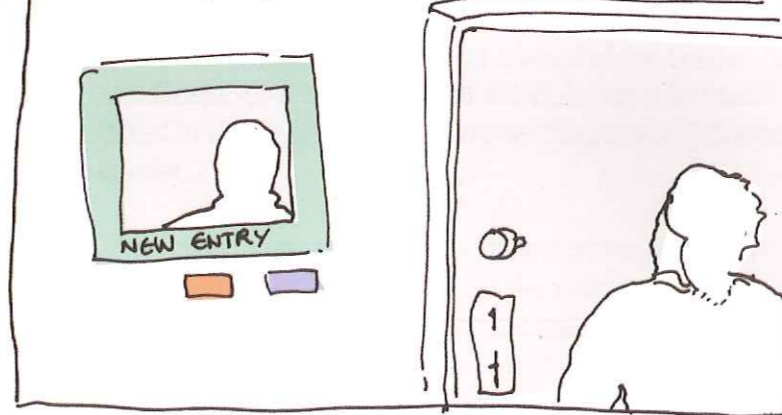
### Reliable Public Transport



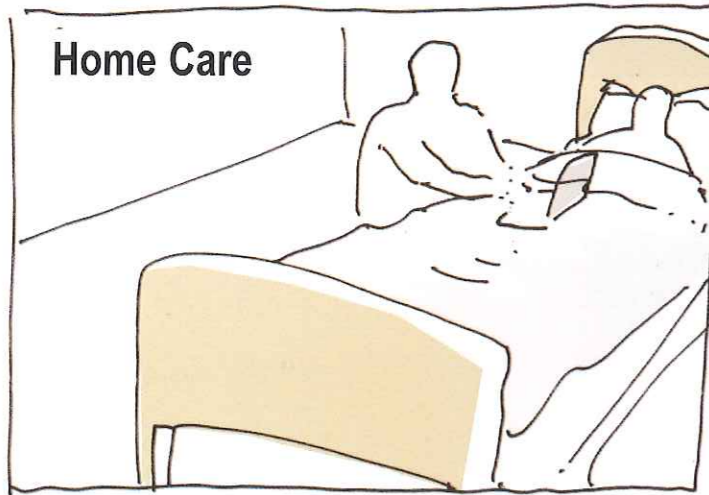
### Home Shopping



### Security Systems



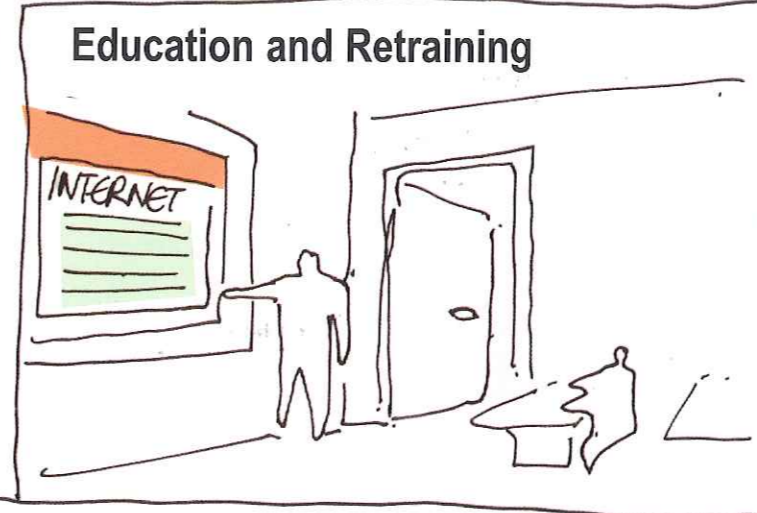
### Home Care



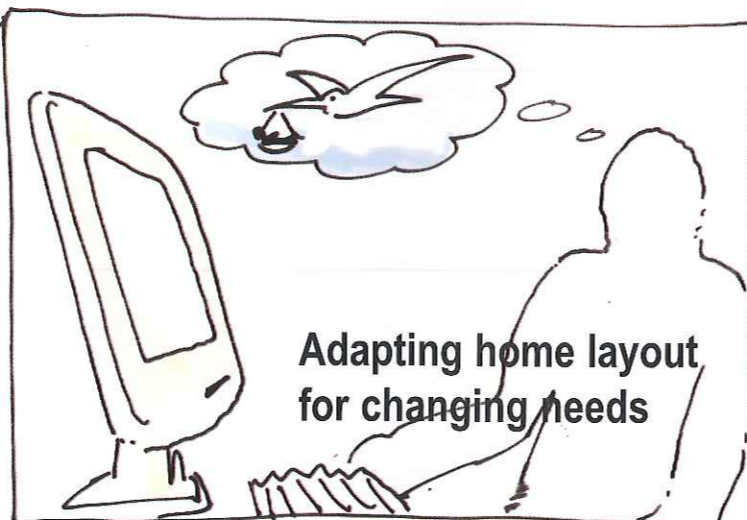
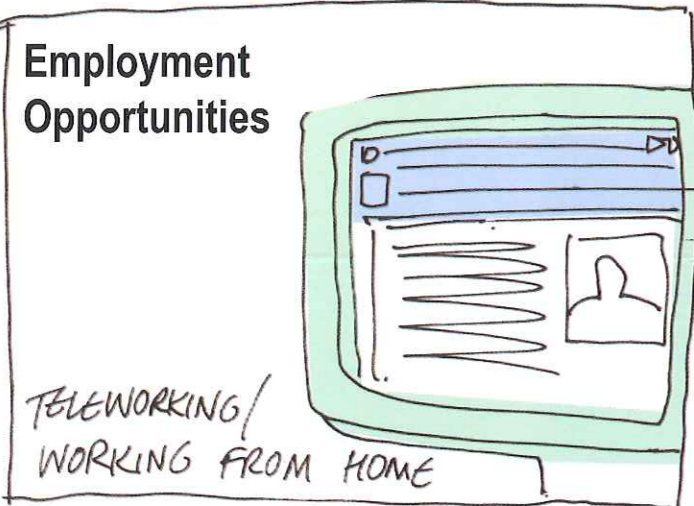
### Virtual Community Centre



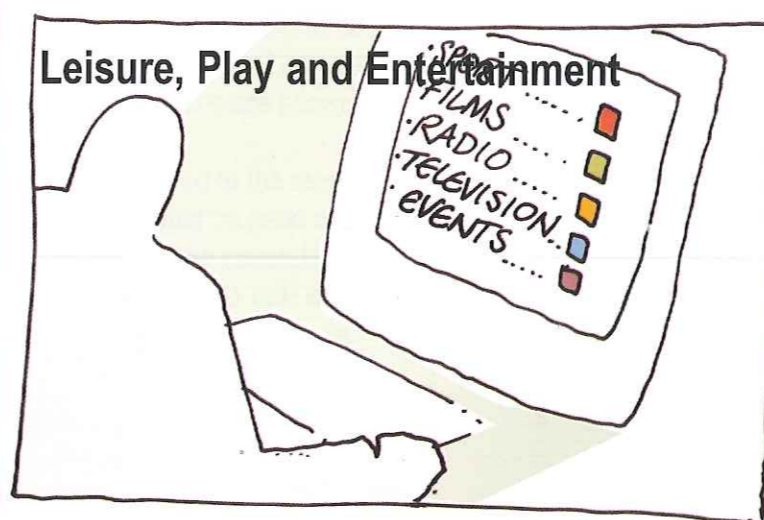
### Education and Retraining



### Employment Opportunities



### Leisure, Play and Entertainment



### Communications and Control Systems

- Every home can have a structured cabling system to support: information systems, telephone systems, entertainment systems, and home management control systems. The community intranet with a well regulated partnership with the provider can allow free communications within the community and reinforce its cohesiveness and mutual support systems, breaking down barriers between different income groups and acting as one contributor towards social inclusion.
- BT and other systems will allow the elderly or the ill to stay in their homes longer and patients to leave hospital earlier.

### Reliable Public Transport

- The IT network will be linked into local, regional, and national public transportation systems. The community may access bus, train, tube, bus/ taxi, and fare information from up to the minute timetables.

### Home Shopping

- The IT Centre will include a database with local community information, local shops, job shares, bus timetable, car pool information, education, community targets, resource utilisation, and more.

### Security Shopping

- Security systems will link into the community web site to aid in the development of crime prevention.

### Home Care

- A home monitoring scheme can be offered to use the security system to turn off heating and lights when residents are out. Optional home health care systems may be provided to monitor the well-being of occupants. Such facilities will allow extended home health care facilities.

### Virtual Community Centre

- This virtual community centre can provide a focused and local forum for monitoring environmental issues like energy use and waste volumes.

- Local proposals can be commented on and voted on via phone or computer to create a fast reacting forum for local action. Open access to information should be provided and encouraged.

- A Call Centre may be accessed for residents maintenance and repair needs.

- A Helpline facility would be available.

- Access to Holistic Medicine Centres.

- A CCTV Centre to aid security.

### Education and Retraining

- Connections to the local school and day care centres will enable remote learning. The local community can maintain an ecological database with access from the school and homes.

### Employment Opportunities

- Such a system would give access to the local and global markets and allow options such as teleworking and home shopping.

### Adaptable Home Layout for Changing Needs

- The construction of all the homes will be accessible from individual databases. Layout of homes can be redesigned by individuals or with the assistance of furniture / DIY suppliers, as the occupier's space requirements change, or the need for refurbishment arises.

### Leisure, Play and Entertainment

- The IT Centre of Excellence can provide access to hardware and software for all local community members. The centre can be provided with shared facilities (which can be booked on line or by phone); meeting rooms, fitness centre, computer rooms, healthy living centre, and after-support for these new systems.



model a



model b

## Elephant and Castle?

As a second year graphic design student of the London College of Printing I have been associated with the Elephant and Castle for a while now and therefore have first hand knowledge of the area. At the start of the course we were asked to visually represent the name "Elephant and Castle" through our initial thought and feeling of what the area had to offer.

After much observation I decided to look at the basic fabric of the area finding that amongst the overwhelming concrete there were pockets of nature. Over the years, trees, grass and foliage all had managed to break through these confines and reclaim small parts of the landscape. This led to visualising the "Elephant" as the nature aspect, represented by a piece of grass cut from the roundabout and the "Castle" as the manmade element, represented by a piece of concrete taken from the road. Model "a" represents this as the concrete over the grass aping the symbol for the area of a castle riding on the back of an elephant.

While working on a sketch and history book of the development of the ideas of Southwark Land Regeneration Plc for the Elephant and Castle, I have had access to all of the sustainable and preparatory design work of the project by the design team including Battle McCarthy. I have found that through the approach to the environment the nature element is to be freed and returned to create a better balance between the forces of nature and manmade parts of the development on several fronts.

In a purely physical way the land built on is to be returned to the site as areas of parkland created on top of buildings or the many public squares which are spread throughout the design. This allows for a more natural setting for development and a greater freedom for the ecological principles to create an air of tranquillity and an area at peace with itself.

This came about through the way in which the development was planned over the past twelve months. A form of simultaneous or broadfront design was employed in which all the people involved, the developer, architects, engineers are moved along at the same pace so all aspects of the plans work in harmony with each other. Yet, due to all this input the plans are allowed to grow and change through out the design period and into the life of the area itself.

This led to the realisation that the way in which I interpreted the "Elephant & Castle" could soon be turned on its head. It could be seen not as the "Elephant & Castle" but as the "Castle & Elephant" represented in model "b" with the grass over the concrete. A sort of reversal of fortune for the area where the grass, itself a natural ever changing design, is allowed to rule over the cold uncompromising concrete to create a sustainable fully integrated future for the new Elephant and castle.



“Southwark Land Regeneration is a regeneration company specifically set up to deliver the “total regeneration of Elephant & Castle”. Our holistic approach is informed by the need to fulfil your vision of:

- providing individual opportunity
- creating employment, improving health and education
- enhancing living standards

This will be achieved by working with you - the community, not for, or on your behalf.

However, we do not presume to know the answers to all the relevant questions which concern you and Southwark. What we can say is that by the time we submit our proposals to Southwark and the Board, we will have done our very best, by talking to everyone concerned, to understand what the community really needs, how best it can be provided and how best added value can be created to pay for it. We will not presume to judge what you want and we will not prescribe what you should have.”

Godfrey Bradman

Presentation to The Elephant Links, SRB Board  
16 November 1999

Since then, working with the Council, talking to local people, we have seen the strengths, resourcefulness and skills of the community - *we would like to partner Southwark and the community in creating and delivering a joint vision.*

Godfrey Bradman

25 April 2000

**Individual Opportunity for All is a Priority**

# PARTNERSHIP



# Key themes have guided our approach to social housing and regeneration throughout the three stages of this competition

## Housing

- Social inclusion is a priority and must be planned into the masterplan from the outset
- Choice for all
- Quality for all
- The opportunity must not be squandered on half measures and limited vision
- Active involvement of the community
- Empowerment – an influential community is important
- Diversity - mixed land use – mixed tenure - mobility of tenure
- Quality of architecture
- No distinction between public and private in terms of quality and location
- Long term quality maintenance to be provided for both public and private homes
- Sustainability in location, operation, flexibility, energy
- Equal access to technology – intranet – internet
- Ownership/shareholding
- Housing as an economic/regeneration driver in it's own right
- Quality of environment and public spaces
- Secured by design standards
- Quality of life- - homes which are quieter and easy to heat
- A healthier environment
- Lifting the opportunity for those who live in the local housing
- Unlocking the latent potential of the area and the community
- Easy and attractive accessibility to shopping, leisure, open spaces, community and learning facilities
- Existing communities to be reinforced, not fractured
- All communities linked by green lanes to each other and the Central Squares, Interchange and facilities
- A totally integrated social, economic, learning and environment strategy and master plan

## Regeneration

- Partnership with the London Borough of Southwark and the Community
- Flexibility - a committed, but open mind - don't parachute in solutions - a creative, researched, listening, non prescriptive approach
- Empowerment - the need to work with and empower all sections of the community in the process and to create belief and confidence in the opportunity
- A holistic approach to - the environment - the quality of life - social inclusion - linking the existing community to the new prosperity that will be created, opening closed doors - integral to our thinking from the outset
- The need to ensure that the community benefits from the incorporation of the Elephant & Castle into the central hub of London - linking the community to the new prosperity
- Creating opportunity for all - maximising choice and individual opportunity
- World City and local community in harmony
- Recognition that regeneration programmes that are purely physical have failed
- Creating and maximising value for the London Borough of Southwark and the community
- This is a one-off opportunity that must not be squandered on half measures
- Building on the assets of the area and the community and keeping them for Southwark and the community
- Unlocking potential
- A bold, visionary but sensitive approach - not everything should be swept away - there are lots of strengths to build on
- Quality infrastructure
  - public realm and green places creating a healthy and sustainable environment
  - public transport
  - community facilities
  - homes
- Long-term sustainability - maintenance standards
- Diversity
- Local quality and integration in everything we do



- 100% re-provision of all the Council homes currently on the Heygate Estate.
- 50% of the new social homes - re-provided as part of the redevelopment within the area currently occupied by the Heygate Estate.
- 50% of the new social homes - re-provided close to the enlarged and vibrant heart of the Elephant and Castle.
- All of the social and private housing will be integrated and positioned to enjoy the new public spaces, green lanes environment, shopping, community and leisure facilities.
- Social homes and new private housing for sale share the new central environment of the Elephant and Castle ie. The Central Square, the Park and the new terraces and garden squares.
- No new social housing over 6 storeys unless the tenants want it – new social housing in normal streets, terraces, garden squares
- Choice and flexibility of tenure  
social rented ➡ shared ownership ➡ flexible tenure (ie. Staircasing up and down) ➡  
key workers ➡ private for rent ➡ private for sale ➡ work/live
- Everyone to have a stake in the Elephant and Castle

#### A CHOICE OF

- Continuing council ownership (except Heygate) with a private / public partnership between the Council and Southwark Land Regeneration Plc funding comprehensive refurbishment, environmental improvements and maintenance of the council homes

#### AND / OR

- New Community Land Trust fully funded to own, maintain and run the new and refurbished Social housing around the Elephant and Castle “owned”  
1/3 the Council  
1/3 the Tenants  
1/3 Independent appointments - approved by the council, the tenants and the Housing Corporation.
- Transfer to existing or new Housing Associations.

#### WITH

- A fully funded Local Regeneration Company with tenant directors and involvement in management to devise and run a Regeneration Action Plan to deliver local opportunity

### **The Guarantee to the Council**

SLR WILL BE AN ACTIVE PARTNER WITH THE COUNCIL AT ALL STAGES OF THE DEVELOPMENT AND WILL PROVIDE OPEN BOOK ACCOUNTING FOR ITS SOCIAL HOUSING PROGRAMME

### **The Partnership Guarantee**

SLR WILL WORK WITH THE COUNCIL, RESIDENTS AND OTHER LOCAL INTERESTS TO DELIVER A COMPREHENSIVE REDEVELOPMENT AND REGENERATION PROGRAMME AND STAY WITH IT TO COMPLETION

### **The Guarantee to Heygate Tenants**

EVERY COUNCIL TENANT ON THE HEYGATE ESTATE WILL HAVE THE OPPORTUNITY OF A NEW HOME AT THE ELEPHANT AND CASTLE

### **The Guarantee to Heygate Owners**

EVERY LEASEHOLDER ON THE HEYGATE ESTATE WILL HAVE A FAIR AND REASONABLE OFFER, ASSISTANCE WITH HOUSING AND A CHANCE TO BUY IN TO NEW HOMES IN THE AREA

### **The Refurbishment Guarantee**

EVERY TENANT ON THE FOLLOWING ESTATES IN THE AREA WILL BENEFIT FROM EXTERNAL AND/OR INTERNAL AND ENVIRONMENTAL IMPROVEMENT PROGRAMMES AND CHOICE WITHIN THE BUDGETS AVAILABLE:

Albert Barnes Estate • Brook Drive • Browning Estate • Draper Estate  
The Gaywood Estate • Lawson House • Manchester House • Meadow and Smeaton  
Newington Estate • Perronet House • Rockingham Estate  
Rodney Estate • Hayles Buildings

### **The Ownership & Management Guarantee**

EVERY LOCAL TENANT WILL HAVE THE OPPORTUNITY TO BE REPRESENTED IN THE OWNERSHIP AND MANAGEMENT OF THE HOUSING, OPEN SPACES AND COMMUNITY ASSETS

### **The Quality Guarantee**

ALL NEW HOMES IN THE AREA WILL BE BUILT TO A DIVERSITY OF DESIGNS, AND TO A QUALITY WHICH COMPARES WELL WITH THE PRIVATE HOMES. WE WILL INCLUDE "LIFELONG" HOMES, "QUIET" HOMES AND "EASY TO HEAT" HOMES WITHIN THAT STANDARD

### **The Technology Guarantee**

THE OPPORTUNITY WILL BE TAKEN TO INSTALL AND USE THE LATEST COMMUNICATIONS AND INFORMATION TECHNOLOGY INFRASTRUCTURE IN NEW SOCIAL HOUSING

### **The Lifetime Guarantee**

WE WILL SECURE THE ENDURING QUALITY AND SUSTAINABILITY OF THE AREA

### **The Affordability and Choice Guarantee**

WE WILL OFFER ATTRACTIVE AND GOOD QUALITY SECURE HOMES FOR SOCIAL RENTING AND SHARED OWNERSHIP AT PRICES AND RENTS AFFORDABLE TO LOCAL PEOPLE, WITH EFFICIENT AND ECONOMIC HEATING SYSTEMS AND WITH THE MAXIMUM CHOICE OF TYPE AND TENURE, FROM RENTING TO FULL OWNERSHIP

### **The Choice in Design Guarantee Inside & Out**

ALL RESIDENTS MOVING OUT OF THE HEYGATE ESTATE INTO NEW HOMES BUILT IN THE AREA WILL BE ABLE TO PARTICIPATE IN THE CHOICE OF ARCHITECT AND BUILDER AND INFLUENCE THE DESIGN. THEY WILL HAVE A RANGE OF OPTIONS TO SELECT IN RELATION TO INTERIOR FITTINGS AND COLOUR SCHEMES

### **The 6 - Storey & Below Guarantee**

NO NEW SOCIAL HOUSING WILL BE CONSTRUCTED MORE THAN SIX STOREYS ABOVE STREET LEVEL, UNLESS RESIDENTS WANT THIS

### **The Decant Guarantee**

WITHIN THE RANGE OF CHOICES AVAILABLE, WE WILL DO EVERYTHING WE CAN TO ASSIST IN MOVING PEOPLE, FROM CONSIDERATION OF MOVING PREFERENCES THROUGH TO PRACTICAL ASSISTANCE IN MOVING HOME AND SETTING UP AT A NEW ADDRESS. A DEDICATED SUPPORT TEAM FOR THE MOVE WILL BE ESTABLISHED TO ASSIST THE COUNCIL

### **The Demolition Guarantee**

NO DEMOLITION EXCEPT:  
  
HEYGATE ESTATE  
43 -53 (INC) RODNEY ROAD

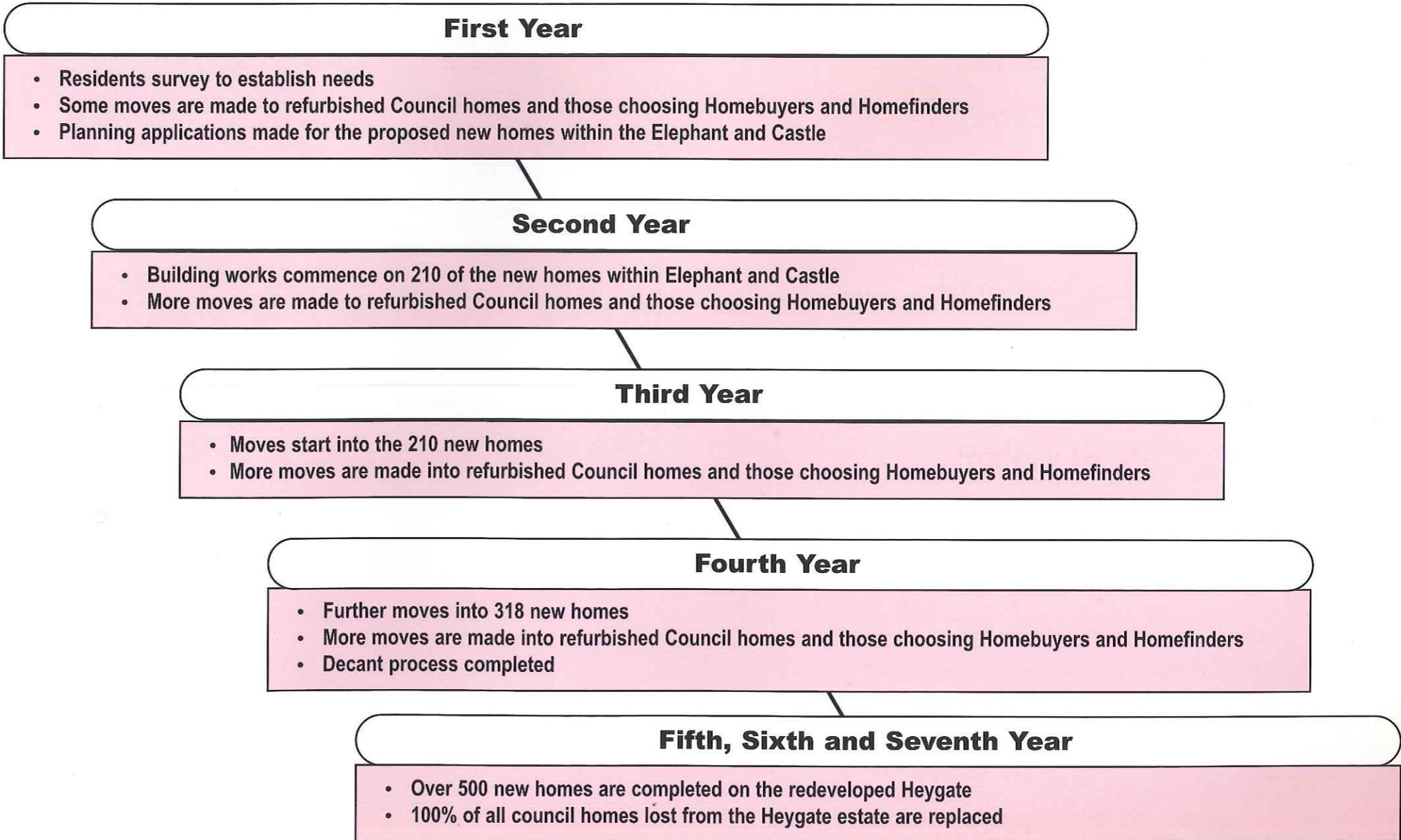
### **The Mobility Guarantee**

A PROPORTION OF THE HOMES, SIGNIFICANTLY ABOVE THE MINIMUM REQUIRED, AND ALL OF THE COMMUNITY FACILITIES WILL BE EASILY ACCESSIBLE BY DISABLED PEOPLE

# THE OPTIONS FOR A NEW HOME – WHERE DO I GO FROM HEYGATE ESTATE?

- 210 new homes in an enhanced environment within the Elephant and Castle by 2003
- 318 additional new homes and further environmental improvements within the Elephant and Castle area by 2004
- A refurbished council home within Elephant and Castle, up to 2004
- Homebuyers Grant – financial assistance to buy your own home
- Negotiated purchase of leaseholder homes, and assistance to purchase a new home
- Shared ownership
- Staircase to ownership – with the flexibility in the future to staircase both upwards and downwards depending on your financial circumstances
- 500 new homes on the redeveloped Heygate estate by 2007

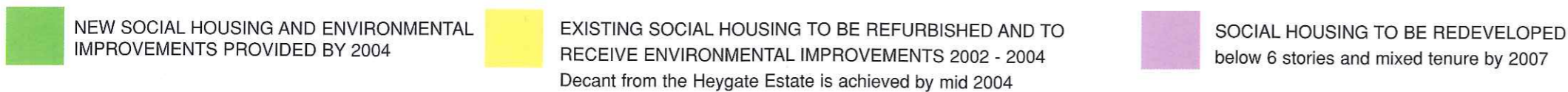
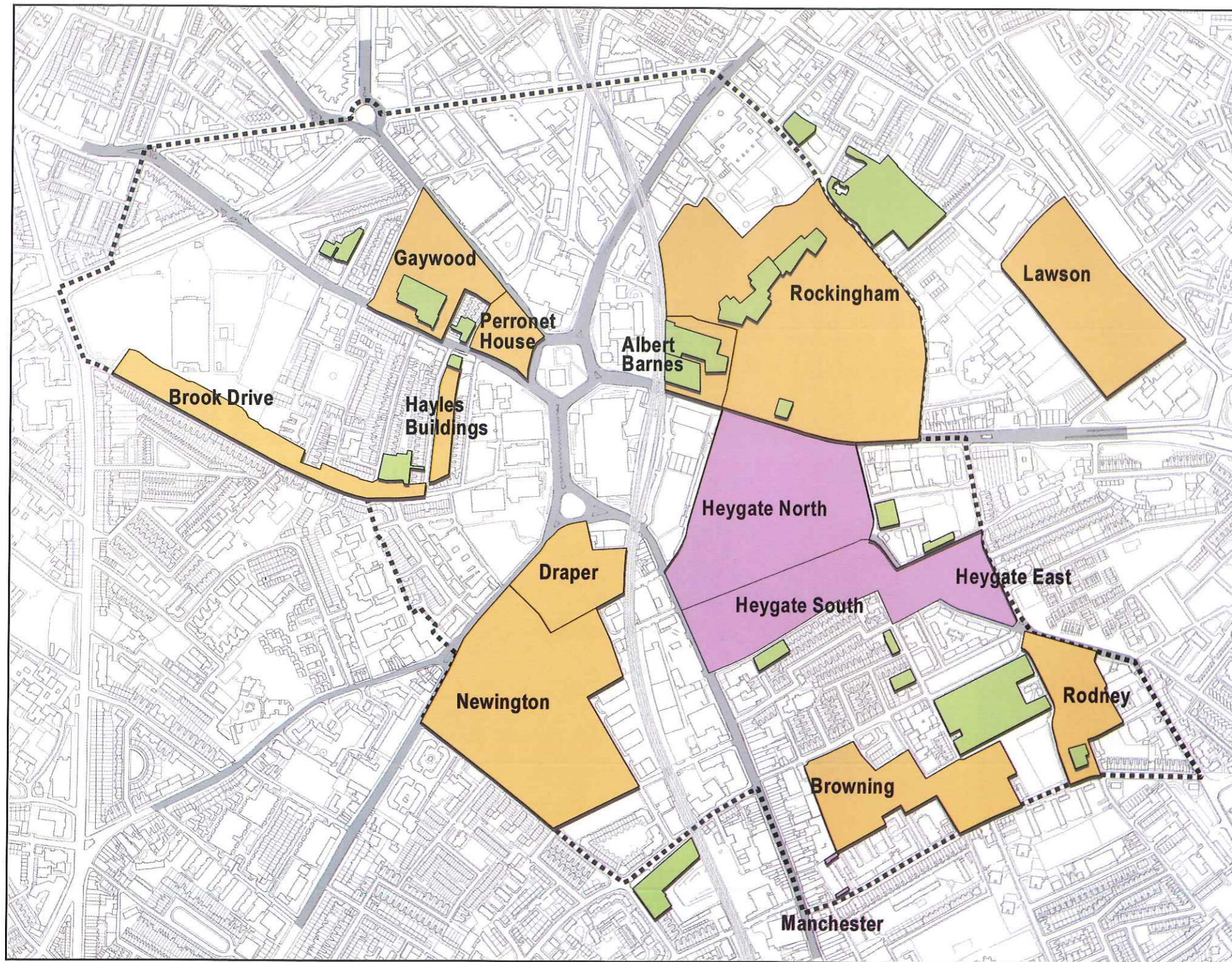
## THE DECANT PROCESS



## Location

Our proposals allow for refurbishment and environmental improvements on all LBS estates and blocks in the regeneration area, with the exception of Heygate:


Albert Barnes House  
 Brook Drive  
 Browning Estate  
 Draper Estate  
 The Gaywood Estate  
 Hayles Building  
 Lawson Estate  
 Manchester House  
 Meadow and Smeaton  
 Newington Estate  
 Perronet House  
 Rockingham Estate  
 Rodney Estate





**Proposed Regeneration Action Plan**



 Typical areas of activity that will receive support through the Southwark Land Regeneration Plc's Regeneration Action Plan for the Elephant and Castle

## Investment in social capital

Our Regeneration Action Plan proposes a number of projects and initiatives to support existing and encourage new community groups, to deliver a response to the social, economic and learning needs of Elephant and Castle.

This involves working with groups to identify ways in which they can be supported in developing their initiatives.

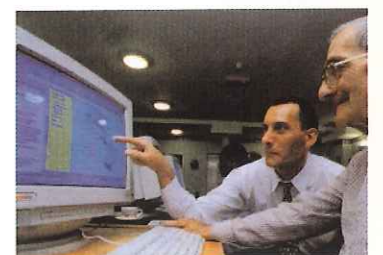
Our proposals are based on working with existing initiatives to develop networks where resources in one place can be shared with others to enhance existing projects.

The first stage of all these projects will be to listen to the local community and find out from them what their particular needs are.

Local groups have local knowledge, and are best placed to develop local and customised solutions to address local issues. Southwark Land Regeneration Plc will provide assistance to these groups, and will be an active partner in all local regeneration initiatives.

### Potential projects include:

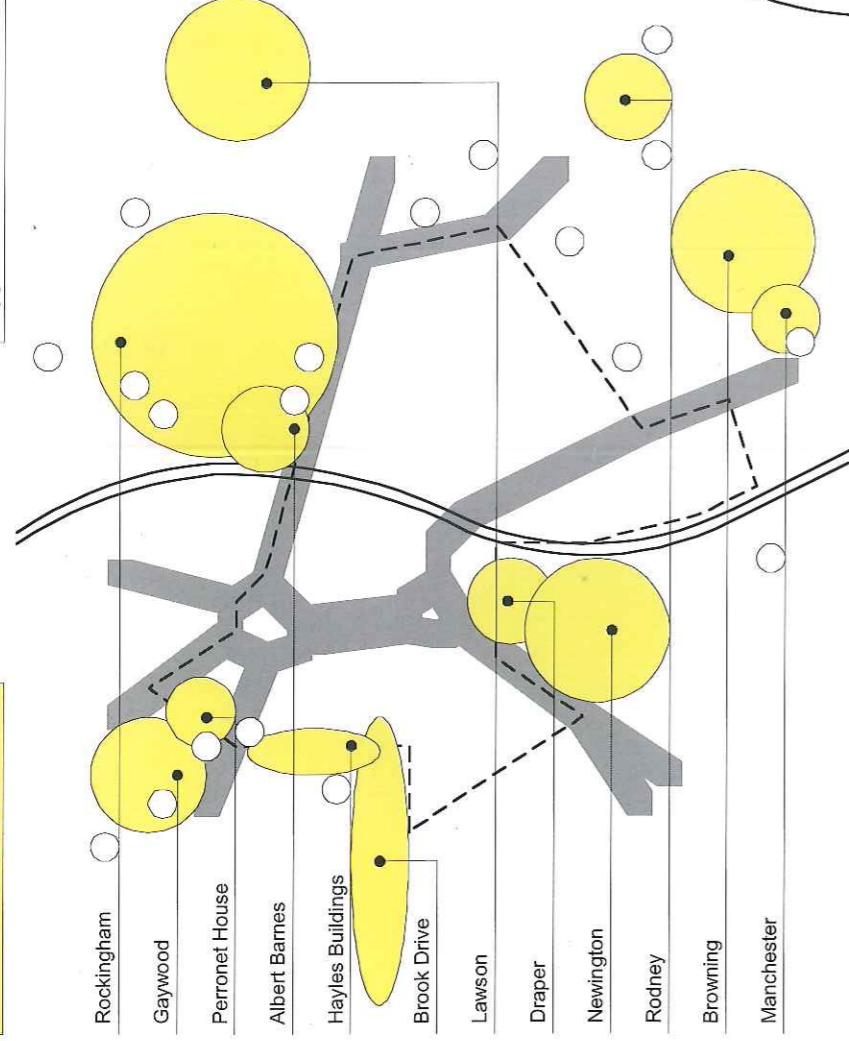
- Community Intranet
- Community Centre development
- New Facilities for the Heygate and improvements to the Rockingham Day Centre
- Adventure playgrounds
- Computer training facilities
- Small business units
- Improved provision for the Salvation Army
- Potential new location for St Jude's school
- Local learning and training centres
- Better linkages between community facilities and open/play spaces



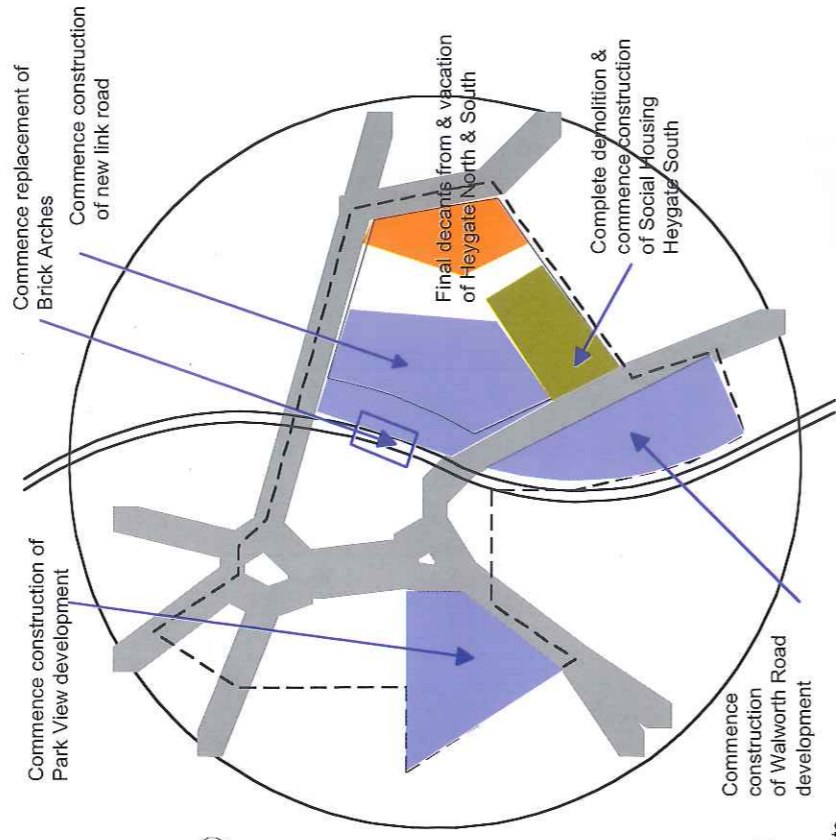
Refurbishment of existing Estates and Environmental Improvements in the surrounding areas

2002/2003

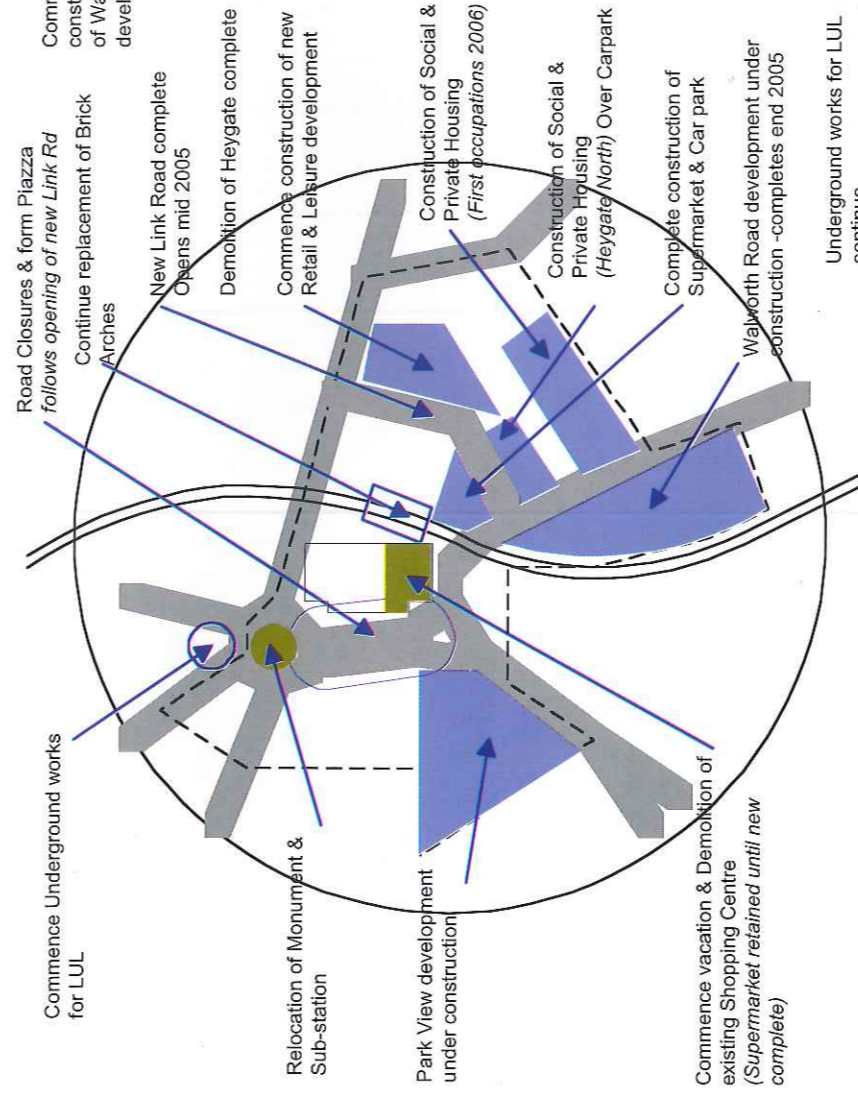
Development of early replacement Housing Sites for Heygate Estates residents



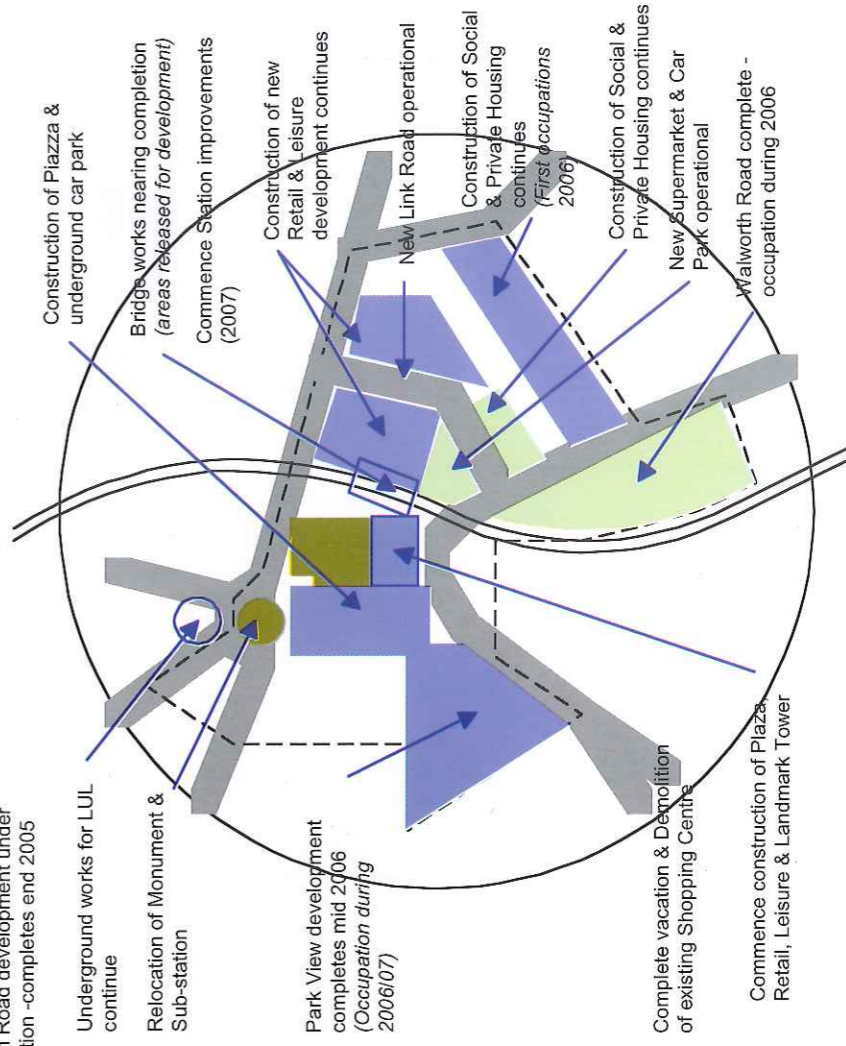
2003/2004

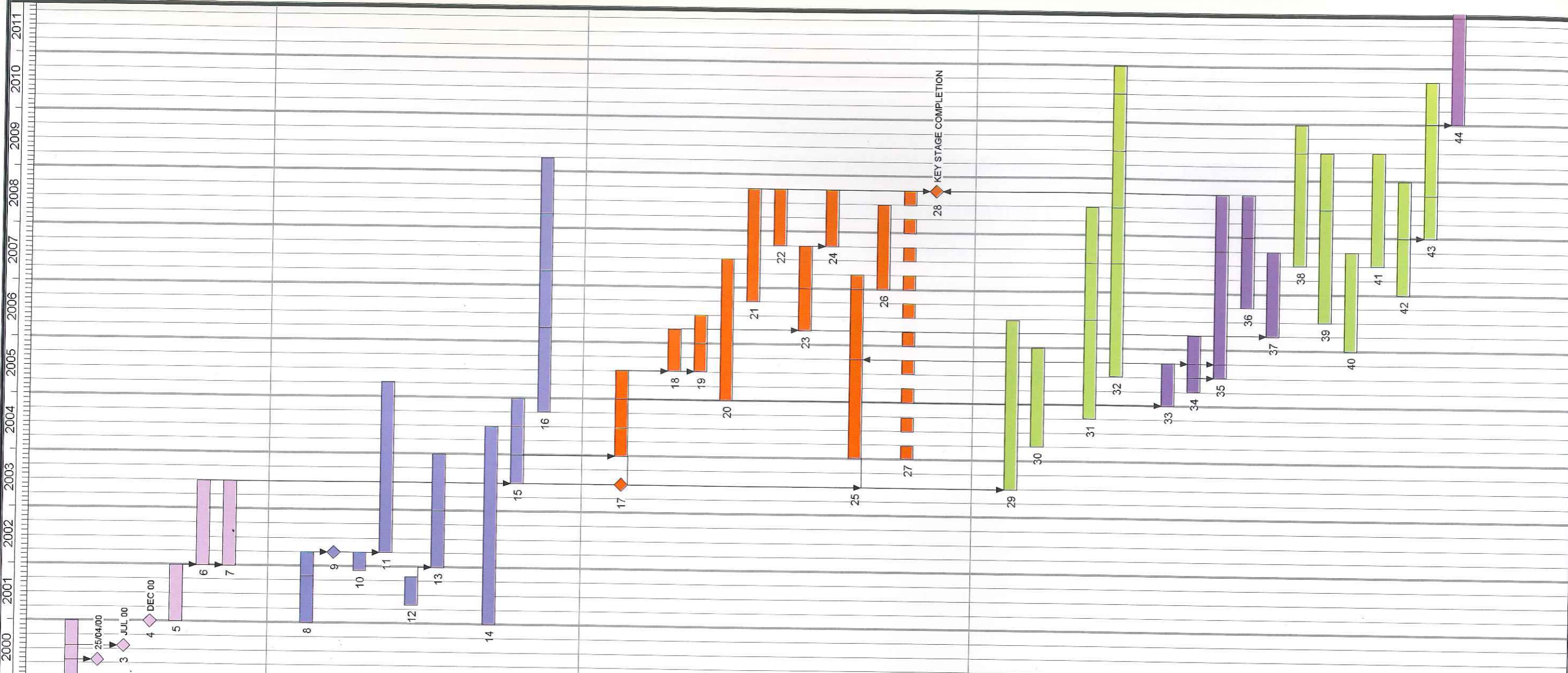


2005



2006/2007





Task No.	Title	Parcel
1	BID & APPROVALS PROCESSES	0
2	Bidding, Negotiation & Legal agreement	0
3	Preferred Bidder appointed	0
4	Legal agreement finalised	0
5	Town Planning process	0
6	CPO process	0
7	TWO & Road closure process	0
8	SOCIAL HOUSING	1
9	Ballot Process	1
10	Stock Transfer	1
11	Procurement of Stock conditioning Works	1
12	Refurbish existing stock (3350 No)	1
13	Design, Planning Approval & Procurement	1
14	Develop Infill Sites (528 No)	1
15	Decants from Heygate North & South	2
16	Demolish - Heygate North & South	2
17	New Units - Heygate South (350 No Units) & North (248 No)	2
18	INFRASTRUCTURE	2
19	New Link Road	2
20	Road Closures & form Piazza	3
21	Relocate Monument & Sub-station	3
22	Underground works for LUL	3
23	LUL station & enclosures	3
24	Bus interchange	3
25	Carpark below Piazza	3
26	Paving & Planting to Piazza	3
27	Bridge construction to replace arches	3
28	Overground Station improvements	3
29	Environmental improvements	3
30	DEVELOPMENT SITES	1
31	Build & Fit out Park View Site (552,000 sq.ft.)	1
32	Build & Fit out Walworth Road Site (480,000 sq.ft.)	1
33	New Units - Heygate South (255,000sq.ft.)	2
34	New Units - Heygate North (1,057,000sq.ft.)	2
35	Build & Fit out New Supermarket	3
36	Demolish & clear existing Elephant & Castle Centre	3
37	Build & Fit out new Retail/Leisure Centres (933,000 sq.ft.)	3
38	Build & Fit out new Retail/Leisure Centres (67,000 sf)	3
39	Build & Fit out new Leisure Centre	3
40	Build & Fit out Piazza Residential (328,000 sq.ft.)	3
41	Build & Fit out Landmark Tower (340,000 sq.ft.)	3
42	Build & Fit out London Institute Site (100,000 sq.ft.)	3
43	Build & Fit out Faraday Tower (100,000 sq.ft.)	3
44	Build & Fit out Eco Residential (160,000 sq.ft.)	3
45	Build & Fit out Eco Tower (232,000 sq.ft.)	3
46	Park over Retail development	3

Project title: **Elephant & Castle**  
 Programme title: **Master Development Programme**  
 Client: **Southwark Land Regeneration**

Dated: **20 Apr 2000**  
 Revision comment: **Submission issue**  
 Notes:

Drawn by: **RG/ln**  
 Programme No: **EaC/MDP02b**

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## **We will:**

- Ensure that the existing shopping centre is kept open as long as possible
- Ensure no loss of key local facilities, such as food and pharmacy until the new ones, in the new shopping centre have been provided
- Provide a regular hopper bus service to other local retail facilities to be agreed with the community, until the new shopping centre is fully operational
- Set up each phase of work to ensure that contractors vehicles do not use residential streets -  
Contractors operatives will not be allowed to park on the Heygate Estate or any of the core area residential streets
- Ensure that contractors provide adequate transport arrangements for their operatives into and out of the area
- Ensure that proper hoardings are erected that are robust, smartly painted and are kept free of graffiti and fly posting
- Make sure that vision panels are provided at appropriate points so that the public can view work in progress without any danger
- Visit local schools and ensure that children are informed about the works and that the dangers of building sites are drawn to their attention
- Arrange open days for schools to bring pupils to visit the site under controlled conditions and we will support and resource related projects in the schools
- Arrange open days for Community Groups and local residents to visit the sites under construction
- Recruit Tenant Liaison Officers from the local community who will act as conduits of information between the contractors and local residents and other parties affected by the works
- Set up and fund a local community and business liaison group
- Allocate a budget for temporary works which will benefit the community during the course of the works, this will cover such things as temporary play areas and community facilities, the sum to be expended will be agreed in full consultation with tenants and residents
- Ensure that working hours on site and the use of high noise generating equipment is restricted to protect the community
- Maintain the highest standards of site housekeeping and safety with regular audits to monitor the effectiveness of these measures in protecting the health and safety of residents
- Ensure that tenants and residents are kept informed of any events on the site that may be of interest or materially affect them, for example temporary road diversions or closures
- Agree with the community and Southwark on how to provide information in the most appropriate form to people who do not have English as a first language
- Provide detailed information on our Elephant and Castles website on the code of behaviour for site operatives in our contract documentation to ensure that local tenants and residents are not disturbed by unacceptable conduct or intrusive behaviour

## To date

**Analysis** – of the council's earlier consultation and surveys

**Elephant Links Partnership Board and sub-groups** – provided an initial opportunity for us to introduce our vision, receive feedback and understand your concerns

**Community Forum, Heygate Tenants Association and Public Exhibition** – enabled directors of Southwark Land Regeneration Plc (SLR) and the professional advisers to meet and talk to a wide range of people to develop a better understanding of your concerns, needs and aspirations

**Preliminary Social Audit** – SLR commissioned a Social Audit to identify stakeholders, service delivery agencies and community groups, to enable SLR to develop a detailed understanding of the nature of partnership which would be required to deliver the joint vision

## Future

**This exhibition** – please give us your views, we will respond and analyse them in developing our proposals

**Community Land Trust or Local Regeneration Company** – we will set this body up with you as a focus point for community participation, involvement and consultation

**Communication policy** – our promise to you is that we will be open and responsive, provide clear and precise information and will set up effective communication channels in a form to be agreed with you - and customised to your needs.

**Learning about the community** – we will continue to survey, analyse and talk to all section of the community to increase our understanding of what should be done

**Resources** – SLR will provide resources to help the community participate on an equal footing

**Design proposals and crime audit** – we will involve the community actively in the process to develop local solutions, and improve quality of life

**Community Plan** – we will develop together a future vision (including the Community Forum's 14 guiding principles) - something that all stakeholders can sign up to as a basis for future review and to set standards

**Accountability** - there will be rigorous assessment of our performance

**Local Office** - SLR will set up a local office with an open door policy - there will be direct access to SLR directors and all members of the professional team



## Consultation

## Members of the Professional Team

<b>KP Architects</b>	<b>Architects</b>	<b>Berwin Leighton</b>	<b>Legal and Planning Advisers</b>
<b>Foster &amp; Partners</b>	<b>Architects</b>	<b>Delva Patman Associates</b>	
<b>HTA Architects</b>	<b>Architects</b>	<b>Healey &amp; Baker</b>	<b>Property Advisers</b>
<b>T.R. Hamzah &amp; Yeang</b>	<b>Architects</b>	<b>Saper Hall</b>	<b>Property Advisers</b>
<b>Benoy Limited</b>	<b>Architects</b>	<b>Catella UK</b>	<b>Property Advisers</b>
<b>Battle McCarthy</b>	<b>Engineers</b>	<b>Luscombe Research Associates</b>	<b>Market Research</b>
<b>Derek Lovejoy Partnership</b>	<b>Landscape Architects</b>	<b>Enterprise plc</b>	<b>Regeneration Consultants</b>
<b>Montagu Evans</b>	<b>Property and Planning Advisers</b>	<b>Dearle &amp; Henderson Regeneration</b>	<b>Social Housing Advisers</b>
<b>EAG Environ</b>	<b>Environmental Advisers</b>	<b>Queen &amp; Moody</b>	<b>Social Housing Advisers</b>
<b>Anthony Blee Consultancy</b>	<b>Historic Buildings</b>	<b>Jenkins &amp; Hand</b>	<b>Social Housing Lawyers</b>
<b>Llewelyn Davies</b>	<b>Urban Design</b>	<b>Mace Limited</b>	<b>Project Management</b>
<b>AOC Archaeology</b>		<b>Gardiner &amp; Theobald</b>	<b>Quantity Surveyors</b>
<b>Halcrow Fox</b>	<b>Transport Advisers</b>	<b>European Capital</b>	<b>Financial Advisers</b>
<b>Michael Fitzgerald QC</b>		<b>CIBC World Markets plc</b>	