



Sheerwater Regeneration Community Value Plan

Prepared in support of the Hybrid Planning Application for the Sheerwater Regeneration

October 2015

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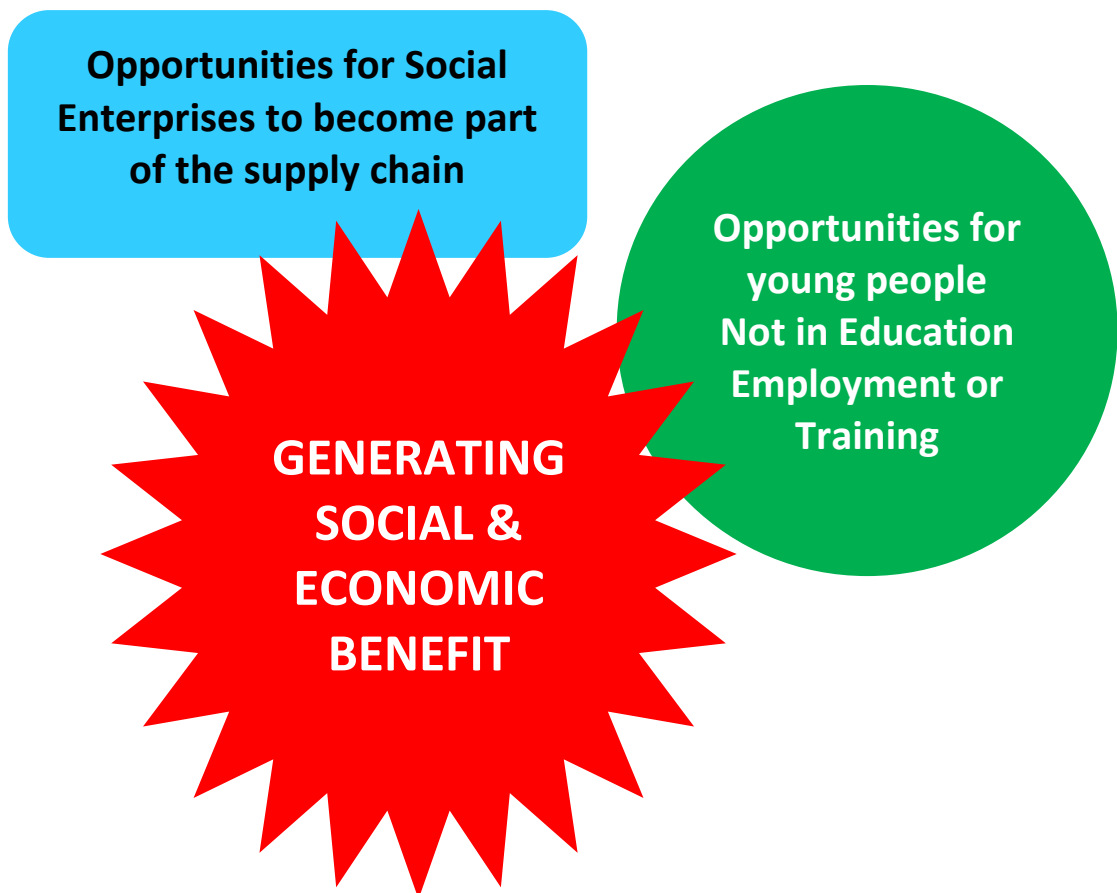
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1.0 Introduction

The regeneration of Sheerwater Estate provides an excellent opportunity to enhance homes, community facilities, retail provision and open space within the regeneration area. In addition to these physical benefits, the regeneration proposals create a prospect to make a difference to the community by providing the prospect for economic and social benefit. These benefits will be secured by using the regeneration programme as a platform for delivering key aspects of social and economic value such as apprenticeships, local jobs, skills enhancement and training for local people.

This Community Benefits Statement sets the scene for a series of four Bespoke Community Plans which would be issued in tandem with each construction phase of the regeneration. Each Community Plan will contain core targets for local jobs, apprenticeships, local spend and training and these targets will be specific to that development phase, taking account of the scope and type of work being undertaken. For example on the Leisure Centre phase the construction works will differ from the bulk of house-building works, requiring different specialist trades and materials.

In addition to the core targets in each phase, New Vision Homes (NVH) will develop a programme of community initiatives that will be associated with the different outputs of the construction programme. For example health and fitness initiatives could be included as part of the leisure centre phase, sustainable living initiatives with house building phases and ecology and sustainability around the open space and park development.



2.0 Relevant Legislation, Policy and Guidance

NVH's proposals for delivering social and economic benefits have been developed in line with the regeneration proposals and the following relative legislation, policy and guidance.

2.1 National Policy

2.1.1 The National Planning Policy Framework (2012)

The National Planning Policy Framework (NPPF) was published in March 2012 and sets out the Government's planning policies for England. The NPPF outlines the overarching purpose of the planning system is to contribute to achieving sustainable development, and as such, there is a general 'presumption in favour of sustainable development' that applies to both the plan-making and decision-taking process.

Section 8 of the NPPF 'Promoting Healthy Communities' emphasises the role of the planning system in facilitating social interaction and creating healthy inclusive communities.

2.2. Local Policy

2.2.1 Woking Partnerships' Priority Communities Group Action Plan (2009-2014)

The Priority Communities Group (PCG) Action Plan (2009-2014) sets out some of the objectives and the actions identified by Surrey Strategic Partnership (SSP) to address the existing pockets of deprivation in the Maybury/Sheerwater Area. This Action Plan was prepared by SSP to promote a number of initiatives focused on enhancing the life chances of existing residents.

The PCG Action Plan provided part of the supporting evidence base for WBC Priority Place designation CS5 (See section 2.2.2. below), and subject to available resources/funding, sets achievement targets to help address the following key social and economic issues:

- Early mortality
- Mental health
- Low educational attainment by children at Key Stages 2 and 4
- Number of children not staying at school after 15
- Income deprivation affecting children
- Income deprivation affecting older people
- Unemployment
- Long term illness affecting unemployment

Interventions identified in the Woking Partnerships Community Group Action Plan (2009-2014) have included attracting funding to improve the health and wellbeing of the Sheerwater Residents. The objectives set out in the Group Action Plan were also informed by the Sheerwater Local Community Action Plan (LCAP) which was produced in 2008 to better understand the local residents' needs and priorities.

2.2.2 Woking 2027 – Woking Borough Council Core Strategy (2012)

Woking's Core Strategy 'Woking 2027' was adopted by Woking Borough Council (WBC) in October 2012. The Core Strategy sets out the overall approach to managing development and change in Woking over the plan period to 2027.

The Woking core Strategy identifies a number of policies that are of particular relevance to the development of a Community Value Plan

Policy CS4 – Local Neighbourhood Centres and Shopping Parades

Policy CS4 identifies Sheerwater as a local centre in which mix used development which meets local needs and provides for the vitality of the centre are encouraged. The policy seeks to protect and retail local shops and other small scale economic uses.

Policy CS5 Priority Place Designation

The Sheerwater Estate has been identified as a Priority Place within the Woking Core Strategy (Policy CS5).

The Policy CS5 objectives for Sheerwater are to:

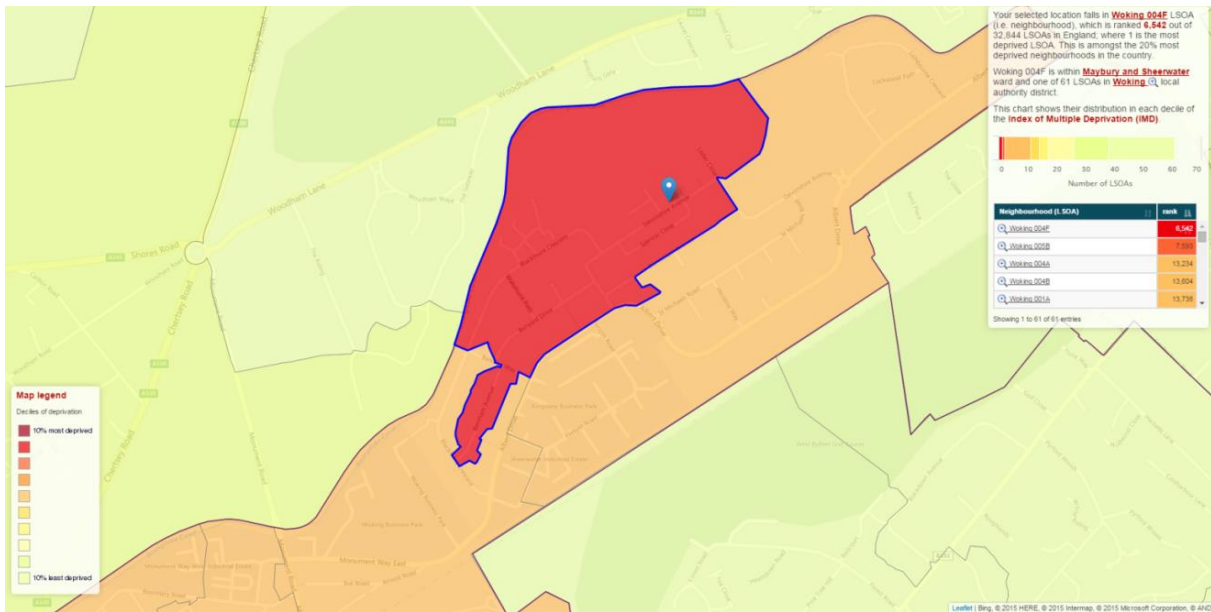
- Promote a sense of place and improve the image of Sheerwater through high quality design and the enhancement of open spaces and other public amenity areas
- Redress the current tenure imbalance by requiring new affordable dwellings in the area to be family homes (2+ bedrooms)
- Give priority to intermediate rent and shared ownership tenures
- Safeguard land for B Use Class Order uses in the Forsyth Road Employment Area (business, general industrial Storage and distribution), and encourage proposals that create new opportunities for local employment within them
- Increase the choice of retail services on offer and support the principle of the development of a convenience retail outlet
- Protect the vitality of the shopping parade in Sheerwater and resist the loss of existing retail units
- Improve accessibility in and out of Sheerwater and promote investment and proposals for a new access road Improve bus services to and from Sheerwater
- Improve the existing cycle network and provide secure cycle parking facilities in key locations
- Address the role of parking provision around the shopping parade in Sheerwater to increase trade and protect local businesses
- Promote investment in a local community transport scheme to increase access to services, for example doctor, dentist and community centres
- Maximise the potential of green space. Improve the facilities on offer through replacing play equipment, providing activities for teenagers and creating new facilities
- Reduce barriers to pedestrian movement
- Design new developments so there is natural surveillance to reduce crime and fear of crime

In confirming Sheerwater as a Priority Place, the following points from Policy CS5 are of particular note:

‘The Devonshire Avenue and Dartmouth Avenue area of Sheerwater being identified as within the 14% most deprived areas nationally, and the most deprived in the county. It is ranked the most deprived area in the county for health deprivation and disability, income and unemployment, and ranked fourth in the county for education, skills and training levels.’

Following the recent publication of the Indices of Deprivation 2014 by central government, the area indicated in red in *Image 1* below, which forms a large part of the proposed regeneration area, remains amongst the 20% most deprived neighbourhoods in the country.

Image 1: Index of Multiple Deprivation Woking 004F where area in red is ranked 6,542 out of 32,844 LSOA's in England; where 1 is the most deprived and 32844 is the least deprived LSOA. Source <http://dclgapps.communities.gov.uk/imd/idmap.html>



2.2.3 The Health Needs Assessment (HNA) for Maybury and Sheerwater

Published by WBC in August 2013, the HNA highlights life expectancy is 5 years less than the Surrey average, and up to 15 years less than the most affluent area of Surrey.

The proposed regeneration area falls within an area of relatively high unemployment, low income, low education attainment, and overcrowded housing. This report notes that this is seen to translate to higher rates of unhealthy behaviours; particularly of concern are high rates of child poverty and childhood obesity, which mean a significantly reduced quality of life for young people in the area.

Further information regarding the existing socio-economic conditions in Maybury and Sheerwater can be found in Chapter 6 – ‘Community Benefits’ section of the accompanying EIA.

The regeneration proposals aims to address some of the deprivation issues associated with Sheerwater being categorised as a Priority Place. As a result, the main focus of the Community Benefits Statement is on the community living and working within the Regeneration Area and the rest of the Sheerwater Estate. There will inevitably be a ripple effect where activities and outputs benefit other parts of Woking and Surrey as outlined in the Community Effects chapter of the accompanying Environmental Impact Assessment (EIA); however the focus of our activities will be within Sheerwater.

3.0 Engaging with the Community

Although Sheerwater is a long established community, there have been significant changes in the demographics of the local population over the last 20 years. The diverse nature of the local community requires a careful community engagement strategy to ensure that all groups within the community have an equal opportunity to share in any social or economic benefits that are derived from the regeneration of Sheerwater.

3.1 'Regen Central' – NVH's Local Consultation Base

NVH have established a local consultation office on Sheerwater 'Regen Central'. This established base in the heart of the proposed regeneration area will help to inform future proposals for community engagement in relation to initiatives which aim to generate social and economic benefits.

In order to ensure we connect with the whole community in Sheerwater, we will continue to tap into existing local networks and work with key stakeholders such as Bob Morgan, Sheerwater Community Development Worker, Elaine McGinty, Community Learning Advisor, Sandra Scott, Sure Start Centre Manager, all of whom are active in the local community.

3.2 Representing the Whole Community

A large proportion of the existing Sheerwater community (46.5%) have an Asian or Asian British background.

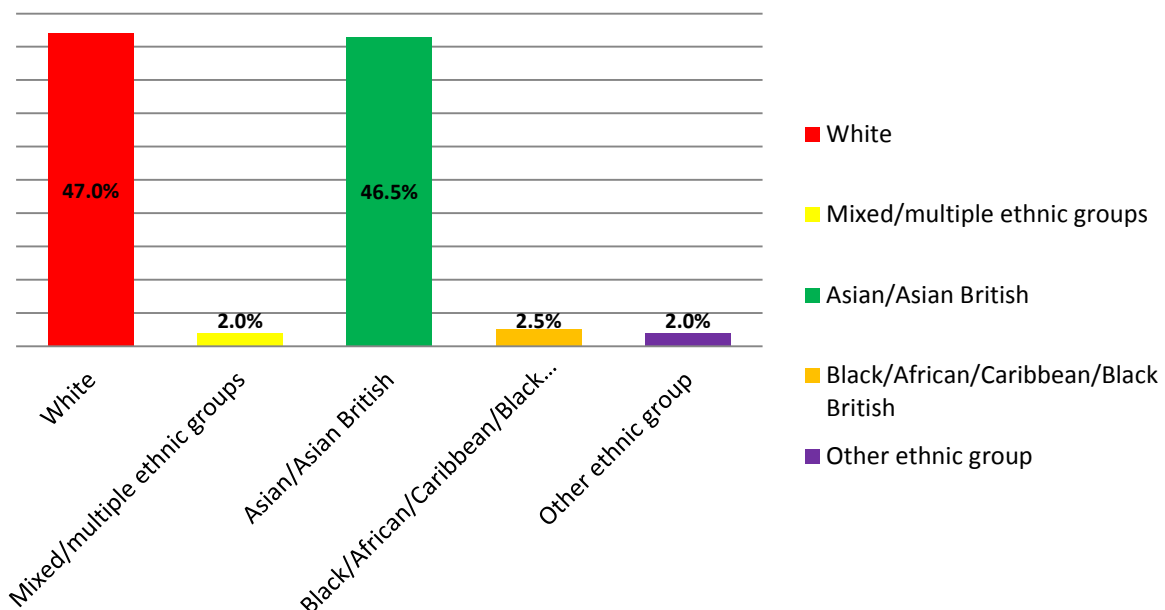


Image 2: Image Sheerwater and Maybury Ward ethnicity, 2011 Census NAO

With a large number of existing Asian residents, it will be important to ensure that any initiatives are inclusive and appropriate to meet the needs of what is often perceived to be a hard to reach community, as well as other local people in Sheerwater. We would propose working with the local Ward Councilors, all of whom are members of the Asian Community to ensure that we are engaging effectively with this section of the Sheerwater community.

To ensure that all sectors of the community are given an opportunity to be involved, we will work with groups such as the Woking Asian Women's Association and Shifa (Asian Women's Wellbeing Project).

We will use links with the Asian Business Forum to engage with members of the Asian Business Community and we will work David Stihl from 'Business in the Community' to support community initiative and work with local schools.

NVH already have links with Surrey Disabled People's Partnership, and this relationship will help to ensure that we engage effectively and that local disabled people are able to participate in events and initiatives.

4.0 Construction Activities and Beyond

“Every pound spent on construction generates a wider economic return of £2.84 because of its large value supply chain. Generating local jobs and local economic activity, construction is a reliable tool for regeneration. Of every pound spent on construction, 90p is retained locally”.

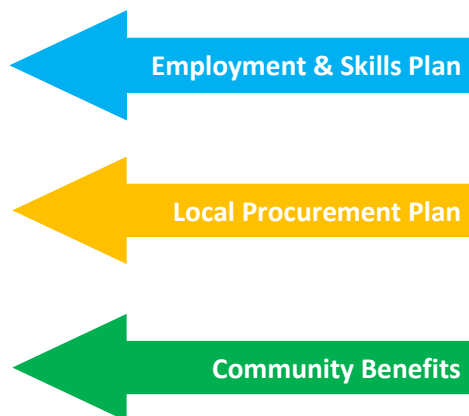
Source: LEK Consulting, *Construction in the UK economy, 2010*

Our proposals for achieving social and economic benefit will not just focus on construction activities, but will also target community activities and include outputs from post completion activities and end user organisations. Our proposals aim to ensure that as a direct result of money invested in the regeneration of Sheerwater, the following benefits will be delivered:

- Providing direct employment opportunities
- Providing indirect employment opportunities
- Providing training and skills opportunities

- Providing economic benefit

- Targeting health & well being



4.1 NVH Community Plan Focus Areas

A significant proportion of the population within Maybury and Sheerwater suffers from low skill levels and below average educational attainment as well as high levels of income and employment deprivation. Further information regarding the existing socio-economic conditions in Maybury and Sheerwater can be found in Chapter 6 – ‘Community Benefits’ section of the accompanying EIA

The *Woking Partnerships’ Priority Communities Group Action Plan* identifies a number of positive interventions to:

- Improve educational attainment of local school children
- Increase the numbers of children staying on at school after 16 and entering higher education
- Increase access to and uptake of adult education, particularly basic literacy, numeracy and ICT
- Reduce unemployment and numbers of people claiming long-term illness/disability benefits

The regeneration proposals aim to address some of the deprivation issues associated with Sheerwater being categorised as a Priority Place and as a result, the main focus of this Community Value Plan is focused on the community living and working within the Regeneration Area and the wider Sheerwater Estate.

5.0 Developing Bespoke Community Plans

Delivering social and economic benefit as a direct result of the regeneration of Sheerwater will be a key focus for New Vision Homes throughout the course of the project. This will help demonstrate our commitment to delivering these benefits not just to the existing Sheerwater Community, but also to the wider community across Woking.

We believe that our commitment to add value to the regeneration proposals should be visible to everyone in local Woking communities and so a bespoke Community Plan will be produced for each of the four phases of the Regeneration Programme. Community Plan will set out targets for delivery of economic and social benefits in relation to that phase of works. The plan will also include a Method Statement showing how we propose to achieve agreed social and economic targets and also how and when we will measure our progress against these targets.

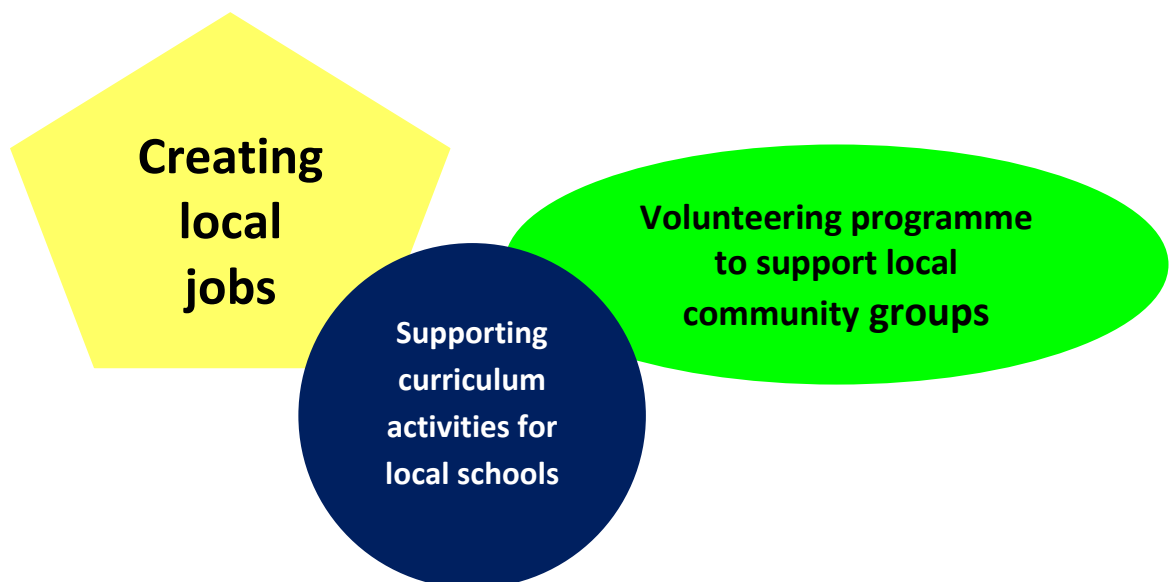
The key focus of the Community Plans will be on:

- Local jobs for local people
- A skilled workforce for Woking
- Delivering local economic benefit to sustain community development
- Raising aspirations through education and opportunity
- Developing a sense of place for the future

The Community Plans for Sheerwater will be informed by local intelligence from local people, gathered as part of the community consultation process.

The Community Plans will be inclusive, not just focusing on areas where work is taking place, but also providing opportunities for residents who live outside the red line regeneration area.

The Plans will be transparent, realistic and achievable – we will not over promise and under deliver.



6.0 Prospective Initiatives for Inclusion in the Community Plans

The following initiatives for local social and economic development will be considered for inclusion when developing each bespoke Community Plan:

- Training
- Local jobs
- Education
- Local procurement
- SME procurement
- Developing a sustainable local economy
- Supporting existing businesses
- New businesses
- Young people
- Community improvement

6.1 Training

- Working with local schools (Bishop David Brown) to improve take up of higher education
- Working with relevant agencies to promote and increase uptake of services for people not in employment, education or training
- Supporting groups working to increase provision and take-up of English language courses, literacy and numeracy for adults
- Supporting the local job/skills club in Sheerwater to help local people secure employment opportunities

6.2 Local Jobs



Getting local people into work will be a key driver for NVH and we will provide access to employment through:

- Partnership with Job Centre Plus – all site vacancies will be advertised locally
- On site recruitment agency – widening scope for employment
- Setting targets for local recruitment and providing a transparent reporting system

6.3 Education

Sustainable communities will be developed by supporting young people on the Sheerwater Estate and surrounding areas, who will be the future residents of Woking.



We will focus on building relationships with local schools and colleges to raise academic and career aspirations of local students through initiatives such as:

- Work experience programmes for local college students
- Curriculum focused workshops for pupils and students
- Apprenticeships & Training
- Higher level study programmes
- Careers fairs to raise understanding of the construction industry

We will enhance our existing relationships with Bishop David Brown and St John the Baptist Schools and build new relationships with other schools in the area. Site visits focusing on health & safety will be delivered very early in the construction programme, to raise awareness of the dangers of construction sites and encourage buy-in from local young people.



6.4 Local Procurement

This will focus on maximising the amount of money is spent by the project locally. We will agree the definition of 'local' with Woking Borough Council, but previous examples of local spend have been based upon the following criteria:

- Tier 1 - The Sheerwater locality
- Tier 2 - Woking Borough
- Tier 3 - Boroughs adjacent to Woking

Measurement of local spend would be applied New Vision Homes and our direct supply chain.

6.5 SME Procurement

'SME' stands for small and medium-sized enterprises – as defined in EU law. The SME Procurement initiative will focus on maximising the amount of money spent with SMEs and would include purchasing of materials and labour.

We would use our own "Local Spend Calculator" to measure spend and provide evidence of outcomes for both Local Spend and SME Spend.

6.6 Developing a Sustainable Local Economy

Developing a sustainable local economy by providing opportunities to local businesses:

- Targeted procurement – Meet the Buyer event
- Focused local spend – local spend calculator
- Engaging with Woking Chamber of Commerce
- Engaging with Woking Asian Business Forum



6.7 Supporting Existing Businesses

There are currently 15 operational retail businesses which fall within the proposed regeneration area in Sheerwater. Providing support to existing businesses will form a key part of our Community Plan, underlining the important place that many of these businesses hold in the Sheerwater and the role that they play in generating local economic benefit.

NVH propose starting a ‘Retail Stakeholders Forum’ to provide a means of engaging and supporting local retail businesses. Working together with WBC’s Economic Development Team and the business owners will allow support to be offered to businesses, some of which are struggling to remain sustainable. This could for example include assistance with online marketing or diversification to allow the businesses to respond to the impact of larger providers such as Asda.

New retail units will be provided as part of the estate regeneration. A period of consultation with existing retail businesses will allow businesses to gain a better understanding of the potential that the new retail units could offer their business.

All business owners will be contacted at least 12 months before they would be required to move so we can discuss and understand their individual requirements. New retail premises will be constructed prior to the closure of existing retail services. NVH will work closely with the Council and business owners to provide support and guidance to help with the transition from one business premises to another.

6.8 New Businesses

To maximise the overall benefit to the local community and the local economy we would recommend that any new businesses moving into the regenerated estate have to sign up to an ‘End User Employment and Skills Plan’. This would involve asking new businesses to commit to employing a percentage of local people if at all possible, and to providing an annual Training Plan identifying how their employees will be developed. This would provide a means of ensuring that local people can access new jobs and that those employed are properly trained to help the business thrive.

Potential opportunities for local employment from new businesses could include:

- The new Leisure Centre
- Retail Units
- Pub / Restaurant
- Health Centre
- Supported Living Accommodation (dependent upon Care category)
- Youth Centre

6.9 Young People



Engaging effectively with local young people through initiatives such as:

- Work Experience – school students, NEETs, Youth Offending Service
- Apprenticeships & Training

- Well-being programme – sports sponsorship, healthy living initiatives, community music events, community safety, for example our Safe Driver Programme



6.10 Community Improvement

Helping to develop community well being through sports and environmental initiatives such as:

- Support Sports - British Heart Foundation, Cycling World – events, training, maintenance, Tai Chi
- Give & Gain Days – via existing Business in the Community relationship
- Healthy Living Week – cookery workshops, community cookbook, cultural cuisine



7.0 Setting Targets and Measuring Performance

To ensure that maximum benefit is derived from the regeneration of Sheerwater, New Vision Homes will use a structured approach to deliver employment, training and community outputs for the duration of the Sheerwater Regeneration.

The Community Plan for every phase of development, will contain an Employment and Skills Plan with agreed targets for the following employment:

- Work Placements for candidates aged 18 years+
- Work Experience opportunities for students aged 14-18 years
- Curriculum Support for local schools and colleges – including site visits and workshops
- Graduate employment
- Apprenticeships
- Local Jobs – including jobs created and jobs secured
- Training plans for Sub-Contractors and End User Operators

Additional optional targets may also include:

- Local spend
- Volunteering
- SME spend

Examples of a monthly Employment and Skills Monitors are included in Appendix A.

7.1 Employment and Skills Group

To ensure that targets are realistic and address specific local need, we believe that a multi-party approach will be essential. This will be achieved through the formation of an Employment & Skills Group, comprising key stakeholders, including, but not exclusive to, NVH, Woking Borough Council Economic Development Team, Job Centre Plus, local training providers, Education Business Partnership plus other relevant organisations.

Prior to the start of each development phase, the Employment and Skills Group would agree targets for each category and set key employment milestones for progress. Targets will be realistic and achievable and should be based upon the value and scope of work for each phase of the development.

Monthly monitoring would be carried out to ensure that targets were being achieved and quarterly reviews by the Employment and Skills Group would allow contingencies to be put in place to take account of any challenges in achieving targets. A sample Monitoring Form is included in Appendix A.

The criteria outlined in the Employment & Skills Plan should be considered as a starting point for delivering community benefits at Sheerwater Estate. Additional initiatives will be developed to address the specific needs/aspirations of the local community.

8.0 Developing Sustainable Communities

This Community Value Plan sets out some of the initiatives and activities that we believe could help to address some of the issues, which have contributed towards Sheerwater being identified as a Priority Place. The most important factor in making any Community Plan a success will be proper and effective involvement of the local community and our objective for each Community Plan will be to ensure:

- Local benefit is at the heart of all of our activities
- We focus on providing local jobs for local people
- We engage with local supply chains through our procurement process and we use our Local Spend Calculator to clearly demonstrate outputs
- We target local schools and colleges, engaging with students and teachers to raise education and employment aspirations
- We focus on activities that directly meet the needs of the local community and the aspirations of Woking Borough Council
- Wherever possible, we learn lessons from and build upon existing/recent regeneration programmes, for example the new Asda development
- We develop initiatives that put money back into the local economy, supporting local businesses and developing a sustainable, skilled workforce

Appendix A:
Sample Monthly and Quarterly Employment and Skills Monitors

Sample Monthly Employment and Skills Monitor



Employment and Skills Plan

Sheewater Regeneration Phase 1

Employment and Skills areas monthly targets Year 1		Start date dd/mm/yy		Date date		Jan-17		Feb-17		Mar-17		Apr-17		May-17		Jun-17		Jul-17		Aug-17		Sep-17		Oct-17		Nov-17		Dec-17		Summary No		ACHV against Target Year 1
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual			
3.1	Work Experience Opportunity (18 years +)																													0	0	#OV/01
3.2	Work Experience Placement (14-18 years)																													0	0	#OV/01
3.3	Curriculum Support Activities																													0	0	#OV/01
3.4	Graduates																													0	0	#OV/01
3.5	Apprentice Starts																													0	0	#OV/01
3.6	Existing Apprentices																													0	0	#OV/01
3.8	Local Jobs																													0	0	#OV/01
3.11	Training Hours for Subcontractors																													0	0	#OV/01

Sample Quarterly Return Monitor



Employment & Skills Plan – Quarterly Return

Site:

Value:
Start Date:
End Date:

Period:
Year:

Category	Benchmark	Activity	Target	Actual achieved and action notes									
1	Work Experience 18+ years - persons	Unemployed adults: Vocational Skills Training, linked to Sheerwater sector work based academy in construction.	0	Name	Date of Birth d/dm/yyyy	Postcode (don't enter space)	Attending, not attending, completed	Age Banding: 18-24 or 25+	GU21 - GUXX Post Code Yes/No	Surrey Area Yes/No	NEET	Priority Area Yes/No	Progression
			0	Name	Date of Birth d/dm/yyyy	Postcode (don't enter space)	Attending, not attending, completed	Age Banding: 18-24 or 25+	GU21 - GUXX Post Code Yes/No	Surrey Area Yes/No	NEET	Priority Area Yes/No	Progression
2	Work Experience (14-18 years) - persons		0	Name	Date of Birth d/dm/yyyy	Postcode (don't enter space)	Attending, not attending, completed	Age Banding: 18-24 or 25+	GU21 - GUXX Post Code Yes/No	Surrey Area Yes/No	NEET	Priority Area Yes/No	School
			0	Name	Date of Birth d/dm/yyyy	Postcode (don't enter space)	Attending, not attending, completed	Age Banding: 18-24 or 25+	GU21 - GUXX Post Code Yes/No	Surrey Area Yes/No	NEET	Priority Area Yes/No	School
3	Curriculum Support Activities no. of Students		0	School/Event	Date d/dm/yyyy	Number students							
			0	School/Event	Date d/dm/yyyy	Number students							
4	Graduates- Persons		0	Name	Date of Birth d/dm/yyyy	Postcode (don't enter space)	Attending, not attending, completed	Age Banding: 18-24 or 25+	GU21 - GUXX Post Code Yes/No	Surrey Area Yes/No	NEET	Priority Area Yes/No	Progression
			0	Name	Date of Birth d/dm/yyyy	Postcode (don't enter space)	Attending, not attending, completed	Age Banding: 18-24 or 25+	GU21 - GUXX Post Code Yes/No	Surrey Area Yes/No	NEET	Priority Area Yes/No	Progression
5	Apprentice starts – persons		0	Name	Date of Birth d/dm/yyyy	Postcode (don't enter space)	Trade	Age Banding: 18-24 or 25+	GU21 - GUXX Post Code Yes/No	Surrey Area Yes/No	NEET	Priority Area Yes/No	Progression
			0	Name	Date of Birth d/dm/yyyy	Postcode (don't enter space)	Trade	Age Banding: 18-24 or 25+	GU21 - GUXX Post Code Yes/No	Surrey Area Yes/No	NEET	Priority Area Yes/No	Progression
6	Existing apprentices - persons		2	Name	Date of Birth d/dm/yyyy	Postcode (don't enter space)	Trade	Age Banding: 18-24 or 25+	GU21 - GUXX Post Code Yes/No	Surrey Area Yes/No	NEET	Priority Area Yes/No	Progression
			2	Name	Date of Birth d/dm/yyyy	Postcode (don't enter space)	Trade	Age Banding: 18-24 or 25+	GU21 - GUXX Post Code Yes/No	Surrey Area Yes/No	NEET	Priority Area Yes/No	Progression
7	New local jobs created		2	Name	Date of Birth d/dm/yyyy	Postcode (don't enter space)	Temporary or Permanent	Age Banding: 16-18, 19-24 or 25+	GU21 - GUXX Post Code Yes/No	Surrey Area Yes/No	NEET	Priority Area Yes/No	Contractor
			2	Name	Date of Birth d/dm/yyyy	Postcode (don't enter space)	Temporary or Permanent	Age Banding: 16-18, 19-24 or 25+	GU21 - GUXX Post Code Yes/No	Surrey Area Yes/No	NEET	Priority Area Yes/No	Contractor
8	Training Plans – number		1	Actual Number	Date d/dm/yyyy							Contractor	
			1	Actual Number	Date d/dm/yyyy							Contractor	
Total Workforce				Number of persons									
Local Workforce GU21 - GUXX				Number of persons									
Total Spend Suppliers				Value £s									
Local Spend Suppliers				Value £s	Postcode (don't enter space)	Attending, not attending, completed	Age Banding: 18-24 or 25+	GU21 - GUXX Post Code Yes/No	Surrey Area Yes/No	NEET	Priority Area Yes/No	Progression	

