

# **Mamma Mia! The Party**

## **FAQs from Coin Street Community Builders (CSCB)**

### **24 November 2017**

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#### **MMTP**

##### **Why does CSCB think the MMTP proposal is a good temporary use the site?**

We believe that MMTP is an exciting and creative temporary use for the site and will bring a range of benefits to the local area including at least 50 new jobs. The income generated goes back into funding the services and facilities we run for the benefit of the local and wider community.

The permanent use for the site is phase 2 of our neighbourhood centre but we are not ready to move forward with that at this time. However, we believe it's important for the site to be used in the best possible way until we are able to start on the permanent development.

##### **What are the community benefits of MMTP?**

There are many potential benefits to the local community from the MMTP proposal and we consider it will be a positive temporary addition to the area.

- Over 50 new jobs which will be advertised locally first and MMTP will work with Lambeth and CSCB training and employment teams to support local people interested in working at the venue.
- Apprenticeship with MMTP chosen catering contractor
- Training sessions with hands-on experience of lighting, sound and other technical facilities
- Use of the venue by community groups during down time e.g. during the daytime ahead of performances or on Tuesdays when there will be no show
- Setting up a community fund which local groups and residents can apply for grant funding to help with activities and support good causes
- A 'per head' £106 contribution to be spent in the local area

##### **How long is MMTP going to be on the site for?**

Mamma Mia The Party has applied for temporary use of the site to last five years.

##### **How is MMTP going to ensure that residents are not disturbed as a result of the show?**

The venue is designed to be acoustically sealed so the sound generated from the inside will not be heard on the outside. We recognise that residents are concerned about visitor management on the site and this is a priority for us and the team behind MMTP. We consider MMTP to be a responsible operator. We will work closely with the MMTP team to ensure that the space is properly managed, particularly regarding guests arriving and leaving the venue. Like MMTP we are committed to making sure that an appropriate operational management regime is in place and followed at all times.

The operation of the venue will also be subject to the control of Lambeth licensing.

MMTP have appointed the former Head of Events for the London 2012 Olympics to create a robust visitor management plan which will include:

- Trained and regulated security staff outside the venue before, during and at the end of the show
- Directing visitors past King's College along Stamford Street towards Waterloo station, proactively guiding visitors away from Cornwall Road (these directions will be also being printed on tickets)
- A forum with local residents and stakeholders that will meet regularly and provide opportunity to review visitor management
- A dedicated number for residents to call if there are any concerns during operating hours

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- Deliveries will be kept to a minimum and made via the inset pavement area on Cornwall Road, with a goods lift incorporated into the building design to enable deliveries to be offloaded quickly.

#### **Did MMTP consult local residents about the proposals?**

MMTP have undertaken consultation locally since May and held a public exhibition about the proposals in June. The MMTP team and Coin Street team have attended a number of residents' meetings – including the quarterly South Bank Forum chaired by our local MP and attended by the ward councillors.

As a result of the consultation process MMTP made several changes to the design of the building and the operating hours were amended to close earlier based on residents' feedback.

#### **Hasn't the site been earmarked for more social housing?**

The site has never been earmarked or received consent for housing. Its planning designation was initially for offices (Lambeth's 1977 Waterloo District Plan designated the site for 'future office development') but for the last 25 years it has been for community facilities.

In the long-term the permanent use for the site will be phase 2 of the Coin Street neighbourhood centre. For phase 1 of the centre we focused on the priority uses which were providing childcare and family support through our family and children's centre and creating space for conference and meeting spaces. As the residential, working and student population of the area continues to grow there is now an increasing demand for facilities, and we are hoping to address this with phase 2 of the centre.

#### **Where will the rent paid by MMTP go – what will Coin Street spend it on?**

CSCB is a social enterprise, which means any money generated by our commercial activity goes back into funding the services and facilities for the local and wider community. The rent paid by MMTP for use of the site will contribute to meeting our costs including:

- Managing and maintaining the public realm (including Bernie Spain Garden and a busy stretch of the Riverside Walkway on the South Bank)
- Managing and maintaining our buildings, including the iconic Oxo Tower Wharf
- To provide community activities (including family support for vulnerable and challenged families in Lambeth and Southwark, our children's nursery which acts as an enhanced provider for children with special educational needs and our wide-ranging community programmes including free activities and events and learning, employment and training support for local people)
- Supporting our organisational costs (we are proud to be a London Living Wage employer. Over 50% of our staff working in our childcare or community teams)
- Servicing our bank loans which were needed to purchase the land, to fund our developments to date and for feasibility for longer term plans, e.g. to provide a nursing home and services for older people in our community on our Gabriel's Wharf site

#### **Why does CSCB need the income from MMTP in addition to income generated from other commercial activities on Coin Street land?**

As a social enterprise which doesn't rely on government grants, it's crucial that CSCB generates enough income from commercial activities to support the provision of facilities and services for people in the local community. All income we generate from these types of projects stays in the

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neighbourhood and is reinvested in the organisation allowing us to operate in an independent and sustainable way.

CSCB is committed to not just maintaining our current facilities and services, but to continually looking at new opportunities to improve the site, expand services offered and find new ways to enhance the neighbourhood for people who live, work, study and visit.

The income generated from MMTP will allow us to deliver our existing obligations alongside allowing us to explore some of these new possibilities for the future of Coin Street including the upgrade of Bernie Spain Gardens, exploring further opportunities for good quality, permanent, properly affordable housing to enhance our mixed community, phase 2 of the neighbourhood centre and our long-term plans for the permanent development of Gabriel's Wharf to provide a nursing home.

### **GOVERNANCE**

#### **Where can I find details about CSCB's finances and governance?**

Details of our board members and trustees along with our organisational objectives and values are available to the public on our website at [coinstreet.org](http://coinstreet.org). Our board members and trustees, over half of whom live locally, are volunteers.

Early next year we will be producing more accessible information to share on our income and expenditure. In the meantime, our accounts are available to view on Companies House website.

### **DEVELOPMENT TO DATE**

#### **How has the site been developed so far?**

Coin Street was established to create a *mix of uses* across its 13-acre site. To date we have overseen:

- the development of 220 co-op homes
- the completion of the South Bank riverside walkway and creation of Bernie Spain Gardens
- developed 60 spaces for businesses - and therefore employment - including designer-maker studios, cafes, restaurants and bars
- built a neighbourhood centre from which a range of community programmes are organised and hosted (and which is home to our Ofsted Outstanding family and children's centre)
- saved the Colombo Street Community & Sports Centre and built two synthetic turf football pitches and two multi-use games courts
- set up a range of enterprises including a successful meeting and conference business, the [gallery@oxo](mailto:gallery@oxo) and Bargehouse.

### **HOUSING**

#### **Is Coin Street planning to build more homes?**

Across our site, we have developed four fully mutual housing co-operatives providing 1027 bed spaces. The Iroko housing development contains 100 more bed spaces than were proposed by Association of Waterloo Groups for the whole of the residential block known as 'site B'. The Iroko Housing Co-operative development (completed 2001) required a £3m cross-subsidy from CSCB - on top of housing association grant and loan - to keep within formula rents. The Confederation of Co-operative Housing confirms that Iroko is the last fully-mutual co-op to be built in London.

CSCB would like to see more affordable homes in the area. We are currently exploring the viability of including further co-operative housing in its next development at Doon Street and is seeking other opportunities in Waterloo and North Southwark to create intermediate rent co-operative housing.

**Why co-operative housing?**

We believe that the co-operative housing model remains the best way of ensuring that affordable housing remains available for rent in the long-term and is not sold under 'right to buy' legislation.

**FUTURE PLANS**

**What are the uses planned for phase 2 of the Coin Street neighbourhood centre?**

Plans for the neighbourhood centre have always included a second phase to meet the needs of our growing Waterloo and North Southwark community. For phase 1 we prioritised childcare and family support facilities following consultation with local residents, and also meeting and training facilities to generate commercial income to help maintain our site and advance our social objectives. Uses for phase 2 of the site have not yet been agreed, and before they are CSCB will be carrying out feasibility studies, public consultation and fundraising to ensure any future development meets the needs and priorities of the local community.

**What further developments do you have planned for the Coin Street site?**

We have several exciting projects in the planning and development phase for Coin Street, with our key priorities being:

- Adding a public indoor swimming and leisure centre to the Doon Street site, funded by an adjacent housing development. The centre will also offer a programme of free and affordable activities for the community and we are discussing creating intermediate co-operative housing for rent within this scheme.
- Continuing work and feasibility studies on long terms plans for Gabriel's Wharf to provide a nursing home and services for older people in our community.
- Progressing plans to upgrade Bernie Spain gardens following public consultation with users of the garden last year. A landscape design competition is taking place this winter with outlines schemes presented for consultation in March 2018.

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