



PASSIONATE ABOUT OUR NEIGHBOURHOOD



Coin Street





South Bank Riverside Walkway

Creating an inspirational neighbourhood

Some use our nursery, our sports pitches or have attended conferences in our neighbourhood centre. Others live or work on our South Bank site. But most of the thousands of people who pass through the Coin Street site every day don't even know we exist.

That's a shame. Because our story matters.

It's a story about inclusiveness and diversity. About culture, community, and commercial success. About how we work together to create an inspirational neighbourhood – today, tomorrow, and forever.



We are a social enterprise working in Waterloo and North Southwark, London. From a derelict site in 1984, we have created a thriving, diverse, vibrant and welcoming place for people to live, work and play.



Top:
 Over 50s Art Group, Rambert class, Stay 'n' Play, Family Fitness and Fun
 Middle:
 Mikala Djourup – jeweller at Oxo Tower Wharf, Gentle Gardening
 Bottom:
 Holiday Play Scheme cooking class, story time in the nursery,
 Upgrade Yourself, Over 50s Art Group

WHAT MOTIVATES US

We believe in mixed uses, a diverse economy and a diverse community. We want our neighbourhood to be a place where people feel happy and healthy, safe and secure, and where more than essential needs are met. A place that enables people to connect with each other, where they can build their confidence and skills whatever their age, and feel they belong. Most importantly we want our community to be resilient to life's challenges.

We want our neighbourhood to have a wide range of job opportunities and businesses; to be a place where creative arts flourish and are accessible to all; where quality homes and green spaces are the norm; where there is a place to grab a pint of milk or go for a stylish meal; and where there are abundant opportunities for people to play, learn, laugh and share.

We recognise that change is a constant part of London's history. Since 1984 we have championed change to improve our neighbourhood. We want to work with others who share our vision and to focus on the talents and potential of people to lead their own change.



Left to right from top:
Bernie Spain Gardens (south), Riverside Walkway, Sima Vaziry and Katherine Elizabeth – jeweller and milliner at Oxo Tower Wharf, Rambert class, Iroko Housing Co-op central garden, volunteers at Bernie Spain Gardens, Ernie's Beach and Gabriel's Wharf



WHAT WE DO

We provide the opportunities and spaces for people to lead their own change.

Our activities are wide and far reaching. From giving families and children the best start in life through our childcare and family support, to creating and maintaining high quality live, work and play spaces on land which we own.

We promote enterprise, creativity and lifelong learning whether that's through providing employment, volunteering opportunities, nurturing enterprise or delivering programmes and activities. We provide housing that supports our community; we champion co-operative housing and influence local and national housing policy.

From sports and dance to healthy eating and gardening, we offer a range of facilities and activities accessible to everyone to support health and wellbeing in our community.

We are conscious that our neighbourhood is a small part of a global community and that we all need to work together to tackle the challenges faced by the earth and all who live on it.



“It’s been brilliant growing up here. I remember when all you saw on the skyline was St. Paul’s. There was nothing south of the river.”

Cally, resident and co-op committee member



TRANSFORMING

Coin Street has come a long way

Walking along the riverside by Oxo Tower Wharf, it’s hard to imagine that 35 years ago the area was bleak and unloved, with few shops and restaurants, a dying residential community and a weak local economy.

That all changed thanks to an extraordinary campaign by local residents, which led to Coin Street’s purchase and redevelopment of a 13-acre site. Now, our site is at the heart of a thriving neighbourhood with co-operative homes, parks and gardens, shops and design studios, galleries, restaurants, a family and children’s centre, sports pitches, and a range of community programmes and activities.

And the riverside it sits on is one of London’s most visited places, home to iconic attractions and venues like the London Eye, Southbank Centre, National Theatre, Tate Modern and Borough Market.





Protest at County Hall, 1977



1970s

- 1977**
Coin Street Action Group formed by local groups, embarks on a 7-year campaign
- 1979**
Government holds an Inquiry into future of Coin Street site



LONDON NEEDS ANOTHER OFFICE BLOCK LIKE IT NEEDS ANOTHER PLAGUE

1980s

- 1981-82**
Second Government Inquiry into future of Coin Street site
- 1984**
Coin Street Community Builders established and 13 acres of derelict land purchased from the Greater London Council
- 1988**
Mulberry Housing Co-op, Bernie Spain Gardens, the Riverside Walkway and Gabriel's Wharf open



Bernie Spain with model of Coin Street scheme, 1982

1990s

- 1990**
First Coin Street Festival
- 1994**
Palm Housing Co-op awarded Royal Fine Art Commission and Sunday Times Building of the Year award
- 1995**
Redwood Housing Co-op opens
- 1996**
Oxo Tower Wharf opens to the public
- 1997**
Coin Street Community Builders organises the inaugural Thames River Festival – a wirewalk over the Thames
- 1999**
MORI survey undertaken: in response, Coin Street Community Builders switches focus from festivals to community facilities and programmes



- 2001**
Iroko Housing Co-op opens
- 2003**
Out of school facilities open in temporary building
- 2004**
Two new multi-sport courts open
- 2005**
40-place nursery and two synthetic turf football pitches open
- 2007**
Coin Street neighbourhood centre opens with 84-place nursery and conference facilities

2000s

2010s



- 2010**
New gym, changing rooms and studio open at Colombo Centre
- 2011-12**
Family and children's centre rated Outstanding by Ofsted
Riverside Walkway refurbished in preparation for 2012 Olympics
- 2013**
Ramber's new headquarters and dance studios open
- 2014**
The Green Room restaurant opens
- 2017**
Expansion in youth and community programmes
Bernie Spain Gardens design competition
- 2018**
Weekend community programme launches

HOW COIN STREET EARNS AND SPENDS MONEY

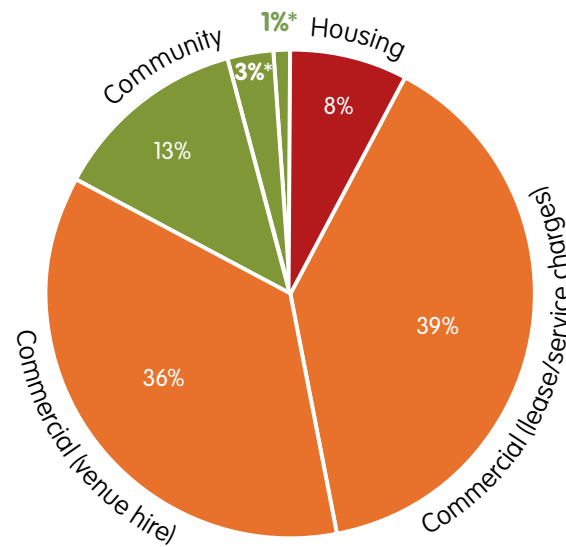
As a social enterprise we generate income to invest in our neighbourhood. Our ambition is to remain financially independent so that we are here for the long run, striving for high quality in all we do.

How Coin Street earns money

In the year ending March 2018 Coin Street earned **£11.06m**. More than three-quarters came from commercial activity such as letting space to restaurants, cafés, shops, and design studios; and hiring space for conferences, meetings, exhibitions, street markets, car parking, filming and events. All these activities create employment and provide services as well as generating vital income.

Many of our community activities are provided without charge but 13% of our income came from nursery fees, gym memberships, and similar charges. 3% came from payments by Lambeth and Southwark Councils for family support and similar services, and 1% came from grants.

8% of our income came from lease charges and other payments by Coin Street housing co-operatives.



*1% restricted grants
*3% service level agreements with Lambeth and Southwark Councils

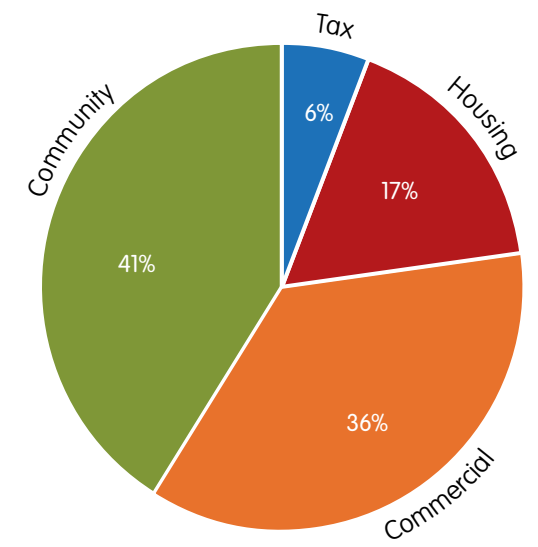
Where Coin Street spends money

36% of our expenditure went on the management and maintenance of our commercial spaces and the staff and contractors who operate our commercial activities.

The majority of our staff are focused on the delivery of community activities and facilities. 41% of our expenditure goes on the management, maintenance and staffing of community and public services including our youth and community programmes, and our public realm. Historically, much of this provision would have fallen to local ratepayers to fund. Our social enterprise model means that Coin Street has 'cross-subsidised' this provision from commercial revenue.

17% of our spending is on the maintenance and support of our housing co-operatives, including repaying the money we borrowed in order to build them.

6% of our expenditure goes on rates and taxes to local, regional and national government.



There are a number of independent organisations that oversee 'Coin Street'

Coin Street Community Builders

employs the staff team that runs most of our activities. Members of the company must live in our Waterloo and North Southwark neighbourhood and all financial surpluses must be applied to CSCB's public service objectives.

Coin Street Secondary Housing Co-operative

focuses on housing activities. It is registered with the Regulator of Social Housing and the Financial Conduct Authority. CSS leases its developments to fully mutual 'primary' co-ops run by the people living in them. CSS remains responsible for maintaining lifts and the external structures of each of its developments.

Coin Street Centre Trust

is a registered charity which oversees the Coin Street family and children's centre and Coin Street's community programmes. It is the sole member of **Colombo Street community and sports centre** which owns sports pitches and courts in Hatfields and Paris Gardens, as well as gym and community facilities in the Colombo Centre. CSCT will own the public swimming and indoor leisure centre that forms part of CSCB's Doon Street development (see p30).

These organisations work together closely to develop, manage and maintain facilities on our 13-acre site and to deliver community programmes in our Waterloo and North Southwark neighbourhood.

Above we show how these organisations earned and spent money in the 12 months ending 31 March 2018.

ACTING LOCALLY THINKING GLOBALLY

Dance
Building resilience
Gardening
Air quality
Connecting people
Sports and coaching
Fitness
Healthy eating
Tackling climate change



Mulberry, Palm, Redwood and Iroko housing co-ops
220 co-operative homes
Influencing local and national housing policy

HEALTH &
WELLBEING
FOR EVERYONE

HOMES THAT
SUPPORT OUR
COMMUNITY



CREATING AN INSPIRATIONAL NEIGHBOURHOOD

ENTERPRISE,
CREATIVITY &
LIFE-LONG
LEARNING

BEST START
FOR CHILDREN
& FAMILIES

Mentoring
Youth club
Employment advice
Training
Enterprising and learning programmes
Art classes
Volunteering



84-place nursery and creche
Holiday play scheme and sports camp
Family support
Parenting skills
Stay 'n' play

HIGH QUALITY
LIVE, WORK,
PLAY SPACES

Development and management of 13-acre site
60 businesses including designer-maker studios, shops, cafés, galleries, restaurants and bars
Coin Street neighbourhood centre, Colombo Centre, Gabriel's Wharf, Oxo Tower Wharf, Bernie Spain Gardens, Riverside Walkway



POWERED BY SOCIAL ENTERPRISE

BEST START

FOR CHILDREN AND FAMILIES

Our family and children's centre, which has an 'Outstanding' rating from Ofsted, offers a creche, day nursery, parenting courses, drop in sessions and a huge range of specialist support.

We're there for all families, whatever challenges they may face. In 2017-18, over 1,300 parents, carers and children used our family support services. Some had one-to-one support and 100% of those who received this said it had helped them.



Stephanie's story

"I suffered from postnatal depression twice. And each time, Coin Street got me through it.

After my first visit to the neighbourhood centre, it felt like a cloud had been lifted. I went from struggling to leave the house to feeling like a mum.

When I had my second child, the postnatal depression returned. I came back to Coin Street and it's been amazing. The staff know me and love my children. I'm more confident now. I'm not scared or worried. If I have any doubts, there's always someone to turn to here.

Postnatal depression nearly killed me twice, but I got out of it with the support I had around me. I'll never forget what Coin Street has done for me."

Stephanie, local mum

A great place to grow up

We help people at all stages of life live, learn, and play. It starts with our nursery and family support programmes, continues with our Stay 'n' Play, School Readiness and youth sessions, and follows with a range of learning, enterprise, sport, dance and arts programmes for teenagers and adults.

LEARN PLAY



Clockwise from left:
 Alfie, Easter/Summer sports camp, netball at Colombo outdoor courts, nursery outdoor space, nursery chef – Jo, Gentle Gardening, watering the nursery garden

“When I come to fitness sessions, everyone makes me feel so welcome – I always make new friends.”

Alfie, Fitness Fridays participant



Sport and exercise

The Colombo Centre gym and sports pitches are part of our ‘fitness and friendship’ offer. Our programmes are for everyone. Local workers pop into the gym at lunchtime, local children play football and basketball on the outdoor pitches, and we run popular Feel Good Saturday sessions for over 50s and Family Fitness and Fun sessions on Sundays.

Our community classes are all either free or £2 or less. Through our partnership with Rambert, locals young and old can attend community dance lessons which cost between £2 and £3. And use of our sports pitches by football and netball leagues allows us to offer them free to local groups in the early evenings and throughout the weekend.



HEALTH AND WELLBEING

FOR EVERYONE

Living in a big city can be difficult. We’re faced with a lot of challenges: air pollution, isolation, and unhealthy lifestyle choices. At Coin Street we tackle these problems head on, so we can help improve the lives of people in our neighbourhood.

All-round health

We put just as much focus on mental as physical health, with things like coffee mornings and gardening groups that help local people stay connected. Meanwhile, our Cook and Eat workshops help families make better food choices.



From top:
Rambert families
dance workshop,
Mercury Movers at Rambert



Art of movement

Our partnership with the world-famous Rambert dance company began when we offered them land to build their new headquarters and dance studios. In return, Rambert offer an extensive community dance programme for toddlers, children and teenagers right through to Mercury Movers for over 60s. Locals of all ages benefit from these programmes led by Rambert dancers which cost between £2 and £3 each. There's also a schools programme with 10 local schools.



RAMBERT

Annette's story

"I'm currently living in one of Coin Street's co-ops. It's a safe and happy environment, and very people-oriented.

Living in a co-op can be hard work sometimes, but it always feels worth it because you're doing it together. I can reach out to my neighbours, and they reach out to me – and that feels good.

The impact Coin Street has had on my life is immeasurable. They've put a roof over my head, and given me a job. You can't put a price on being part of a community like this."

Annette, resident and co-op member and venue supervisor



Clockwise from right:
Iroko Housing Co-op, Palm Housing Co-op,
Mulberry Housing Co-op



QUALITY

HOMES THAT SUPPORT OUR COMMUNITY



A healthy mix of housing that supports a diverse, growing community. That's what we aim for at Coin Street.

We champion co-operative housing without the 'right to buy' – because we want our neighbourhood to be sustainable. We've successfully developed 220 award-winning co-operative homes on social rents, housing over 1,000 people. And we're creating more homes with intermediate rents for people working in and for our community.

GIVING RESIDENTS A VOICE – AND DECISION-MAKING POWER

A co-op model makes housing affordable in the long-term – and gives residents a voice.

Members make decisions about the day-to-day running of their homes. The one member, one vote system makes things fair and democratic.

And it means the success of the development is down to the work the members put in.

In return for taking on these responsibilities, the co-op has the power to allocate homes, set rents and make rules for common spaces.





Bernie Spain Gardens (south)



Florian, maintenance officer

Looking after a 13-acre estate in central London isn't easy. Some 2,000 people live and work on our site, and millions visit. We also welcome hundreds of people who participate in our activities and programmes every day.

Every day our team is:

- Removing litter, rubbish and graffiti
- Cutting grass, planting, pruning, weeding and maintaining 200 trees
- Maintaining walkways, fences, railings, seats and lighting
- Repairing and redecorating buildings and services
- Working with contractors on larger and specialist projects including cyclical maintenance, pest control and servicing lifts
- Directing rough sleepers to support services and helping lost tourists
- Ensuring our site remains safe for everyone

LOOKING AFTER OUR ESTATE

DAY IN, DAY OUT



Charcoal filter water bottle by Black + Blum

DAN'S STORY

"I'm the co-founder of Black + Blum. We design beautiful products, which are functional and sustainable, like our famous charcoal filter water bottle.

We've been based in Oxo Tower Wharf for over 15 years. It's amazing. People think it must be an expensive place to have a shop. They don't know there's a social enterprise behind it, who help make it affordable for designer-makers and small creative startups.

Because of that, you've got this great mix of businesses, including jewellers, fashion designers, ceramicists, graphic designers and artists, which makes an amazing creative community.

Over the time we've been here, Coin Street have helped make the South Bank a destination for Londoners and tourists. And that's naturally helped designer-makers like us.

In fact, we've grown so much we're moving on to bigger premises. Coin Street have played a huge part in our success, and we're really sorry to say goodbye."

Dan Black, Co-founder and Lead Designer of Black + Blum



Clockwise from right:
Stacking rings by David Ashton
– jeweller at Oxo Tower Wharf,
Lighting by Innermost at Oxo
Tower Wharf, Green Room
restaurant and garden, art class



Supporting enterprise

We provide small enterprises with the space and support they need to thrive.

At Oxo Tower Wharf, 30 designer-maker units give small craft and design businesses a prominent position in the heart of London. And Gabriel's Wharf is home to an exciting range of restaurants and independent shops. Around 1,000 people work in over 60 businesses on the Coin Street site.



ENTERPRISE, CREATIVITY & LIFE-LONG LEARNING

We believe in people's ability to lead their own change, and shape the world for the better.

Learning can happen everywhere and should be available to everyone. As well as our community programmes we help people get ready for employment and support those who want to take their business to the next level.

We also give people of all ages and backgrounds the chance to get creative.



Stainless steel 'food on the go' products by Black + Blum



DEVELOPING

TO DEAL WITH NEW CHALLENGES



CGI of residential development from north bank



CGI of 8-lane 25m main pool plus learner pool

When we set up our organisation in 1984, the greatest threat to our neighbourhood came from the rapid loss of residential population and the closure of shops and schools.

Things have changed! Now, the numbers living and working in the area are rapidly increasing. But at the same time, the local authorities that traditionally invested in community facilities face shrinking budgets. They're looking to others to step in.

Lambeth and Southwark have some of the highest obesity rates in the country, and surveys show that those living and working in the area are crying out for a local public swimming pool.

Our Doon Street development will provide new swimming and indoor leisure facilities adjacent to the National Theatre. The development is split into three phases, all of which have planning consent. The first phase – Rambert's headquarters and dance studios – was completed in 2013.

We're currently working on phase two, which includes the swimming pool, leisure facilities and 236 flats for sale and for letting at less than half of market rents.

We are also working on a mixed development which will include a 78-bedroom care home, and further community facilities.

“I’ve been volunteering on Coin Street’s youth programmes for about two years, helping young people build up their skills. I learn just as much as they do! Recently, I became a sports coach with London South Bank University too.”

Josiah, vice chair of our Youth Forum and sports coach



We have just received planning consent for a major upgrade of Bernie Spain Gardens (north) and our Riverside Walkway. This will increase biodiversity and provide facilities on site for a head gardener, deputy, and trainee and volunteer gardeners.

Property development is now only a small part of our work.

Our main focus is on our community programmes, and tackling some of the wider challenges of the 21st century including air quality, climate change, mental health, and care in old age.

To meet these challenges, we need to develop a generation of leaders who can speak up for those who too often go unheard when political decisions are made. This will be a key strand of our work going forward.



Nishi, youth and community worker



Liam, chair of our Youth Forum



CGI of proposed pollinator garden design by West 8



BE PART OF IT

Live, work or study locally and want to get involved? Get in touch.

Want to create change where *you* live? Find out what a neighbourhood-based social enterprise can do.

coinstreet.org

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Coin Street 

