

Invitation for Proposals

Your New Town Hall Enterprise Hub

Summary

1. Lambeth Council are seeking proposals from organisations to bring forward an exciting Enterprise Hub within the council's refurbished town hall building – Your New Town Hall (YNTH). The successful workspace provider (referred to hereinafter as 'the Operator') would enter into a lease agreement to operate a supportive space that will help new and existing small businesses grow and thrive, and provide opportunities for local people.
2. The project will make an important contribution to the council's Future Lambeth ambition for inclusive growth in the heart of Brixton.
3. This brief sets out:
 - a) Context and further information about the opportunity
 - b) Process and next steps

Context and Further Information

Future Lambeth – Our Borough Plan

4. Future Lambeth – Our Borough Plan sets out the council's key strategic objectives and can be viewed online [here](#). The Future Lambeth Borough Plan seeks to secure a larger business base for the borough that makes a greater contribution to London's economy. Supporting the growth of the local economy and business rate tax base will be vital to generate the resources the council needs to run services, and invest in the borough's neighbourhoods. Related to this outcome, by 2021, the *Future Lambeth* plan sets out that the council will have:
 - Attracted more businesses into the borough from the creative and digital, professional and financial services, healthcare and life sciences, and tourism and hospitality sectors, making Lambeth a hub for these specialisms.
 - Increased the amount of affordable workspace in the borough, to support small businesses and entrepreneurs in the early stages of development.
5. The YNTH Enterprise Hub will make a direct contribution aligned to the Future Lambeth aims above. In fact, the project has the potential to contribute to each of the 3 headline themes of the Future Lambeth plan in the following ways:

- **Inclusive growth** – the Operator would be encouraged by the council to focus on supporting new and existing businesses with the potential to grow ‘good jobs’ within target growth sectors such as the creative and digital industries.
- **Reducing inequality** – an enterprise space within YNTH would provide the new opportunities and revenue required for tackling inequality. Businesses within the space will create new jobs, and can be encouraged to work with training providers to provide work experience opportunities and additional routes into employment.
- **Building strong and sustainable neighbourhoods** - many of London’s most vibrant neighbourhoods are also home to exciting new small business communities. The YNTH Enterprise Hub will contribute to the growth of an ecosystem of spaces across Brixton which support micro businesses and encouraging new business growth.

Creative and Digital Industries

6. The Future Lambeth plan highlights the ambition to grow Lambeth’s creative and digital industries (CDI) and later this year the council will publish a CDI Growth Strategy. This strategy will set out how the council and partners can work together to develop significant CDI clusters in Lambeth’s growth areas, and also how they can work together to support wider efforts to break down barriers to employment in these industries from people with BAME backgrounds.
7. Within the UK the creative and digital industries (CDI) have been growing significantly over recent years whilst other parts of the economy have stagnated. These sectors also contain higher than average productivity levels and can bring forward higher value jobs.
8. Lambeth already has a significant CDI economy with companies such as ITV and IBM as well as cultural institutions such as the Old Vic and Southbank Centre located in the borough. However, our research is demonstrating that there is a clear opportunity to support the acceleration of CDI growth within the borough.
9. This year, over 200 businesses and sector support agencies have been engaged in supporting the development of the council’s emerging CDI Growth Strategy. Whilst the strategy will be multi-faceted, a key component will be to encourage the clustering of flexible and supportive workspaces for start-ups and SMEs, in addition to larger scale office development capable of housing larger SMEs and international CDI businesses. Achieving a critical mass of co-working spaces, business incubators and accelerators in close proximity will be key to the borough achieving significant CDI clusters. Supporting existing organisations and their efforts to tackle diversity challenges in the creative and digital sectors will also be a key objective.
10. As highlighted within the Brixton Economic Action Plan, there is already a small but vibrant CDI economy which has significant potential to grow and bring wider benefits for existing businesses and local people. Brixton’s existing CDI economy includes larger scale architecture and design practices (e.g. Squire & Partners and Martha Schwartz Partners); digital start-ups; film and TV production companies (e.g. Jellyfish); agencies which work with young local talent and cultural and social impact companies seeking to break down barriers into CDI sectors for young people from disadvantaged backgrounds (e.g. Represent Radio; Photofusion).

Brixton

11. Brixton is world renowned for its extraordinary character, vibrancy and richly diverse cultural history. In recent years, like many other parts of London it has undergone rapid change. Brixton has a flourishing nighttime economy complemented by the variety of new and existing retail, food and drink, and entertainment businesses attracting visitors from all over the world. Brixton has become one of the most popular destinations for both tourists and locals in London.
12. The 'Brixton Economic Action Plan' (BEAP) identifies that Brixton lacks the depth or range of workspaces, required to facilitate growth and realise the town centre's full potential, in comparison with competitor areas of London. The BEAP also highlights concerns over the loss of existing workspace in Brixton. The plan also identifies there is...
'...evidence of strong demand for flexible and affordable space suitable for small businesses / start-ups. Occupancy and take up levels within current workspace premises are reported to be high, but the level of supply is constrained.'
13. The plan highlights that Brixton:
 - Creates some jobs and provides local services, but does not contribute as substantially as it could to the borough's overall economic output and productivity.
 - Should strive to meet and surpass the London average in key higher value sectors, given competitive advantages in terms of connectivity, skilled local workforce and other amenities such as a strong evening economy and food sector.
 - Crucially, does not have the depth or range of workspace in comparison with competitor areas of London to facilitate growth and realise its full potential.
14. Overall, the BEAP makes three key priority recommendations for Lambeth council to focus on to aid its growth and development.
 - Lambeth should look to facilitate the provision of a range of spaces, including affordable space and supportive workspaces that support innovation and cater to start-ups and growing companies, to ensure the economy retains its diversity and continues to grow and develop.
 - The council should seek to shape job growth around high value and high growth potential sectors including creative, digital and media, technology, and social impact sectors.
 - Lambeth should focus on increasing levels of employment within Brixton town centre to contribute to its overall sustainability and resilience, supporting its day-time economy.

The YNTH Enterprise Hub Site

The centerpiece of Lambeth's Your New Town Hall, 2 Brixton Hill, London SW2 1RW

15. Lambeth's Town Hall building, based in the centre of Brixton, is currently being carefully renovated, modernised and remodelled and is due for completion at the end of 2017. The building is modernised to house both council offices and community facilities, it will be a

welcoming building with new areas that are accessible to the public including improved meeting and conference spaces.

16. The Enterprise Hub will be located in circa 5,000 sq. ft. on the lower ground floor in the old town hall building (numbered 1 in the map below), which is a two-minute walk from Brixton Underground Station.

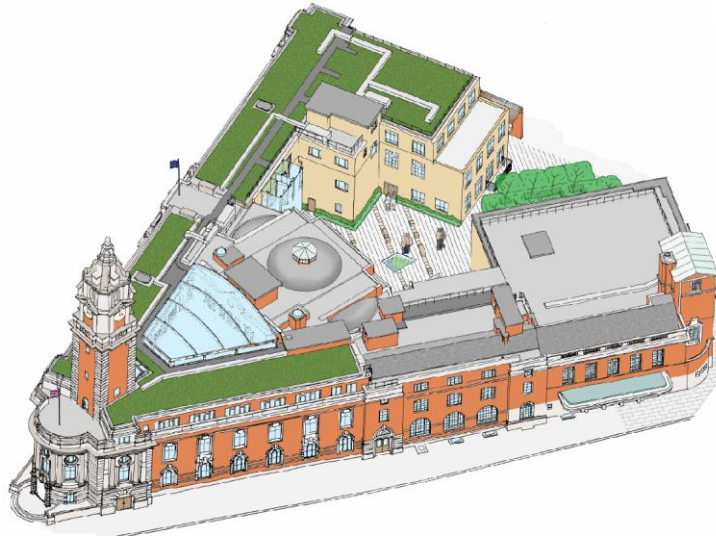
Figure 1: The location of YNTH in relation to Brixton tube



Figure 2: Lambeth Town Hall from Windrush Square

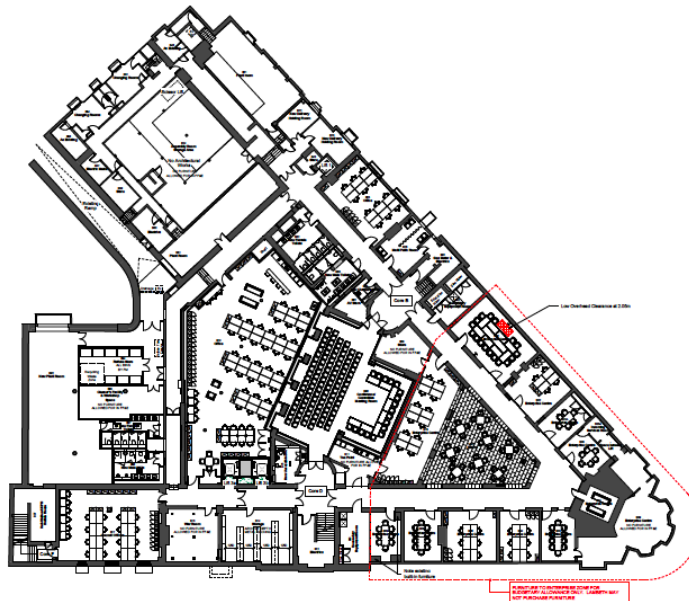


Figure 3: A CGI of Your New Town Hall



17. The Enterprise Hub comprises an open plan area and ten smaller rooms along two corridors either side of the open plan area. The open plan area will be visible and lit from a ground floor Atrium area, and through a glass floor and walkway. Please note that the desk and chair arrangements are purely indicative, to provide a sense of scale and what is possible in the space. High resolution versions of the following plans are included in the Appendices.

Lower Ground Floor Plan (high resolution version in Appendix 1) – The Enterprise Hub is the area outlined in red



ensure that events are considerate to other users of the building (i.e the public, council members and staff, external community and corporate users). Any events held within YNTH outside of the Enterprise Hub will need to be booked through the venues and events team and will be subject to the same conditions and charges as other events within the building.

21. The Enterprise Space is fully accessible. There is lift access and the WC amenities include fully accessible provision.
22. There are three main routes into the Enterprise Hub, as shown in **Appendix 3: Ground Floor Plan**:
 - Red line – this will be the fastest way for Enterprise Hub tenants to access to space. After arriving through the main entrance on the corner of Brixton Hill and Acre Lane tenants will use the east wing corridor to head to stair core D or lift 3A, both of which will require access cards, to progress to basement level.
 - Green line - visitors entering from the main street will arrive into the open plan area on the ground floor, the centerpiece of which will be the main reception area. Visitors will report to reception, who will alert the Operator, and will need to be collected from reception.
 - Blue line - a new public courtyard entrance facing onto Acre Lane will enable people to easily arrive into the open plan reception area. As above, visitors to the Enterprise Hub will notify the reception of their arrival.
23. The Operator will work with the council to ensure that clear signage is provided for visitors. Signage will need to be in keeping with the town hall heritage look and feel.

Utilities/Ancillary Areas

24. Two sets of WC's are available at basement level in close proximity to the space. Utilities and ancillary areas outside the Enterprise Hub are managed and cleaned by the council.
25. The courtyard area at ground floor is available to Enterprise Hub users, as well as members of the public, as an external amenity. It is still being finalised whether the courtyard area will be locked out of office hours.

Finishes

26. The central Enterprise Hub atrium area will have a carpet tile finish. The walls are exposed brickwork in the central atrium with inbuilt storage units along the south wall. Wall trunking will provide small power and data to desks. Doors to the main space are glazed with a fixed glazed side and overhead light. There are no wall windows but daylight is provided through structural glass roof lights and from the central atrium which is glazed white brick with a Clear ETFE roof at the top. New suspended track lighting provides artificial lighting to desks.

The surrounding Enterprise Hub rooms will have floor finishes of a polished or painted concrete. There will be a suspended raft ceiling to conceal services and provide acoustic treatment overhead. Doors to the surrounding rooms are a mix of existing heritage doors that have been refurbished and re-used and new glazed doors with fixed glazed side and overhead light. Power and data will be provided by perimeter trunking along walls. New suspended track lighting provides artificial lighting to desks. Corridor floors have a polished concrete floor and

Painted exposed concrete ceilings. The space is fully ventilated with exposed services hung from the ceiling.



Town Hall



ICT

27. The Enterprise Hub will have its own data room and the operator will have to arrange for independent internet / phone connections. The cable infrastructure will be present but switches and wireless access points will need to be installed by the Operator.
28. Mobile phone reception in the basement space will require a survey once the construction works are complete. The Operator may have to look to provide a signal booster system, or be reliant on their installed wifi network.
29. It is assumed the Operator will install their own printing facilities. These won't be provided by the council.

Facilities Management

30. All communal and ancillary areas that fall outside of the Enterprise Hub, such as the WC's, corridors and tea points, will be serviced by the council.
31. The power and ventilation systems are being installed by the council. The heating and cooling systems will be centrally controlled for the entire building, however each room will have the ability to slightly alter the climate control settings. Electricity costs are inclusive of the estimated services charge as the Hub will not be on a separate meter.
32. Secure cycle parking will be provided on site, with changing facilities and showers. Arrangements between the council and operator will agree how many cycle spaces will be required. Suggested arrangements should be outlined in any proposal.

Post/Deliveries

33. Post will be delivered to the reception area within the Town Hall and the operator will need to collect from here. Deliveries are received at the main reception on ground floor. The Operator will be required to attend the ground floor reception to sign and receive deliveries.

Requirements of the brief

Guidance for interested organisations

34. The council is seeking a workspace operator to take a lease on the YNTH basement space. The council expects the Operator to manage a workspace that will provide the following benefits:
 - A vibrant Enterprise Hub facility at the heart of the council's new YNTH building.
 - Affordable and flexible workspace for start-ups and small businesses; supporting delivery of the council's Future Lambeth inclusive growth ambition and BEAP.
 - Increased number of CDI businesses within the local area, including some business with high growth potential.
 - Positive connections and collaboration between the workspace provider, businesses located within the enterprise hub, and local community organisations, supporting local take-up of opportunities.
 - Events and workshops that (a) support business development, and (b) bring local residents into the space (particularly younger residents) during non-working hours to inspire and

support understanding of entrepreneurship, career and employment pathways in the creative and digital sectors.

- The successful organisation will be required to include a component of the space which is dedicated for use by a local social enterprise, third sector or community organisation(s). Third sector / community engagement as a key part of the Enterprise Hub offer. The council sees a specific opportunity for the Enterprise Hub to raise awareness of creative and digital industry employment and education pathways, supporting disadvantaged residents to access these important growth sectors for the borough.

35. The successful organisation would be responsible for the YNTH Enterprise Hub area and its activities. The council expects to receive an income from the space.
36. The competition is open to all organisations and groups that are able to submit a tender in line with the requirements of this brief. However, the project itself should not be political or religious in nature.

Budget, programme and timescales

37. It is expected that the site will be available from January 2018 on a long term basis (e.g. 5 years +). Proposals should make clear the desired lease length. A tenancy agreement, outside of the Landlord and Tenant Act (1954) would be signed with the council, along with a tenant management plan (as a requirement within lease) which will outline how the Enterprise Hub will be operated in line with the council's ambitions outlined here.
38. Tenders will need to make it clear in their proposals what their budget will be for fit out and the source of the funding. Tenders should also confirm if a financial contribution from the council towards fit out costs (beyond the existing fit out specification committed to) is sought. If so, the tender will need to detail the level of investment requested and how that investment would be spent. Price will be included in the evaluation so the less seed funding required, the greater the score against price.
39. The evaluation criterion encourages self-sufficient projects and business plans to come forward. The council expects to receive a rental income above and beyond the facilities management costs it will incur from accommodating the enterprise hub within the lower ground floor of the YNTH building. The business rate liability for the space is currently unconfirmed from the VOA. The service charge liability is currently estimated at £54,000 per annum (which would include reactive and planned maintenance costs, security, cleaning and electricity and gas – water charges are not included).
40. Two site visits will be held during the advertised period. These will take place on 14th September and 21st September. Numbers are limited and availability is on a first-come first-served basis. If you wish to take part in one of these visits, please email Nathan Vasey (nvasey@lambeth.gov.uk) with the following information:
 - Date of tour you wish to join
 - Name/s of participants (maximum of two per interested organisation) and shoe size/s (PPE must be worn at all times during the visits)

Confirmation of site visit places and further details will be sent by email.

41. Any queries should be emailed to Nathan Vasey (nvasey@lambeth.gov.uk) by Thursday 28th September, with responses to be expected w/c 2nd October.
42. A timetable for the tender and selection process is detailed below:

Stages	Components	Date
Invitation for proposals launched	Intention to let site openly advertised and emailed to wide range of groups	8th September 2017
	First site visit held	14th September 2017 (13:00 - 14:00)
	Second site visit held	21st September 2017 (14:30 - 15:30)
	Proposal submission deadline	19th October 2017 (4pm)
Selection	Proposals shortlisted	w/c 23rd October 2017
	Shortlisted candidates interviewed	30th October 2017
	Successful applicant selected and confirmed	1st November 2017
Confirmation	Confirmation, tenancy agreement and SLA	November 2017
Final fit out period	Site handover and final fit out begins and completes ready for launch	November 2017 - February 2018

Responding to the brief

Proposals should cover the following information:

A	Executive summary
B	Description of the proposed use
D	Benefits to the local economy and alignment with Future Lambeth statement
E	Indicative designs and layouts
F	Consideration and understanding of the processes involved relevant to the proposed use (e.g. any planning or licensing implications)
G	Financial plan and commercial offer to the Council (including desired lease length)
H	Track record of the organisation(s) and individuals involved relevant to the proposal
I	Copy of last 3 sets of audited accounts (if trading for more than one year)

Proposals will be scored using the following criteria:

Overall concept (Scoring weighting: 30%)

A proposal which responds closely to the context and requirements set out in this brief, including consideration of the [Future Lambeth – Our Borough Plan](#), and the [Brixton Economic Action Plan](#). Proposals should demonstrate a good understanding of the common factors that typically underpin a successful and commercially viable enterprise space project, giving consideration to the size and location of the space. Proposals should also demonstrate a good understanding of the local area and its resident and business communities, clearly showing how local people and business will benefit from the space. The evaluation will use a standard scoring range of 0 to 5; 0 is poor and 5 is excellent.

Commercial offer and financial considerations (Scoring: 30%)

Proposals should include a costed business plan with detailed financials. Proposals should include relevant information to provide confidence that the business plan is realistic and achievable. Proposals should also set out any potential up front contributions (e.g. deposit; contribution to building modifications) and any proposed Joint Venture arrangements in terms of proposals for rent and / or revenue or profit sharing. The proposal should also include information on any requested investment in the start-up costs for proposed project from the Council e.g. for building modifications. Financial stability of the organisation submitting the tender will be considered and a statement of financial stability should be included in the tender along with a copy of the organisations' latest audited accounts. The evaluation will use a standard scoring range of 0 to 5; 0 is poor and 5 is excellent.

Track record (Scoring weighting: 20%)

The organisation(s) and individuals involved in the proposal clearly demonstrate a strong track record relevant to the proposal. This should be evidenced by case study examples and information on the success (commercial and / or socio-economic) of past projects relevant to the proposal, and references. The evaluation will use a standard scoring range of 0 to 5; 0 is poor and 5 is excellent.

Contribution to Council's business and inward investment objectives (Scoring weighting: 20%)

A good degree of certainty can be gained that the proposal will help the Council to deliver its business and inward investment objectives to support local employment and business growth. The evaluation will use a standard scoring range of 0 to 5; 0 is poor and 5 is excellent.

Council officers within the Investment and Growth and Asset Management teams will be involved in scoring tender proposals. An external representative is likely to be part of the interview and final selection panel, in addition to two council members and three council officers.

If we do not receive proposals that take into account all the considerations laid out here and the necessary financial sustainability, the council will not appoint and will reconsider how it develops an enterprise hub on the site.

Deadline for proposals

Proposals should be sent by email to Nathan Vasey (nvasey@lambeth.gov.uk) by 4pm Thursday 19th October 2017. Please request for email confirmation of receipt to ensure the email has arrived on time.

Appendices

[Appendix 1 provides a full basement plan including area sizes](#)

[Appendix 2 provides a detailed plan of the Enterprise Hub area \(with sizes\)](#)

[Appendix 3 provides a ground floor plan \(highlighting access routes\)](#)

Case Study – Pop Brixton



One local example of a successful supportive workspace facility is Pop Brixton which opened in May 2015.

Pop Brixton is a diverse, welcoming and supportive enterprise community located in the heart of Brixton with a goal of supporting local jobs, training and enterprise. Pop Brixton is home to food and drink vendors, retail outlets, office-based businesses and a community radio station.

The site uses shipping containers to provide units to rent, incorporates community event spaces and delivers a greening and local gardening programme. Pop Brixton has a total of 55 units, 10 of which are affordable and offered to businesses at rents ranging from 20%-50% of the standard market rent. All tenants within Pop Brixton are required to 'give-back' 1 hour per week through volunteering activities in the local community. The community give-back scheme is delivered in partnership with The Brixton Pound CIC.

Case Study: Look and feel of workspace projects

The YNTH enterprise hub space will be visible from the above entrance way into YNTH. The council wants to ensure that the enterprise hub contributes to a visually exciting and positive first impression of the council and it's new Town Hall. The images below taken from existing workspace projects including Second Home, Electric Works, and Great Western Studios provide good examples of creative and open workspace environments.

