

Invitation for Proposals: Brixton Recreation Centre Workspace

Purpose

Lambeth Council (the 'council') is seeking proposals from suitably qualified workspace providers to bring forward an exciting, public facing workspace focused on Science, Technology, Engineering and Maths (STEM) in the heart of Brixton, within 1,100sqm of underused space in the Grade II listed Brixton Recreation Centre (the 'Brixton Rec'). As well as new provision for this sector, the converted workspace will creatively showcase STEM opportunities to local residents, of all ages and backgrounds.

This brief outlines:

- The borough-wide and local context
- The grant funding sources that are supporting the conversion of the space
- Technical information about the site, budget and timescales
- Proposed lease heads of terms
- How to respond to this brief

Background to Lambeth and Brixton

Lambeth is one of a ring of thirteen boroughs which constitute Inner London and is the largest, with a population of around 260,000. 34% of Lambeth's population are from ethnic minorities - the seventh highest proportion for a London borough.

The Borough Plan, [Future Lambeth](#) is the council's vision for 2016-2021. Inclusive growth is particularly relevant to Brixton due to its diversity and the opportunities for regeneration. The strategic priorities outlined within the plan are:

1. Delivering inclusive growth
2. Reducing inequality
3. Strong and sustainable neighbourhoods

Brixton is world renowned for its extraordinary character, diversity and heritage. Brixton is famed for its independent retail, hospitality, night time economy and a rich cultural offer; and is one of six areas of London designed as a Creative Enterprise Zone by the Mayor of London. Today's growing sectors include creative industries and social impact clusters. Council supported spaces such as [Pop Brixton](#), [Tripod](#) and the [International House meanwhile project](#) are bringing new commercial space to an area where demand outstrips supply.

This workspace is being brought forward as part of a project known as [Regenerating Brixton's Rec Quarter](#). This project is being delivered within the context of wider regeneration and development taking place in Brixton, and the frameworks and strategies which are seeking to guide and shape this change. These include [Brixton Central SPD](#), [Brixton Liveable Neighbourhood](#) project, [Brixton Street Markets Masterplan and Action Plan](#), [Brixton Creative Enterprise Zone](#), [Brixton Economic Action Plan](#), [Lambeth's Creative and Digital Industries Strategy](#), and the [South London Innovation Corridor programme](#). A list of key background documents, and further information about the strategic regeneration and policy context, and local development context are provided in Annex I, III and IV, respectively.

UPDATE: Note in response to Covid-19

The background outlined above was drafted prior to the emergence of the COVID-19 public health crisis. A decision was taken to pause the process to select a workspace provider in response to the immediate demands on council resources and the uncertainty produced by the crisis for operators.

Covid-19 has been, and continues to be, a public health emergency which has caused tremendous pain, suffering and grief amongst our local communities. It has also caused the most profound economic shock of any of our lifetimes. Across Lambeth people's careers, livelihoods and well-being have been put on hold or completely destroyed.

Before this crisis we were preparing a growth strategy for the borough which championed economic growth, not least to secure the funding for outstanding public services, but which also explicitly recognised the biases and barriers to equitable and inclusive growth and opportunity in Lambeth and how we needed to intervene to overcome these disadvantages.

The opportunity at the Brixton Rec was just one of the council's interventions aimed at supporting economic growth and supporting key growth sectors, whilst generating funding for council services and providing opportunities for Lambeth's diverse communities to gain skills and employment.

We now need to restore growth to our economy quickly so that people in Lambeth have the opportunities to succeed as we emerge from this crisis.

Before the crisis black residents were more likely to be unemployed than their white neighbours, start-up businesses were more likely to secure investment to grow if they were run by men rather than women, and almost 1 in 5 working residents were in low

paid jobs. Our economy wasn't working for everyone and we saw the effects of this in health, well-being and community cohesion across the borough.

Simply getting us back to where we were before won't address the inequities and won't build the resilient and inclusive economy we know is needed if people in Lambeth are able to fulfil their potential. This crisis has increased the scale of the challenge; many people who were already being left behind are now even further behind. So our approach has to be one of resilience, not just recovery.

Propelling this project forward, now, can support growth and increased resilience, and can provide education and employment opportunities for Lambeth's diverse communities.

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1. Introduction



- 1.1 Funding has been secured from the [Mayor's Good Growth Fund](#), administered by the Greater London Authority (GLA); the Strategic Investment Pot (SIP) via the [South London Innovation Corridor](#) programme; and Lambeth Council (the council), to unlock the opportunity to convert this fantastic space into a specialist workspace for the Science, Technology, Engineering, Maths (STEM) sectors.
- 1.2 The council and the GLA have identified a need for affordable workspace which can meet the needs of STEM entrepreneurs and early stage businesses with high growth potential. These businesses are currently struggling to access the specialist space they need to start up and grow. This workspace aims to deliver inclusive employment in growing industries, with a visible presence in one of London's most interesting and vibrant town centres.
- 1.3 The council is open to proposals which include or combine workspace typologies such as co-workspace, workshops, laboratories and public engagement spaces to create new opportunities for innovation and knowledge sharing in the STEM sector.
- 1.4 The successful workspace provider (referred to hereinafter as the 'operator') would be required to operate a supportive space for new and growing businesses at affordable rates. The provision of affordable space must unlock wider social and public benefit, with a focus on education and access for local residents.
- 1.5 The space must proactively engage with and integrate with Brixton town centre and the immediate '[Rec Quarter](#)' area, and must provide opportunities for Lambeth's diverse communities, with particular focus on attracting and nurturing the talents of black and minority ethnic (BAME) people in Lambeth.
- 1.6 Furthermore, it is important that the new workspace has an active presence on the street and encourages members of the public using the town centre to engage with the space and with STEM.

- 1.7 The focus on STEM sectors should complement and engage with the existing business ecosystem, and Brixton's burgeoning identity as a centre for the digital and creative industries, and a [Creative Enterprise Zone](#). Working with Brixton's creative community will help ensure that workspace is welcoming and welcomed in Brixton.
- 1.8 To achieve the ambitions of the project, the operator will also be expected to partner with organisations which are already active in the field of STEM and creative education and access, particularly those which are active locally.
- 1.9 The project will create new public engagement space, which should become widely used; it will make real and meaningful connections with Lambeth schools and communities; and it will connect with related initiatives such as [Elevate](#), a project to support diverse talent in the creative and digital industries.
- 1.10 Brixton town centre is an exciting location for this transformative project. Brixton's existing specialisms, including its unique food, drink and retail offer, distinctive indoor and outdoor markets, cultural and leisure offer, night-time economy and strong civil society activity, make it stand out as an excellent place for creativity and innovation.
- 1.11 Brixton is a centre for diverse communities, with its cafes, retail units and market stalls acting as informal hubs for Afro-Caribbean, Portuguese and African communities, amongst others. The council's [Equality Commission report](#) of 2017 identified persistent inequalities, with some Lambeth residents not reaping the benefits of investment and growth. This project aims to place a centre for innovation and opportunity in the heart of one of Lambeth and London's most diverse and inclusive town centres, and make the opportunities created accessible to the people who use, live or work in the town centre.
- 1.12 The clear mismatch in demand and supply of workspace creates a major opportunity for Brixton. In 2017, the Brixton Economic Action Plan (BEAP) highlighted that only 7% of all floorspace in Brixton is in office use, which was out of step with comparator town centres; the same research also identified a correspondingly low start up rate against comparators. The International House five year meanwhile project has unlocked 65,000sqft of workspace and demonstrated the high levels of demand for workspace in Brixton from SMEs and entrepreneurs.
- 1.13 The advantages of Brixton being a transport hub, with excellent underground and overground connections to central London, and accessibility by bus to the surrounding residential area, make it well placed to connect businesses and organisations to each other, and to the highly skilled Lambeth and London labour market.
- 1.14 Brixton is attracting significant investment which can mean a step change for the area. The complementary projects which make up the ['Regenerating Brixton's Rec Quarter'](#) project will improve the immediate area, with close attention to the needs and aspirations of the community. Significant investment from TfL in the Brixton Liveable Neighbourhoods project, and the council-led regeneration plans for the Brixton Central area guarantee further environmental and economic opportunities for the area.

2. Funding Sources: Unlocking the Opportunity

- 2.1 Funding has been secured from the Good Growth Fund, and through the South London Innovation Corridor, due to the considerable investment required to convert the space into workspace suitable for STEM. The attraction of grant funding to the project unlocks the space and enables the council to seek a higher quantum of affordable space and social benefit than would otherwise be possible. The council will invest **grant funding totalling £1m** into the conversion and Category A fit-out of the space. The use of council borrowing has also been approved to supplement the grant funding. Due diligence, presented in Annex V, has been undertaken to arrive at a reasonable cost estimate for the works, informing a **total council budget allocation for the capital works of £1.3m**.
- 2.2 The reliance on grant funding means that the operator will be required to deliver a set of pre-agreed outputs and outcomes, which are a condition of the grant funding, in the first year of operation.¹ A commitment from the operator to monitoring against these measures will also be a requirement. The operator should embrace the opportunity to capture success unlocked through their innovation combined with significant public sector support and commitment.
- 2.3 The council will be commissioning an independent evaluation of the full project; the evaluation team will develop a baseline at the start of the project and undertake interim evaluations and a final evaluation after the workspace has been in operation for a year. The operator will be expected to work with this team to ensure effective monitoring and to commit resource to the evaluation. The operator will be expected to continue to resource project monitoring over the term of the lease.

The Mayor's Good Growth Fund: Regenerating Brixton's Rec Quarter

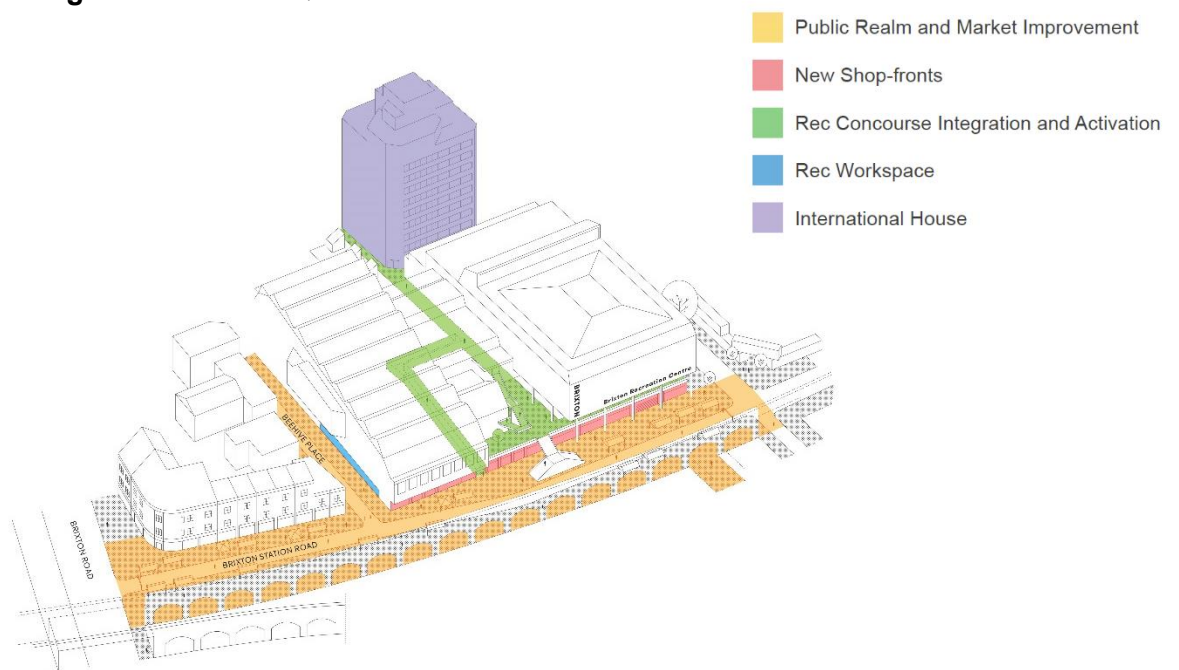
- 2.4 Located on Brixton Station Road, a vibrant market street in Brixton town centre, the Brixton Rec is a vital heritage and community asset. The building and surrounding area, called here 'Brixton's Rec Quarter', is an eclectic and diverse place and is the focus of a successful Good Growth Fund bid to the GLA for £2m, which will be match funded by the council and partners.
- 2.5 'Regenerating Brixton's Rec Quarter', comprises a collection of mutually reinforcing interventions, of which this STEM workspace opportunity is one. The overall project also seeks to develop the public realm and market on Brixton Station Road, and the adjoining Beehive Place, where the workspace entrance will be; introduce new shopfronts for retail units in the Rec, and re-activate the elevated pedestrian concourse, bringing into use areas where public access is currently restricted. These interventions build on the success of the 5 year meanwhile workspace project at International House, where 3Space have transformed the council-owned building into a workspace focusing on design, innovation and creativity.

¹ The agreed outcome and output measures to be delivered in year 1 are set out in Annex II.

2.6 The workspace operator should consider the ways in which their project can support the wider area and the opportunity to bring activity out of the workspace, and into the public realm and concourse areas.

2.7 The map below highlights the location of the 5 interventions, in and around the large Rec Complex which occupies the space between Beehive Place and Pope's Road. The elevated concourse (in green) connects Brixton Station Road (in orange) with International House (in purple).

Regenerating Brixton's Rec Quarter Interventions



2.8 The ambition is for this set of discrete but connected interventions, to have an impact greater than the sum of its parts. Lambeth council has set out to create an environmentally, socially and economically successful area by:

- Creating new workspace which provides opportunities for employment and a programme of social benefits; drives footfall; and powers the day-time economy;
- Enhancing the environment by removing physical barriers to movement, better connecting civic destinations, and creating the opportunity and atmosphere for dwell time;
- Supporting small businesses through investment in infrastructure and encouraging collaboration;
- Reducing inequality by ensuring local people can access business, education and employment opportunities;
- Enhancing the visual identity of the Rec and using this iconic building to develop the area's identity and character;

- Developing an economic ecosystem where businesses and local people are mutually supportive; and
- Complementing the investment in International House and the Network Rail arches.²

2.9 The definition of local people could include people who live, work, or study in Brixton (which could include the wards of Coldharbour, Brixton Hill, Ferndale, Tulse Hill and Herne Hill) or elsewhere in Lambeth, and in some cases could extend to neighbouring boroughs. The exact definition in the context of the workspace will be agreed with the operator.

2.10 The council has commissioned a multi-disciplinary design team led by [muf architecture/ art](#) to design shopfronts, public realm, and the rec concourse, and to lead on the design of the Rec Workspace conversion to Category A in collaboration with the successful operator and their fit-out design team.

Strategic Investment Pot: South London Innovation Corridor

2.11 Lambeth Council has led a successful partnership bid with Lewisham, Southwark and Wandsworth councils to the City of London Corporation to secure £8,000,000 from the Strategic Investment Pot for a cross-borough programme called the 'South London Innovation Corridor'.

2.12 The purpose of the programme is to catalyse inclusive growth of the creative and digital industries across shared economic geographies. Through the programme, strategic investments will be made in the following areas:

- *Workspace*: Capital investment into workspace and incubator projects, delivering substantial new and improved commercial floor space;
- *Business support*: Cross-borough networking, accelerators and support for creative and digital start-ups and scale-up businesses supporting substantial job creation;
- *Talent development*: Cross-borough creative and digital employment initiatives focussed on enabling disadvantaged groups to access employment and support career progression.

2.13 Outcomes of the programme include: new workspace, increase in rateable value, new jobs, businesses supported, work experience, job brokerage opportunities and in-work progression support, and gross value added generation. At least 50% of the beneficiaries will be BAME.³

2.14 Strategic investment in the Rec Workspace can fulfil the programme objectives of delivering new commercial floorspace, supporting businesses and job creation, and creating education and employment opportunities for BAME beneficiaries.

² See Annex IV for more information about the Network Rail arches refurbishment.

³ Further details of required outcomes are outlined in Annex II.

3. The Brixton Recreation Centre Workspace Site

The Site

- 3.1 The Brixton Recreation Centre is located at 27 Brixton Station Road, Brixton, SW9 8QQ. The council has identified approximately 1,100sqm of space within the building, which is currently used as storage, to be converted to workspace. The original plans for the now Grade II listed Recreation Centre identified the area as a retail unit but it was never fitted out or used for that purpose.
- 3.2 The space benefits from its own access from Beehive Place and shared servicing facilities within the Rec's service yard. The accommodation is a combination of ground floor and basement premises. The large basement has informed the council's intention for a STEM workspace to come forward, given its potential suitability for workshop and/or laboratory accommodation.
- 3.3 It is a cast in-situ reinforced concrete frame building constructed between 1974 and 1985. The proposed workspace is to be constructed within existing shell areas at Upper Mezzanine, Ground floor, Lower Mezzanine and Basement levels.

The Works

- 3.4 The council has undertaken preliminary due diligence work to inform the allocation of funding to the workspace conversion works, which is presented in Annex V: 'Fit-out Costs and Assumptions'. That report provides applicants with the early assumptions which have supported the allocation of funding, based on a base cost for standard workspace (to Category A) and an allowance for additional costs due to the specialist nature of STEM workspace. These are indicative costs only and actual costs will vary depending on the operator's proposed uses and specification, and the final design, but the amount the council is able to invest in the capital works is capped at £1.3m.
- 3.5 The multidisciplinary design team led by muf architecture and commissioned by the council will design Cat A works to RIBA Stage 3. The operator will be expected to bring their own professional design team on board to complete Cat B designs and work closely with the council's design team to ensure that the Cat A specification is compatible with the end use. Collaborative design work will need to take place intensively following appointment to meet the target planning application submission date.
- 3.6 The operator's design team will be required to attend design workshops with the council's design team to facilitate this. We are pacing the work by our consultants, muf architecture/art, so that their designs and allocation of budget for Cat A reflect the needs of the selected operator by ensuring that there are design workshops as soon as the operator is selected.
- 3.7 It is anticipated that different operators will require different technical specifications for the Cat A works; the operator will be expected to include assumptions and requirements for Cat A specification in their submission as set out in the evaluation criteria under

quality criteria 2.3 Delivery Plan. The council working with their consultants muf architecture will aim to achieve as much as possible within the £1.3m budget. Operators should be mindful that specialist Cat A requirements which exceed the budget will not be accepted unless additional capital funding can be brought by the operator. The council will consider requests for funding for research, design team fees or Cat B contribution if these requests can be accommodated within the £1.3m capital budget, whilst retaining enough funding to complete the works.

- 3.8 Due to the pause in the appointment of an operator, muf architecture have started to undertake research and early stage concept design work principally focused on the building's façade, in preparation for the submission of an application for planning permission and listed building consent with a target submission date of the end of the year. Annex VII shows some examples of initial studies by muf architecture with façade design and associated daylight penetration. Further information will be provided to bidders who express an interest in the opportunity.
- 3.9 Collaboration between the operator and the council's design team will ensure that operator's requirements are reflected in the changes to this important listed building. The scheme will respond to the dual requirements for a sensitive response to the existing fabric and ethos of the Rec, whilst creating a 21st century workspace, which is suitable for the operator and sustainable for the future. The Cat A designs will also be co-ordinated with the designs for the other Rec Quarter interventions outlined in section 2 above. The council has assumed a generous glass opening onto Beehive Place which the council's design team will design to fit with the Rec's status as a listed building, and to be in keeping with the redesigned Rec shopfronts (see Annex VII). The muf architecture RIBA Stage 3 designs for the facade design will be presented to a Design Review Panel along with the designs for the other Rec Quarter interventions.
- 3.10 The final RIBA Stage 3 Cat A and Cat B designs will be appended to the Agreement to Lease, along with agreement on each party's capital investment. However, the council will also expect the operator to suitably futureproof their Cat B proposals and Cat A requirements to ensure that they can adapt to the needs of the market at the time of opening.
- 3.11 The council's capital budget of £1.3m for the capital works, excludes the council's professional fees budget which will be spent on council appointed consultants. The council and its consultants will be responsible for obtaining planning permission and listed building consent, and any associated fees, also excluded from the £1.3m capital budget.
- 3.12 The council will be delivering the façade changes and Cat A out fit through delivery and handover, with muf architecture/art as design guardians. The operator will be responsible for delivery of their Cat B fit out, the scope of which will be agreed by the council.

Viewings

- 3.13 The council will provide measured plans, elevations and section drawings to applicants. Applicants should view the premises and undertake any additional surveys, inspections and measurements which they require. Visits will be facilitated by the council.

4. Proposed Lease Heads of Terms

- 4.1 The operator will be required to enter into an Agreement for Lease with the council soon after their selection. The Agreement for Lease will include a Service Level Agreement (SLA) outlining the operator's commitments in accordance with their bid and the requirements. It will also set out the roles, responsibilities and liabilities for each party in as much detail as possible.
- 4.2 It will be necessary to agree a licence to alter, based on the agreed design and specification, before the council or the operator undertakes any works. All works completed by the operator will be signed off by the council before the lease is signed.
- 4.3 The contract will take the form of a lease with an SLA. The lease terms will follow the model below, passing operating risk onto the operator:
- Term: up to 20 years. A shorter term and tenant only break options will be accepted. The lease will be excluded from the security of tenure provisions of the Landlord and Tenant Act 1954. The council will include the option to break in specific circumstances, such as in the unlikely event that works to the Rec have an impact on the continued operation of the workspace.
 - Rent: rent, rent free period and rent review mechanism: as proposed by the operator.
 - Use: as set out in the operator's business plan and detailed proposal and subject to planning permission. The lease will permit the operator to grant occupational licences or tenancy agreements for subtenants
 - Repairs and outgoing: the lease will be on effective full repairing terms with the tenant responsible for all property outgoing and running costs including insurance, business rates, utilities and repairs, and a service charge will be payable to cover common areas.
 - Guarantor: a guarantor may be required
 - Legal fees: each party will fund their own legal fees.
- 4.4 The obligations in the SLA will be based on the operator's tender, linked to outcome delivery and will be signed by the operator. This would be added as a schedule to the lease in addition to traditional landlord and tenant obligations. It will outline additional terms and conditions that the operator will need to comply with, including any revenue share, and the outputs/outcomes they will be expected to deliver. It will be created with the operator after they have been selected to reflect a shared vision for the use and management of the space.

5. Requirements of the Brief

Guidance for interested organisations

- 5.1 Proposals should support sustainable development of STEM sectors in London and have tangible positive impacts for local people. We are looking for applicants who are interested in developing innovative and exciting workspaces which take full advantage of the opportunity offered by the space, the location and the funding available.
- 5.2 Applicants should have a strong grasp of the needs of the sectors they are seeking to support and local needs. Applicants are encouraged to partner with organisations who can strengthen their offer to STEM sectors and the local community.

Objectives

- 5.3 The successful proposal will be expected to meet the following objectives:

Compelling workspace concept:

- a) Has a clear over-arching vision for the space that responds to the council's ambitions set out in this document and other strategic council documents;
- b) Will deliver a workspace which meets the needs of STEM sectors with appropriate workspace typologies which could include workshops, laboratory facilities and making spaces;
- c) Will deliver a workspace scheme which supports innovation in STEM sectors and the creation and growth of high impact businesses;
- d) Will provide genuinely affordable space which supports people to start and grow STEM businesses;
- e) Will deliver affordable workspace which addresses the needs of target sectors and businesses and supports early stage businesses taking advantage of affordable space to 'graduate' to permanent space as they grow;
- f) Will integrate STEM workspace within Brixton's existing business ecosystem, and in particular its Creative and Digital Industries, finding synergies between STEM and the arts;
- g) Will deliver workspace which responds to and adds to the vitality of Brixton town centre with activity that is visible, open and accessible to the public;
- h) Create a workspace which reflects the diversity of the borough; the workspace should target 50% women and 50% BAME beneficiaries;
- i) Will engage directly with the immediate local area which is the focus of the Good Growth Fund project, through active participation in the wider design process;
- j) consideration of the scope for local business and market trader engagement with the workspace, and consideration of opportunities to bring activity outside the building and into the wider Beehive Place/ Brixton Station Road and Rec concourse areas;
- k) Will seek to support businesses and social enterprises which are addressing social and environmental challenges;

Education Offer:

- a) Will improve STEM education in Lambeth and encourage young people who live, work or study in Lambeth to aspire to further education or careers in STEM;
- b) Will create meaningful opportunities for local people of all ages to work, volunteer or learn;
- c) Will ensure that educational activities are well researched and integrated with local and national institutions and provision to ensure maximum impact;

Delivery Capability:

- a) Has a robust business and cost plan that stands up to scrutiny;
- b) Has a strong track record in the delivery of similar affordable maker/creative workspace projects and can demonstrate organisational capacity to take on the opportunity;
- c) Has a strong financial position and can offer an appropriate guarantee (e.g. parent company guarantee or performance bond);
- d) Will commit to pay their staff and subcontractors the London Living Wage and to confirm that all people employed within the space will be paid London Living Wage by their employer;
- e) Will commit to using local and sustainable supply chains wherever possible;
- f) Will work in a professional and timely way in partnership with the council and the GLA to support delivery of the workspace within the timeframes agreed with the GLA;
- g) Can meet or exceed the requirements of the council and GLA grant in terms of identified outputs, which will be secured through an SLA;
- h) Will commit to monitoring the success of the workspace over the term of the lease and to making adjustments to deliver the objectives and KPIs.

Additional guidance on achieving the objectives

- 5.4 The council is prepared to offer rent reductions to the operator for the purpose of offering affordable space and support to the end users. Applicants must clearly demonstrate that rent reductions are passed from the operator to the end user of the space for the purpose of providing affordable workspace for early stage STEM businesses.
- 5.5 Applicants must also demonstrate how they will ensure that any subsidised space is offered and allocated to the market on a fair and equitable basis, such that there is an open playing field for businesses and individuals to benefit from the support the council and operator will be providing for STEM businesses.
- 5.6 The council is looking for proposals where subsidised workspace for STEM businesses can deliver wider benefits for people who have limited access to opportunities in STEM.
- 5.7 Workspace operators should propose meaningful opportunities for local people of different ages and backgrounds to learn and develop skills and interests related to STEM. Engagement with groups and individuals must include ongoing, repeated activities and must not be limited to one off interactions.

5.8 This could be achieved in a range of ways, for example:

- Offsite and onsite activities aimed at school children and teachers
- Learning resources made freely available aimed at school children/ teachers
- After school clubs
- Work experience placements
- Apprenticeships
- Publicly accessible and free/ affordable activities and events (e.g. talks, workshops, practical classes)

5.9 Applicants should clearly outline how their proposal will deliver educational opportunities and social value over the term of the lease and how delivery will be resourced in a sustainable way. Applicants should also demonstrate that their proposal is well researched and integrated with local needs, local service provision and local schools' existing programmes and activity.

5.10 Applicants should explore possible links with council programmes such as [Elevate](#), a project to support diverse talent in the creative and digital industries, and Careers Cluster.

5.11 Applicants should also consider national trends and resources.

5.12 Proposals to partner with successful organisations already operating within the field of STEM education will be well received.

Measuring success

5.13 Applicants should also set out how they will monitor the success of their proposals. A project monitoring approach will be evaluated under quality; project monitoring should be thoroughly considered and sufficiently resourced by applicants. The council will expect the following to be included in the monitoring approach:

- Quarterly monitoring reports to be submitted in the delivery phase and in the first year of operation. This can increase to 6 monthly and annual reporting thereafter.
- The successful operator should report on performance in relation to the achievement of the workspace objectives, targets and commitments.
- The successful operator may be required to publish reports on its performance annually for the public for transparency and accountability.
- Every year the council and the operator will set new annual targets.
- The operator should clearly set out how the achievement and monitoring of outputs will be resourced over the term of the lease.

5.14 The council has already committed to delivering targets for a number of social and economic outcome and output measures in exchange for grant funding. The council believes that these are well correlated with the overall project objectives. The ambition is

that these outputs are delivered by the end of the first year of operation of the workspace.

- 5.15 Annex II sets out the minimum requirements that should be delivered by the end of the first year of operation, under the terms of the grant funding via the Good Growth Fund project and the South London Innovation Corridor programme.
- 5.16 Applicants are welcome to propose additional outcomes and outputs that are relevant to their proposal, which they commit to monitor and deliver. Applicants are encouraged to consider the GLA's handbook to support with the development of SMART benefits. The GLA is seeking outputs which fit into the following categories:
- Willingness to act to improve neighbourhood
 - Wellbeing and local relationships
 - Social cohesion
 - Services for vulnerable groups
 - Reducing antisocial behaviour
- 5.17 Applicants can also explore the precise [output/ outcome definitions](#) used by the GLA.
- 5.18 Please be aware that where an applicant has secured additional funding which is contingent on the delivery of outputs, the applicant must make clear how it will deliver all social and economic outputs which they have committed to across the different funding streams. If this is the case, outputs should be clearly assigned to each funding source, and it must be clear that there is no double counting of outputs linked to different funding sources where this is a requirement of the funders.

Commitments in accordance with council policy

- 5.19 The council will also expect workspace operators to make commitments in keeping with its policies and practice which are reflected within the objectives. This will include:
- a) Adherence to Lambeth's London Living Wage approach to council-led workspace projects where operators are required to confirm that all staff employed within the space will be in receipt of London Living Wage. The operator should seek accreditation from the London Living Wage Foundation following a year of operation.
 - b) Commitment to a diverse workspace which reflects local demographics. This commitment must be evidenced through policies and governance arrangements, with measures of success clearly defined as part of the bidding process. The council can support workspace operators to collect equalities data via surveys hosted on the council's website.
 - c) The council encourages businesses to use local and sustainable supply chains wherever possible. The workspace operator should propose the ways in which it could harness and encourage local supply chains.

Programme

- 5.20 The programme for the workspace project will be closely aligned with the programme for the completion of the wider 'Regenerating Brixton's Rec Quarter' project.
- 5.21 The council is expecting to have secured planning and listed building consent for all works to the Rec, including the workspace in early 2021, following the completion of RIBA Stage 3 designs and a Design Review Panel in 2020.
- 5.22 Cat A and Cat B Works must be completed by March 2022 at the latest.
- 5.23 Once the Cat A and Cat B works have been successfully completed the operator will enter into a lease and service level agreement with the council for the agreed term.
- 5.24 The operator should ensure that they have the dedicated resource to achieve and monitor the target outputs to be achieved within the first year of operation (see Annex II) as these are a requirement of the GLA funders.
- 5.25 An indicative timetable for the project including the competition, selection and fit out period is detailed below. Once the operator and the council's design team are on board, and further detail is known, there will hopefully be opportunities to shorten timescales.

Updated timetable:

Stages	Components	Date
Invitation for proposals launched	Intention to let site openly advertised and emailed to a range of groups	Week 0 – Monday 27 July
	Submission of applications	Week 7 – Monday 14 September
Selection	Commercial analysis result shared with applicants	Week 8 – Monday 21 September
	Deadline to submit revised proposal	Week 9 – Monday 28 September
	Price/ quality evaluation completed and invites for interview issued	Week 10 – Monday 5 October
	Date for interviews	Week 11 - Monday 12 October
	Notification of preferred bidder to all applicants	Week 14 – Monday 2 November
Development and confirmation	Agreement to Lease and SLA signed	Week 16 – Monday 16 November
	Preferred applicant to develop detailed proposals (RIBA Stage 3) with council design team	Week 20 – Monday 14 December
Planning application submitted		Dec 2020

Detailed design (RIBA stage 4)		Q2 2021
Contractor appointed	Please note that this will depend on the delivery route, to be agreed.	Q2 2021
Cat A and Cat B Construction completed		March 2022
Operation phase		Starts April 2022
Evaluation completed		April 2023

6. Responding to the Brief, Evaluation and Scoring

Responding to the brief

6.1 Proposals must clearly respond to the objectives and requirements outlined in this document, with appropriate detail and evidence.

6.2 Proposals will be scrutinised by the council's commercial advisors to determine acceptability before being evaluated on price and quality.

6.3 Proposals should cover the following information.

A	Business plan and financial offer to the council, including: <ul style="list-style-type: none"> - desired lease length - rent and overage - any rent free period - income and expenditure - proposed capital investment - evidence of funding secured - assurances and evidence for the commercial advisers regarding state aid
B	Executive summary
C	Concept <ul style="list-style-type: none"> - Overall concept and alignment with strategic objectives - Indicative spatial layouts - Affordable workspace approach

	- Education offer
D	Track Record
E	Delivery Plan <ul style="list-style-type: none"> - Cat A fit out assumptions and risks - Professional design team - Programme
F	Monitoring and Evaluation Approach
G	Due diligence: New organisations: 3 references, credit check Existing organisations: 3 years accounts, 2 references, credit check

Commercial analysis

6.4 Applicants' proposals will be scrutinised by the council's commercial advisors to determine whether the proposed rental offer and any rent free period are appropriate based on the proposed use for the space and level of investment. It is not possible to set a rental level prior to gaining a clear understanding of applicants' proposals. The open competition is designed to give applicants the freedom to propose a range of innovative proposals for how the space could be used to achieve the council's and the GLA's economic and social objectives. As such, each bid must be judged on its own terms. The council's commercial advisors will determine how the bid compares to appropriate market comparators.

6.5 Applicants are required to offer genuinely affordable space to the end user to meet the council's aspirations and this can be reflected in the rental offer to the council. Applicants must make it clear how such subsidised spaces will be allocated to the market; a fair and transparent allocations criteria and selection process to access discounted space must be outlined as part of the bid.

6.6 The commercial advisors will determine whether the following tests are passed:

- The rental offer is fair and in line with market comparators for the proposed use after taking into consideration the provision of affordable or discounted space;
- The rent free period is justified in terms of the proposed fit out costs and the value added to the property;
- Affordable or discounted space is offered to the market on a fair and equitable basis such that no undertaking is advantaged over any other;
- The applicant confirms that its bid is compatible with state aid legislation.

6.7 If these tests are not passed, the applicant will be given an opportunity to amend their bid in response to feedback from the commercial advisors, and to resubmit within an agreed timeframe of no more than 1 week. For this reason, the bids will not be evaluated against price and quality until the commercial analysis has taken place.

Price/ Quality Evaluation

6.8 Proposals will be assessed on price (30%) and quality (70%).

Price

6.9 Applicants are invited to structure their financial offer as they decide. They should consider the requirement to pass the commercial tests, which means offering a rent appropriate to the proposed use which can be discounted to reflect the provision of affordable space. Applicants must provide detailed information about predicted income, expenditure and upfront costs and funding streams.

6.10 With regards to upfront costs, applicants need to make clear what their budget will be for Cat B fit out and whether they are bringing any additional investment in the Cat A beyond the £1.3m committed from the council. The level of funding brought by the operator will not be scored as part of the price, though the soundness of assumptions and the security of the funding will be scored under quality (Business plan and funding.)

6.11 A net present value of each offer will be calculated in order to enable a direct comparison / evaluation of different rental offer profiles.

6.12 Applicants must also outline an overage offer, specifying a % revenue share where these exceed the baseline assumptions outlined within their business plans. This is to ensure that the council can have a fair and equitable share in the success of the project if income expectations are exceeded.

6.13 Proposals will be scored using the following price criteria and weightings:

Price	Comments	Price weighting	Overall weighting
Rental offer	<p>This will be based on the net present value (NPV) of the total income due to the council over the period of the lease; the highest NPV will win this element and achieve maximum marks.</p> <p>The use of an NPV means that earlier rental payments are incentivised.</p> <p>There will be comparative scoring for each rental offer relative to the best rental offer.</p>	83%	25%
Overage	<p>This section will be evaluated on the percentage share of revenue which will come to the council where the turnover predicted in their business plan is exceeded.</p> <p>The highest percentage will win and there will be comparative scoring for each offer relative to the best offer.</p>	17%	5%
Total		100%	30%

Quality

6.14 Proposals will be scored using the following quality criteria:

Quality	Comments	Quality weighting	Overall weighting
1. Concept		50%	35%
1.1 Overall concept and alignment with strategic objectives	<p>This section involves setting out the overall concept and how it responds to the council's and the GLA's workspace and strategic objectives.</p> <p>Proposals will be scored on how well the concept responds to the brief. We are looking for innovative proposals which meet the objectives and align with council and GLA strategies.</p> <p>We are looking for a workspace scheme which makes the most of the opportunity to provide affordable workspace, in newly converted space, in the heart of one of London's most vibrant town centres.</p> <p>Proposals should demonstrate how they will incubate targeted STEM businesses and at the same time provide opportunities to widen participation and ensure that local people and businesses gain access to opportunities and benefit from the project.</p> <p>We are looking for proposals that integrate STEM within Brixton's business ecosystem and its creative and digital industries.</p> <p>Proposals should be clear on the approach to creating an open, and outward facing space which welcomes and integrates with the existing local community.</p> <p>We are looking for proposals which reflect the diversity of the borough and target 50% BAME and women beneficiaries; proposals should set out how this will be achieved.</p>	25%	17.5%
1.2 Affordable workspace approach	<p>Given the importance of the provision of affordable workspace and business incubation, additional weight will be given to your affordable workspace approach.</p> <p>We are looking for submissions that articulate an approach to delivering genuinely affordable workspace, including:</p> <ul style="list-style-type: none"> • The types of businesses and sectors who will be targeted for affordable space and why this is required (e.g. evidence of market failure); • The offer for these businesses and how it meets their needs and supports growth and progression; 	15%	10.5%

	<ul style="list-style-type: none"> • The intended impacts and outcomes and how success can be evaluated over the term of the lease; • The allocations criteria and marketing strategy which will ensure fair access. <p>There is a commitment to offering small businesses support through rental discounts given the grant funding attracted to the project.</p> <p>We are therefore looking for a high impact affordable workspace approach. This section will be scored with reference to the quantity and level of affordable space, the relevance and range of target businesses, and the intended impact.</p>		
1.3 Education offer	<p>This section involves demonstrating the approach and ability to deliver a meaningful and impactful education offer which ensures that local people of various ages and backgrounds benefit from the project.</p> <p>Applicants should set out:</p> <ul style="list-style-type: none"> • The proposed activities which comprise the education offer • Their understanding of the local need and how they propose to respond • Their understanding of the wider London and national context and how they proposed to integrate their offer • Their track record in delivering educational programmes • How the programme will be resourced sustainably • Intended outcomes and impacts. 	10%	7%
2. Capability		50%	35%
2.1 Track Record	<p>Proposals must provide evidence of the capability to successfully deliver and manage the proposed workspace, including examples of successful comparable projects.</p> <p>Applicants should also evidence:</p> <ul style="list-style-type: none"> • The proposed team and their individual track record and CVs, including those who will be responsible for management of the space and delivery of the outcomes; • Track record with regards to strong governance structures, implemented to ensure safe and successful management of similar projects; • Track record with regards to working successfully within a partnership context – we are looking for organisations who are adept at building partnerships locally and beyond over the term of the project to 	25%	17.5%

	<p>maximise its impact. Partners could include the council, the GLA, local businesses, cultural and scientific organisations, Lambeth schools and other educational providers/ institutions.</p>		
2.2 Business plan and funding	<p>Submissions must include a business plan and associated assumptions. The strength and credibility of the business plan will be evaluated to give the council assurance that the proposed financial offer is achievable, and the project is viable.</p> <p>Applicants will also be evaluated on the security of their funding and the soundness of their fit-out assumptions.</p>	10%	7%
2.3 Delivery plan	<p>This section involves evaluating the quality and suitability of the proposed layout for the space and evidence that applicants will be able to work with the council to deliver the project.</p> <p>The following details must be provided:</p> <ul style="list-style-type: none"> • Cat A assumptions and risks – Proposals must clearly identify the split of uses/typologies and the implications and assumptions about the specification for the Cat A fit-out; key delivery risks should be identified; • Professional fit-out design expertise – the council requires bidders to identify an appropriately qualified and experienced professional team to design the Cat B works and provide the information required for the design and delivery of the Cat A works; • Programme/ critical path – The proposed programme outlining when milestones will be achieved including signing agreements (lease and any funding or loan agreements to access capital), developing proposals and submitting information to enable the progress of the project in line with the council's timetable. 	10%	7%
2.4 Monitoring and evaluation approach	<p>This brief sets minimum outputs which must be delivered in the first year, and other council requirements. Applicants will be expected to seriously consider the approach to, and resourcing of, monitoring and evaluation over the term of the lease.</p> <p>Applicants should set out a clear approach to monitoring and evaluation which will capture the</p>	5%	3.5%

	<p>impacts of the project and enable the project to succeed.</p> <p>We are looking for:</p> <ul style="list-style-type: none"> • How applicants will achieve and monitor the outputs and outcomes set by the grant funders (see Annex II); • How applicants will define and measure the success of their project; • How applicants intend to resource and manage monitoring over the term of the lease; and • Creative or innovative approaches to evaluation which support the project to deliver its objectives. 		
Total		100%	70%

6.15 The council will use the following scoring matrix:

Score	Rating	Description
0	No Response	<p>No proposal has been received</p> <p>The response is unacceptable.</p>
1	Unacceptable	<p>A proposal at this rating:</p> <ul style="list-style-type: none"> • Builds very little or no confidence that the Tenderer can deliver the requirements due to insufficient evidence of relevant ability, understanding, skills, resources and quality measures; • Builds very little or no confidence that the Tenderer's approach/solution will deliver the requirements due to insufficient evidence or an inappropriate approach/solution. <p>The response is unacceptable</p>

2	Poor	<p>A proposal at this rating:</p> <ul style="list-style-type: none"> • Raises reservations that the Tenderer can deliver the requirements due to insufficient evidence of relevant ability, understanding, skills, resources and quality measures; • Raises reservations that the Tenderer's approach/solution will deliver the requirements due to insufficient evidence or an inappropriate approach/solution. <p>Note: a response at this rating includes reservations which cannot be easily resolved with the Tenderer pre-contract award (i.e. changes which would distort the competition) or during the contract term without impacting time, quality or cost.</p> <p>The response is deemed unacceptable.</p>
3	Acceptable	<p>A proposal at this rating:</p> <ul style="list-style-type: none"> • Confirms that the Tenderer can deliver the requirements through evidence of relevant ability, understanding, skills, resources and quality measures; • Provides an acceptable approach/solution to delivering the requirements utilising standard strategies, plans, tools, methods or technologies. <p>Note: an acceptable response may include minor reservations that can easily be resolved with the Tenderer pre-contract award (i.e. changes which would not distort the competition) or during the contract term without impacting time, quality or cost.</p>
4	Good	<p>A proposal at this rating:</p> <ul style="list-style-type: none"> • Builds confidence that the Tenderer can deliver the requirements through evidence of relevant ability, understanding, skills, resources and quality measures; • Provides a good approach/solution to delivering the requirements utilising appropriately tailored strategies, plans, tools, methods or technologies. <p>Note: a good response may include a small number of minor reservations that can easily be resolved with the Tenderer pre-contract award (i.e. changes which would not distort the competition) or during the contract term without impacting time, quality or cost.</p>
5	Excellent	<p>A proposal at this rating:</p> <ul style="list-style-type: none"> • Builds a high level of confidence that the Tenderer can deliver the requirements through evidence of relevant ability, understanding, skills, resources and quality measures; • Provides an exceptional approach/solution to delivering the requirements utilising appropriately tailored and at times innovative strategies, plans, tools, methods or technologies. <p>Note: an excellent response should not include any reservations.</p>

- 6.16 The council expects all sections to receive a full, clear and concise response. There is no word limit, but applicants should attempt to keep proposals to 15 pages, minimum font size 10 (CVs and drawings can be appended).
- 6.17 The council reserves the right to challenge any information provided and request further information in support of any statements made by applicants.
- 6.18 The council will invite the top three overall scoring tenderers to an interview, and thereafter moderate and finalise scores.

7. Further Information and Clarifications

7.1 Organisations should express their interest in the opportunity by contacting Martha Levi Smythe at mlevismythe@lambeth.gov.uk. Supporting documents will then be provided.

7.2 If you have already submitted an expression of interest before the process was paused, please reconfirm your interest.

7.3 Requests for clarification should be sent to the same address. The council will make clarification responses available to all organisations who have expressed an interest within a reasonable timeframe.

Deadline for proposals and submission

7.4 Proposals should be submitted by email to Martha Levi Smythe mlevismythe@lambeth.gov.uk by Monday 14 September at 12 noon.

Mobilisation

7.5 The selected operator will be expected to sign an Agreement for Lease and SLA as soon as possible after the date of notification and by November 2020, and to have provided detailed (RIBA 3) plans which can be appended to the Agreement to Lease by December 2020.

7.6 In the event that it is not possible to sign an Agreement for Lease, or agreed designs have not been produced, by the deadlines set out in 7.4 above, the council reserves the right to withdraw its offer and consider the next successful applicant if their proposal has met the evaluation criteria.

Declaration of Application

7.7 When submitting their applications, proposals must include the following declaration:

I declare that I have read the information given in this pack and I have included all the information requested. I also declare that all of the information that I have provided is true and complete.			
I understand that if I have given any misleading information or failed to provide any of the required information then my application will be dismissed.			
Signature:		Date:	
Name:			

Misrepresentation Act 1967: The London Borough of Lambeth gives notice that: 1. These particulars do not constitute, nor constitute any part of, an offer or contract. 2. None of the statements contained in these particulars as to the property are to be relied on as statements or representations of fact. 3. Any intending purchaser or lessee must satisfy himself by inspection or otherwise as to the correctness of each of the statements contained in these particulars. 4. The London Borough of Lambeth does not make or give, nor does any person in their employment have any authority to make or give, any representation or warranty whatever in relation to this property. The Business Protection from Misleading Marketing Regulations 2008: These details are believed to be correct at the time of compilation but may be subject to subsequent amendment. November 2018

Annexes

Annex I – List of Background Documents

Annex II – Output and Outcome Measures

Annex III – Strategic Regeneration and Policy Context

Annex IV – Local Development Context

Annex V – Fit-out Costs and Assumptions

Annex VI – Existing Drawings

Annex VII – muf architecture Preliminary Work

Annex I: Background Documents

[Lambeth's Local Plan 2015](#)

[Draft Revised Lambeth Local Plan 2018](#)

[Lambeth Council: Our borough plan 2016-2021](#)

[Equalities Commission Report 2017](#)

[Lambeth's Transport Strategy 2018/19 \(Consultation draft\)](#)

[Lambeth's Air Quality Action Plan 2017 – 2022](#)

[Transport for London Healthy Streets for London](#)

[Brixton Economic Action Plan 2017](#)

[Brixton Street Market Masterplan and Action Plan 2018 – 2023](#)

[Creative and Digital Industries Strategy for Growth, London Borough of Lambeth, 2017](#)

[Lambeth's Investment & Growth website](#)

To be provided after Expression of Interest has been received:

'Regenerating Brixton's Rec Quarter' Good Growth Fund application and Appendix

South London Innovation Corridor Bid

Annex II: Output and Outcome Measures

Mayor's Good Growth Fund: Regenerating Brixton's Rec Quarter

Output/ outcome	Target after 1 year of operation	Comments
Affordable workspace provided	1,100 sqm	The project ambition is to create a workspace which is 100% affordable at the outset to support business growth due to market failure in the provision of specialist space.
New jobs supported	100	A new job created represents a new permanent post (a paid position) within a business. The unit of measurement is either a full-time or part-time position: full-time normally refers to a job of at least 35 hours per week; part time refers to less than 35 hours. The unit of measurement is the post itself, rather than the person who fills the position. For a created job to be considered permanent, it must be expected to last for at least 26 weeks. Additionality should be considered: can it be demonstrated that the investment is partly or wholly responsible for the job? Definition of local also required at outset.
Businesses receiving support	50	Minimum hours of support which constitutes an output to be defined by project in agreement with the GLA. Applicants should make it clear how they are proposing to define this output. There is a high ratio of businesses to jobs to be supported as there is an expectation that most businesses will be small start-ups.
Start-ups using the space	50	Number of businesses
Number of volunteering opportunities created	30	Number of people volunteering. Volunteering opportunities could refer to people working in STEM businesses giving their time to support education or community activity, or businesses creating volunteering or work experience opportunities for local people.
Community events: number and attendance	15	Applicants should define community events. The workspace is expected to host regular events; community here refers to both the building community and the local community. A proportion of these events should be open to the public.

Local people working/engaging in priority growth sectors	30	Engagement with local people, including young people and schools is a key objective. Engagement in this context must be clearly defined and be meaningful which could mean that it is repeated, or has a clear outcome.
Number of learners supported (by type of support)	100	<p>A genuine and wide-reaching commitment to STEM education is a key objective of the project and we are expecting substantial numbers of young people to be involved in STEM education projects, though 'learners' do not have to be young or school age. To qualify as a 'learner', an individual would have to have engaged in sustained or repeated learning. Attendance at a single, mass participation event would not qualify.</p> <p>This should include specific targeting on "vulnerable groups" or excluded groups.</p>

Strategic Investment Pot: South London Innovation Corridor

Output/ outcome	Target after 1 year of operation
New workspace	1,100 sqm
New jobs	128
Businesses supported	43
BAME beneficiaries	50%

Annex III: Strategic Regeneration and Policy Context

‘Regenerating Brixton’s Rec Quarter’ must be considered within the context of wider regeneration and development taking place in Brixton, and the frameworks and strategies which are seeking to guide and shape this change. This section summarises some of the key related initiatives, namely: International House, Brixton Central SPD, Brixton Liveable Neighbourhoods, Brixton Creative Enterprise Zone, Brixton Economic Action Plan, and Lambeth’s Creative and Digital Industries Strategy.

International House

Though part of the collection of interventions which comprise ‘Regenerating Brixton’s Rec Quarter’, information about this project is set out here as context, as it is not directly a part of this commission. Third party investment in this project has been considered as a catalyst for the overall project and will be a key factor for the success of the other interventions.

In September 2018, the council leased its 11-storey former council office to meanwhile operators 3Space to create an affordable workspace hub for 5 years. Local people have access to opportunities through a focused allocation policy and a range of different price points, depending on the type and scale of business. The project also makes reopening the connection between International House and Brixton Station Road both possible and desirable. The project is dramatically increasing the number of people working in the area, creating space for 850 jobs, including 200 new jobs.

Brixton Central SPD

Brixton’s Rec quarter is adjacent to the Brixton Central ‘Supplementary Planning Document’ (SPD) area. The council is preparing an SPD and illustrative masterplan in order to promote, guide and control future development at key sites in Brixton town centre.

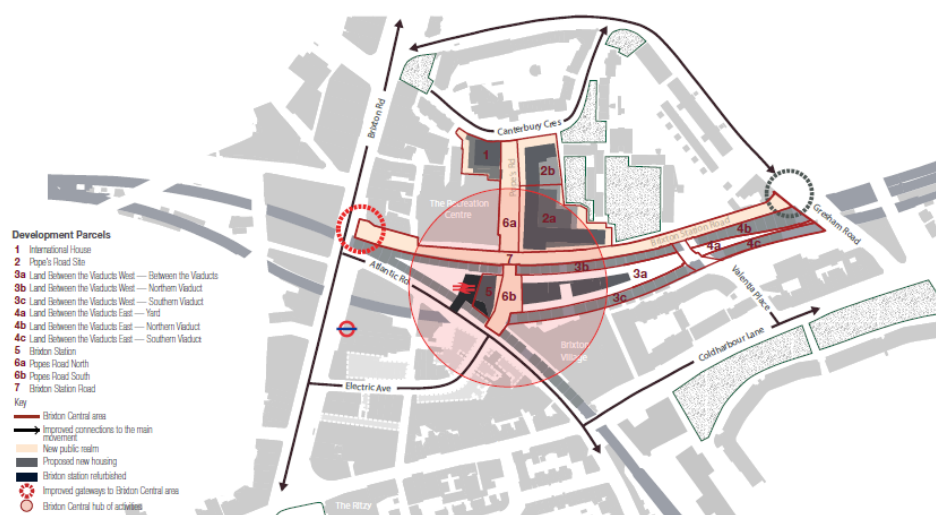
These sites include council and privately owned land at Canterbury Crescent, Pope’s Road, Brixton Station Road and Valentia Place, which currently home to Pop Brixton, the public Pay & Display and market trader car parks, the former Canterbury Arms Public House, International House, Brixton Rail station, Sports Direct, numerous railway arches, Brixton Station Road and Pope’s Road.

The SPD will provide detailed guidance on delivering the objectives adopted in the Local Plan, Site Allocations 15 and 16, and the emerging Draft Revised Local Plan, including:

- Comprehensive redevelopment of council and privately owned sites
- New and affordable homes to meeting housing need
- An increase in the amount of commercial space to boost the local economy
- Major improvements to public spaces along Brixton Station Road and Pope’s Road
- A refurbished train station with improved access
- Better connections between sites and spaces to create a lively, integrated place.

The increase in commercial space proposed will present an opportunity for businesses which have been incubated in the Rec Workspace to make a permanent home in Brixton in new commercial premises.

Brixton Central SPD area and key sites:



Brixton Liveable Neighbourhoods

Brixton Liveable Neighbourhood aims to realise the great potential Brixton has for walking and cycling while improving air quality, reducing congestion, supporting local businesses and providing for the growth in jobs and homes planned for the area.

The council successfully bid for funding from Transport for London (TfL) to deliver these aims. At the heart of our proposal is transforming Atlantic Road in the town centre, but the ambition goes well beyond this, with proposals to create ‘low traffic neighbourhoods’ in adjacent residential areas that link communities together and ‘healthy routes’ for walking and cycling. Brixton Liveable Neighbourhood is the cornerstone of Lambeth’s Draft Transport Strategy, which seeks to allow people to live healthier lives and create better places for everyone to enjoy.

The project is focused on Atlantic Road, an important and historic street in Brixton town centre. It should be a great street for meeting, shopping, socialising, walking and cycling, but in practice the opposite is often true, with motor traffic dominating the space. Approximately 6,000 vehicles travel on the road each day and the pavements are inadequate for the many people using them.

The council’s ideas for the town centre include:

- Removing general traffic from Atlantic Road while maintaining local access
- Priority access for cycles, buses and emergency services
- More space for walking with widened pavements, safer crossing points and junctions
- High quality, welcoming public realm with less street ‘clutter’
- Better loading and servicing with incentives for low emissions vehicles
- Improvements to Coldharbour Lane

- Integration with parallel projects and wider plans for Brixton town centre, Brixton Road and Brixton Station Road including the Brixton Central Supplementary Planning Document and 'Regenerating Brixton's Rec Quarter'

The council's proposal goes well beyond the town centre to look at how we can create better opportunities for healthy, active travel across the area and via key routes into the town centre from further afield. These routes are part of the Healthy Route Network we identified in our Draft Transport Strategy and we'll need to make significant improvements to make these attractive to everyone for walking and cycling, for example by significantly reducing traffic levels or providing separate, protected space for cycling. The ambition is to deliver 'low traffic neighbourhoods', focusing on whole areas rather than single streets.

Brixton Creative Enterprise Zone

Creative Enterprise Zones are a bold new initiative for London to secure its future as a cultural capital and ensure creative people continue to call London their home. Lambeth have recently been successful in their bid for a development grant to promote Brixton as a Creative Enterprise Zone.

The funding will be used to employ a Creative Enterprise Manager in order to keep Brixton creative and grow the local business base. The aims will be to develop:

- New creative clusters and networks (e.g. outdoor artistic projects)
- Creative production (e.g. retaining and increasing workspace)
- Local policy (e.g. business rate relief where possible)
- Business development (e.g. tailored start up support)
- Enterprise and skills (e.g. creative careers advice consortium)
- Community links and socially inclusive places (e.g. affordable rents linked to social return)

Brixton Economic Action Plan

In recent years Brixton has undergone rapid economic and social change. The Brixton Economic Action Plan (BEAP) responds to this and highlights that the area lacks the depth and range of workspaces to facilitate growth. It states that there is:

"Evidence of strong demand for flexible and affordable space suitable for small businesses/start-ups. Occupancy levels and take up levels within current workspace premises are reported to be high but the level of supply is constrained".

It also 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; and,

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."

It recommends that the council should look to facilitate the provision of a range of workspaces (including affordable and incubator space) to ensure the economy continues to growth. It also recommends that job growth should focus on high value and high growth potential sectors including creative, digital, media, technology and social impact.

Lambeth Creative and Digital Industries Strategy

Lambeth's Creative and Digital Industries (CDI) Strategy sets out how the council and its partners can work together to develop CDI clusters in Lambeth's growth areas (including Brixton, Vauxhall and Waterloo). Brixton already has a small but vibrant CDI cluster which has significant potential to grow and bring wider benefits for existing businesses and local residents. The existing CDI economy includes larger scale architecture and design practices (e.g. Squire and Partners and Martha Schwartz Partners), film and TV production companies (e.g. Jellyfish Studios), digital start-ups and social impact companies working to break down barriers for young people from disadvantaged backgrounds to enter into the CDI sector (e.g. Reprezent Radio and Photofusion)

International House has recently opened with a specific aim of attracting businesses with a focus on Tech and Design (e.g. Resi, Amazing Productions, Gravity Sketch, Assemble's Fabric Floor.) This workspace project presents a unique opportunity to contribute to this diverse and vibrant mix.

A key component of the CDI strategy is to encourage the clustering of flexible workspaces for start-ups/SMEs and larger scale office developments capable of housing larger SMEs and international CDI businesses. Achieving a critical mass of co-working, business incubator and accelerator space in proximity is seen as critical to the success to Brixton achieving economic growth.

Annex IV: Local Development Context

Brixton's Rec Quarter is already an eclectic and diverse place within Brixton's vibrant town centre. Its cafes, retail units and market stalls act as informal hubs for Afro-Caribbean, Portuguese and African communities amongst others. The listed Rec is a heritage and vital community asset, with the highest and widest ethnic and socio-economic participation rates of Lambeth's leisure centres. This informal cultural quarter makes an important contribution to the lives and livelihoods of the local community. Sensitive change is needed to address the environmental and economic issues that limit economic participation and prosperity.

Location and environment

Separated from the town centre by railway viaducts, its edge-of-centre location, as well as its low quality streetscape and poor integration, contribute to low retailer and market trader confidence. Footfall data supports their concern that the area attracts fewer visitors: 414,362 people visited in July 2016, compared to 312,408 in 2017, rising slightly to 322,108 in 2018 and to 364,007 in 2019.

Anti-social behaviour

Reduced footfall and activity have contributed to increasing anti-social behaviour, including public urination, drug dealing, rough sleeping and vandalism; police have identified the road as a crime hotspot requiring intervention.

Market infrastructure

Operated by the Brixton Market Traders Federation (BMTF) and the council, the Brixton Station Road street market is open daily, offering street food and general stalls on weekdays, a themed Saturday market, and Brixton Farmers' Market on Sundays. Poor market infrastructure limits opportunities for prospective traders and decreasing footfall is depressing turn out during the week among existing traders. The Brixton Street Market Masterplan and Action Plan has identified improvements to the street market and public realm, building on the first phase of market improvement works and public realm interventions, supported by the GLA and already delivered on Electric Avenue. This project will revisit the Masterplan, reviewing interventions to consider the current context, the overall programme, and the lessons learned from Electric Avenue. Regular meetings with the BMTF and shop-owners have improved working relationships, laying the foundations for the delivery of improvements with local support.

Unused spaces with potential

The Brixton Rec, including International House, was designed in the 1970s as part of an urban planning and architectural approach seeking to connect town centre via networks of elevated walkways. While the Rec complex was completed in the 1980s, the wider network did not emerge, leaving sections of the Rec redundant and causing its access and elevated concourse to become sterile and poorly integrated. Due to the lack of footfall and animation, the link between International House and the Rec was gated and closed, disrupting the original design intent and removing the positive relationship between International House and Brixton Station Road.

Undersupply of workspace

The town centre also suffers from an undersupply of workspace, including the type required to support lower threshold enterprise space. Work undertaken in 2017 as part of the Brixton Economic Action Plan (BEAP) highlighted that only 7% of all floorspace in Brixton is in office use. This is significantly lower than comparable town centres (Angel 19%; Whitechapel 17%), affecting the resilience of the local economy and undermining its day-time performance. The lack of office space in Brixton has an adverse impact on the town centre's ability to attract growth and achieve economic resilience, with the existing office market characterised by an over concentration of public and low value sectors.

Increasing inequality

The interrelationship between the area's socio-economic characteristics and physical landscape impacts on its people and businesses. The inequality gap within Brixton's community is widening, with an increasingly skilled and economically active population living alongside a significant group of economically excluded residents. Coldharbour ward is within the 10% of the most deprived wards in England, and experiences the lowest employment rate in the borough (State of the Borough, Lambeth Council, 2016). To address persistent underperformance in relation to skills, unemployment and income, action is required to connect existing residents and businesses to emerging economic opportunities in Brixton.

Network Rail arches refurbishment

There is a local perception that Network Rail's closure of the railway arches for refurbishment has had an adverse impact on the street, compounding wider issues. The recently refurbished units will be home to returning and new businesses, and a new pedestrian route between Atlantic Road and Brixton Station Road will improve connectivity across the town centre. However, without additional investment, the other side of the street could become a poor relation, exacerbating the existing challenge of attracting customers.

Annex V: Fit-out Costs and Assumptions

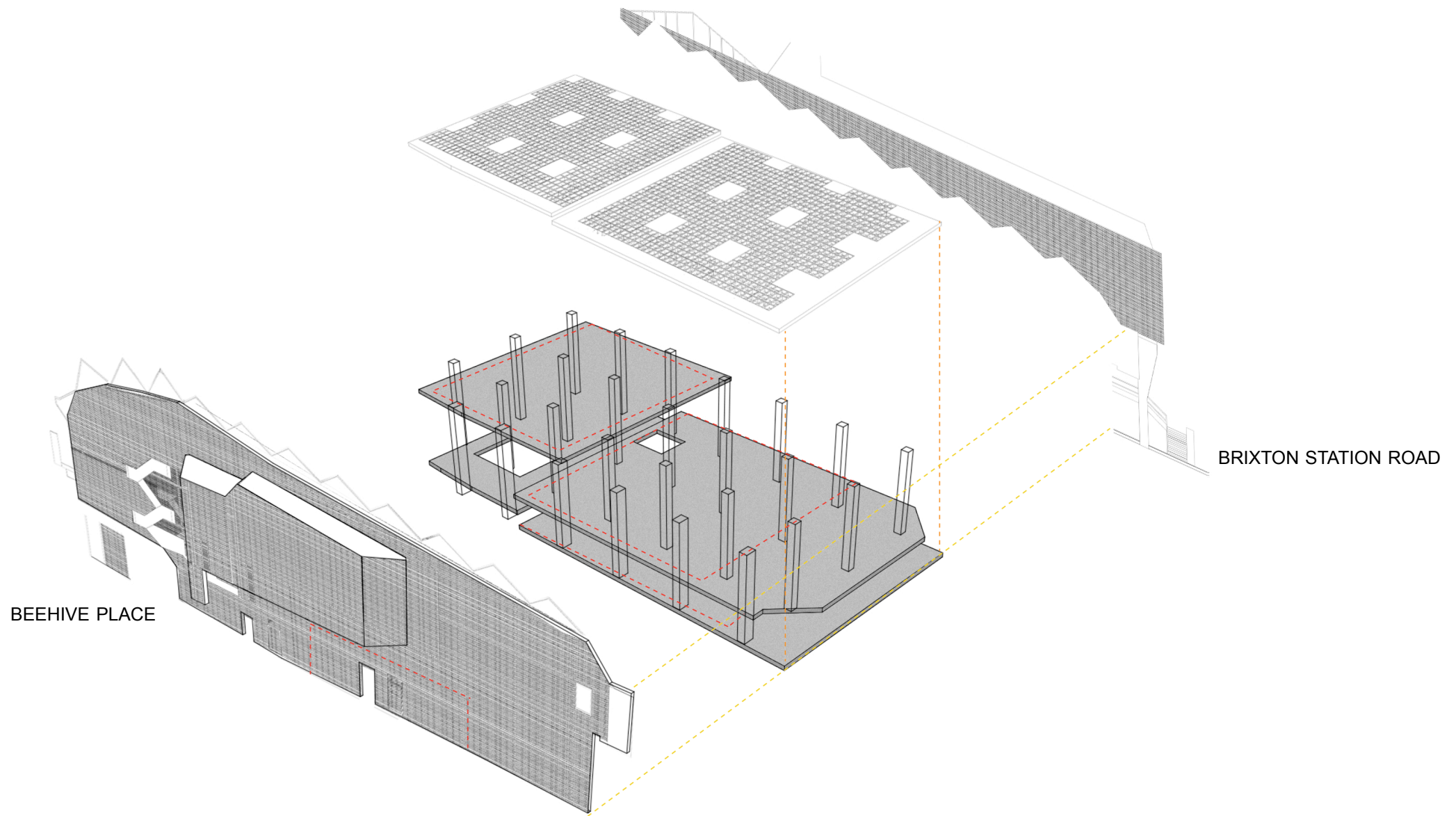
To be provided to applicants who express an interest in the opportunity. This information is not intended to limit the opportunity for applicants or prescribe an approach, and bidders are expected to make their own judgements about the reliability or suitability of the information in relation to their proposals and experience on other projects.

Annex VI: Existing Drawings

To be provided to applicants who express an interest in the opportunity.

Annex VII: Examples of Preliminary Elevation Studies of Light Penetration

Example studies are included in the following pages to illustrate the kind of work undertaken thus far. Further work will be provided to operators who express an interest in the opportunity.



NOTES

All dimensions and levels to be checked on site before commencing work.

Any discrepancies shall be immediately notified to the architect in writing.

Do not scale from this drawing, use figured dimensions only.

If in doubt consult the architect.

No	Note	Date
REVISION	DESCRIPTION	DATE

client
LB Lambeth

muf^o

muf architecture/art llp
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drawing title
Workspace Existing_Exploded Axonometric

drawing no	revision
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1:500	creation date 08.07.20
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drawn by IM	checked by LF
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project number 1.71	project name Regenerating Brixton Rec Quarter
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