

# SECTION 1: COOPERATIVE COUNCIL

Confidential

SW2 Enterprise Centre: Final Tender



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# SECTION 1: COOPERATIVE COUNCIL

## 1.1 VISION

September 2013

### INTRODUCTION

The London Borough of Lambeth (the Council) is the country's first cooperative council meaning that the council will deliver services with local people instead of delivering services to people.

Our innovative proposals will be the physical embodiment of the cooperative council, demonstrating openness, transparency and accessibility, and enabling the step change required for the Council to become truly cooperative.

The process of delivery will be an exemplar of what it means to collaborate and co-produce with staff, community, business and other stakeholders: a demonstration of the Cooperative Council in action.

In these difficult economic times, we can deliver this project with the lowest viability gap, motivated to constantly seek cost neutrality, with further significant revenue benefits to the Council from the consolidation and co-location of staff and services.

Our proposed solution, described below and in detail throughout our bid, has been developed to date with limited opportunity for co-production with Council staff, members and stakeholders. Our proposals are therefore not set in stone at this stage. Our commercial structure gives the flexibility to genuinely engage with stakeholders after selection in a meaningful way, and our team and our design will positively and actively respond to this engagement process, always cognisant of the overarching objective of achieving the lowest viability cap and aiming for capital cost neutrality.

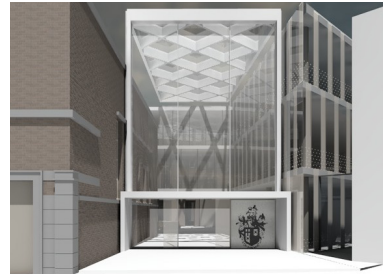
### TOWN HALL REFURBISHMENT

Kajima's vision for the Town Hall restoration, modernisation and extension re-imagines what the Town Hall is and its role within the community. Our proposal places the Town Hall firmly back in the role of visibly serving the Lambeth community from its heart as originally intended. The enhancements and improvements provide a viable resource for residents and opportunity space for local business and enterprise.

*The Town Hall reassumes its place as the face of the Council and the home of local democracy*

The opening up of the Town Hall and the inviting in of the local community, whether to access the customer service centre, for major life events at the Council registry office or to take advantage of the enterprise space for newly formed businesses, through both dedicated space and space that is potentially shared with the Council, demonstrates the Council's commitment to becoming truly cooperative in dramatic fashion. The Town Hall reassumes its place as face of the Council and the home of local democracy.

Maximising the use of such a recognisable and iconic building through the insertion of new open plan office space with new service cores housing new lifts and toilet provision, sensitively connecting to the restored heritage elements of the building, will allow the Town Hall to continue to serve the London Borough of Lambeth for another 100 years.



Creation of a new entrance to the Town Hall



Utilise existing fabric



Incorporated landscape



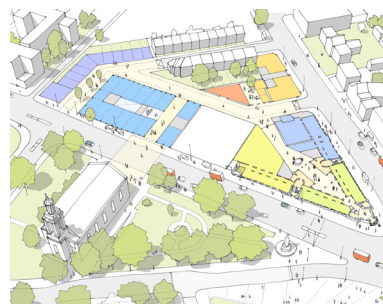
Open up the Town Hall



Atrium office space



Environmental facade design



New office location



Residential proposal to Brixton Hill



Residential refurbishment of Ivor House



# SECTION 1: COOPERATIVE COUNCIL

## 1.1 VISION

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### FIT FOR PURPOSE MODERN OFFICE ACCOMMODATION

Kajima's vision for the new civic office accommodation is realised through the creation of new fit for purpose, efficient and flexible civic office space fronting on to Brixton Hill with a new entrance framing the setting of the Grade II listed St Matthew's Church.

This appropriately civic building is organised around a central atrium space to allow natural light, ventilation and a visual connection through the floors. Highly efficient floor plates and a future proofed design permit a large degree of operational flexibility, allowing the building to adapt and change in line with the Council's requirements and enable future income through the subletting of space should it be desired.

### PUBLIC REALM AND COMMUNITY RESOURCES

Kajima's vision for the Town Hall site provides a high quality public realm and the creation of a number of new internal / external routes, increasing the permeability of the site and creating a journey through the civic quarter.

A number of community resources and enterprise opportunities are provided throughout our proposals including The Triangle at the heart of the scheme. The Triangle offers the flexibility required to attract a variety of different types of events making the public area at the centre of the site a buzzing heart linking all the functions of the development. It is a focal point of the pedestrian routes which will attract, excite and activate the public space. A number of other community resources are provided throughout, for example; exhibition / event space and commercial space that can be utilised by independents, start up's or a rotating

quota of pop-up restaurants; enterprise space in the Town Hall and a publicly accessible rooftop garden on the Buckner Road side of the new civic offices.

Housing is provided across the Town Hall site; the retention and conversion of Ivor House by a specialist developer / contractor will provide aspirational, high-end apartment style living at the heart of this buzzing new area. Housing proposals to Porden Road provide higher density, more affordable living whilst architecturally linking the residential scale to the civic scale.

### ACCESSIBLE SPACES

Kajima's vision to create fully accessible spaces within our proposal starts with ensuring that our design is in line with all current best practice and standards for such requirements. Throughout further detailed stages of design development these requirements will be tested to prove and ensure they are effective.

Level access is provided to all civic and public buildings across the entire Town Hall site, including the new rear entrance to the Town Hall, with the only exception being the steps to the existing Town Hall entrance. The current arrangement of lift-type disabled access to the Town Hall from Acre Lane will be retained and the equipment replaced with a modern, up to date and fit for purpose alternative.

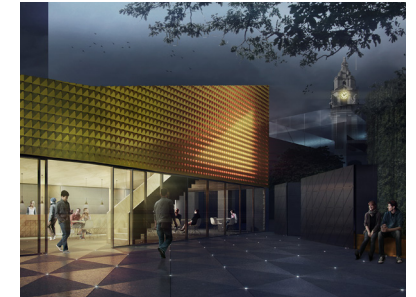
The newly created, clear and generous route through the Town Hall at ground floor, linking the existing entrance on the corner of Acre Lane and Brixton Hill to the new entrance on Buckner Road, will enable the significant flow of visitors to the Council each day to easily access core functions including customer services and registry. The Town Hall is a beacon within Brixton, with the iconic clock tower clearly identifying the



New flexible civic offices to Brixton Hill



New public space



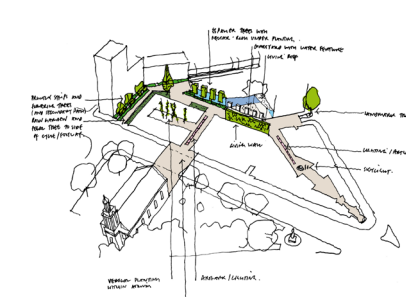
The Triangle



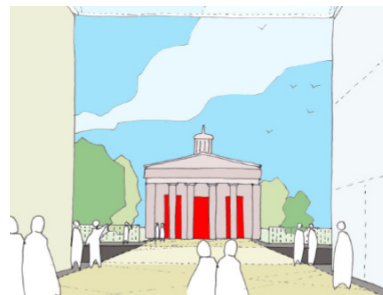
Accessible customer care



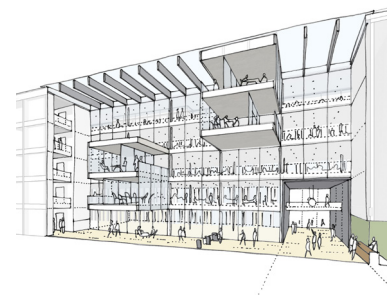
SW2 Enterprise Centre massing



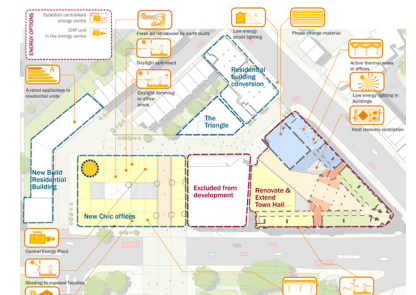
Reconnecting with Brixton



New office location



Modern flexible office space



Site wide sustainability



# SECTION 1: COOPERATIVE COUNCIL

## 1.1 VISION

location for access to the Council.

New visitors, accessing Council services for the first time, often without making a prior appointment, will naturally gravitate to this entrance – the front door of the Council – as they do currently. However, instead of being turned away, sent out of the building and directed to another building in Brixton, they can be directed via the central reception to customer services, registry or other Council service as required, within the Town Hall.

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*New visitors will naturally gravitate to this entrance – the front door of the Council – as they do currently*

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Regular visitors to the Council, in particular those who frequently require access to customer services, will choose to enter the Town Hall by the most convenient route. Those arriving from the south are likely to use the new entrance from Buckner Road, whilst those arriving from the north will use the existing one.

The queues of people observed outside of the existing customer services at Olive Morris House first thing in the morning will therefore be dispersed. Alternatively

if desired, this could be managed by the Council through the staggering of opening times of the entrances, encouraging people to queue in the more discreet location of Buckner Road.

The one key, publicly accessible service located away from the Town Hall at ground floor of the new civic offices is the Youth Offending Service. Requiring access separate from other customer services this space offers the most flexible option with direct access off the arcade and also discrete access from Buckner Road. This proposal and requirements for this space will be developed in collaboration with representatives from the Youth Offending Service at the next stage.

Clear wayfinding and navigation will be enabled through the use of consistently branded clear signage, hard and soft landscaping and strategically and logically located central reception facilities in both the Town Hall and the new civic offices. Where appropriate, integration of public art proposals in to the wayfinding strategy will further reinforce the sense of place and provide a strong sense of identity to the reinvigorated quarter.

### INNOVATIVE, AWARD WINNING SOLUTIONS

Kajima's vision for supporting the Council's track record for innovative award winning solutions was established at the very outset of the project. Selecting a highly recognised professional team of the highest calibre, who share Kajima's, and the Council's, passion for achieving the very best solutions in the built environment is certain to enhance the Council's track record. In addition, our proposed structure, enabling genuine co-production with the Council and its stakeholders, will further enhance the Council's track record and facilitate greater innovation in an open and flexible forum.

Opportunities demonstrating innovative solutions are present across the breadth of the Kajima proposal, not least:

- the innovative commercial structure that will deliver the lowest viability gap, with Kajima motivated to constantly seek cost neutrality
- the re-imagined and reinvigorated Town Hall fit for the modern Cooperative Council
- the highly efficient, flexible new civic offices framing the view to St Matthew's church
- the unique opportunity created by the new heart of the scheme, The Triangle.

### ADDED VALUE AND CONTINUOUS IMPROVEMENT

Kajima's vision for adding value and driving continuous improvement is constructed on the basis of a continuing transparent and open dialogue and co-production with the Council's project team. Kajima are fully motivated through our proposed commercial structure to achieve the ultimate objective of project viability through achieving the lowest viability gap, and aiming for cost neutrality. This collaborative approach and shared objective will optimise the opportunities for added value, with the Council receiving 100 per cent of the benefit of such added value in a fully transparent manner.

Supporting the Council's aims is of primary importance to the entire Kajima team and the transparent approach outlined above will ensure that all of the objectives of the project; providing an affordable, high quality, flexible, sustainable, maintainable solution will be met. The rest of this submission outlines what we have currently achieved with regard to these objectives and the team are enthusiastic to challenge, push and test how we can refine and evolve these proposals further to meet the objectives of the Council.<sup>3</sup>

# SECTION 1: COOPERATIVE COUNCIL

## 1.2 INNOVATION

September 2013

### INTRODUCTION

Kajima's proposed design and commercial solution for the SW2 Enterprise Centre project is focussed on:

- Maximising value and minimising costs
- Flexibility and control for the Council
- Transparency
- Genuine co-production and collaboration
- Deliverability and experience
- High quality design

Our proposals will deliver the Council's ambitious commitment to provide social and physical improvements and commercial growth in the Borough through the redevelopment of its Town Hall and associated Council buildings in the heart of Brixton. The Council's vision to create a landmark, sustainable and thriving mixed use development was one that Kajima instantly connected to and enthusiastically responded. In the time since, we have worked closely and collaboratively with the Council's project team to develop a commercial, financial and design solution that reinforces Lambeth's Cooperative Council status and will deliver the lowest viability gap, with Kajima motivated to constantly seek the Council's key objective of cost neutrality. We have highlighted within this section the key elements of innovation and flair within our overall approach, further details can be found within the relevant sections of our submission.

### JOBS

Our proposal considers jobs within the London Borough of Lambeth from a range of perspectives. In addition to the local economic benefit of having more than 2,000 Council staff working in the heart of Brixton each day delivering patronage and revenue to local cafes, shops, markets and restaurants, and the

600 new residents who will live, shop, eat and relax in Brixton town centre as a result of our residential development proposals, our design proposals for the SW2 Enterprise Centre will have a significant regenerative impact on Brixton Town Centre. In addition to the exciting opportunity spaces for enterprise created within the SW2 Enterprise Centre, The Triangle and the High Street compatible uses on the ground floors of Ivor House and the Hambrook House site, the completed development will attract ongoing inward investment into Brixton as other investors and entrepreneurs gain confidence from seeing the transformational impact of the investment into the SW2 Enterprise Centre.

During the construction phase of the project, working collaboratively with Lambeth Working and tapping in to systems, processes and relationships they have built. Kajima will commit to use all reasonable endeavours to achieve a minimum of 30% of total labour being sourced locally from within the London Borough of Lambeth in relation to this project, and one year trainee post for every £2m of construction cost. Additionally, a minimum of three targeted SMEs will be included in each list of firms invited to tender or price for sub-contract or supply contracts.

We will co-produce with the Council through Lambeth Working and the selected contractor a strategy for effectively recording and monitoring adherence to this commitment, recognising the challenges of monitoring and tracking staff who due to the nature of construction work, move from contract to contract as required. An approach agreed collaboratively with the selected contractor is more likely to lead to a measurable and successful outcome.



Evelyn Grace Academy



Clapham One



SW2 Enterprise Centre

# SECTION 1: COOPERATIVE COUNCIL

## 1.2 INNOVATION

September 2013

Finally, the proposal that our development team is most excited about is that the Kajima board has agreed to commit to recruiting an apprentice from the London Borough of Lambeth to work within our twelve strong development and investment team based in Baker Street, London. This office-based Level 3 Apprenticeship will give the apprentice full exposure to the world of commercial real estate including development and investment management. With the help of the Chartered Surveyor's Training Trust we have identified an appropriate training plan for the role that leads to a qualification as a Royal Institution of Chartered Surveyors Associate as well as a Level 3 NVQ in Surveying, Property and Maintenance and a Diploma in Surveying Practice. This is a real and exciting opportunity for a local student with an interest in commercial real estate to get on the job training with a substantial and successful developer and investor.

### REGENERATION

Our proposals recognise the symbolism of the SW2 Enterprise Centre site and the buildings within it both as a visible sign of an improving environment and an exemplar of collaborative working. The project will directly regenerate the Town Hall site and the various surplus sites; however the overall regenerative impact of the project on Brixton will be significant, challenging perceptions, raising confidence and encouraging further investment and enterprise into Brixton.

The redevelopment and reimagining of the SW2 Enterprise Centre site is symbolic both in terms of its geographic location as a gateway to the south and west and the ways of working to achieve the aspirations for the area. It is considered that these proposals and the team proposing them provide the

imagination and skills required to deliver a development at such an important site.

### PARTNERSHIP

We believe that place making is a process that needs to be highly collaborative to result in buildings of community interest with enhanced identity. Involvement of all stakeholders in an open and transparent manner will be crucial to the success of the project. We will seek early engagement with Council stakeholders; cabinet members, councillors, staff and residents as well as service users; businesses and residents, to inform the enhancement of the co-production strategy.

Our commercial structure contains an inherent flexibility enabling genuine partnership, collaboration and co-production to take place. We believe that such an approach is critical to the successful delivery of the project, not least from a social and political perspective, and that this can only be achieved by fixing the construction price and the surplus land values later in the process, after a full and proper period of collaboration and co-production with the Council and its stakeholders. Any other approach is heavily constrained by commercial positions having been fixed too early in the development process.

We recognise that Brixton represents a diverse range of groups and we will work collaboratively with the Council to identify key stakeholders for consultation. Because this process involves interacting with a diverse group of people, we will develop a wide range of material to allow more people to understand the design development, thereby ensuring a greater degree of involvement and empowerment.

We have started to create a suite of materials for co-production workshops

and other forums of consultation with stakeholders and the local community, as described in section 1.5. These will be developed further in partnership with the council ensuring that the messages are correct and the Council retains appropriate controls over communication channels.

### DESIGN

We have assembled a team of world-class architects and engineers who have worked closely together to develop a design vision for the SW2 Enterprise Centre site with the Council. At the heart of our scheme is a network of pedestrian routes and a new public space which tie the proposed civic and residential buildings into the wider townscape of Brixton.

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### *We have assembled a team of world-class architects and engineers*

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From the new public space at the heart of the scheme, there is a clear legibility to all buildings, new and old, which allows each to demonstrate a strong identity, creating a buzzing and vibrant heart to this regenerated quarter of Brixton. The mix of uses will ensure that this new quarter is active throughout the day and evening, extending the vitality of Brixton town centre. Our proposal to use several architects across the site will serve to enhance this strong sense of place.

### TECHNICAL

We have brought technical innovation and flair to our design proposals, particularly in relation to our bold plan to strip back the Town Hall to its original form, removing later additions and all existing mechanical and electrical installations, preserving and restoring the heritage elements of the

building. We will then insert a new open plan office space and two new cores housing lifts and toilet provision over basement, ground, first and second floors and all new mechanical and electrical services distributed via 'fat walls' within the sensitive heritage parts of the building, and connected to the bio-fuel CHP boiler plant located within the new civic offices.

There will be parity of quality and environment between both the reimagined Town Hall and the new civic offices, with the civic offices having the added benefit of future flexibility of space, with the ability to sublet all or part of any floor should the Council's requirements for space further reduce over time.

### PROJECT & QUALITY MANAGEMENT

Kajima has put in place a robust project management structure to support this project from bid stage through to building handover. The key points of contact at Kajima will remain consistent throughout the entire development process and will be familiar to the Council already from the dialogue phases of the project. Kajima do not separate the bid team from the delivery team in order to ensure continuity, consistency of quality and homogeneous accountability of the project risks and their management.

We bring the experience, innovation and flair of a best in class Project Team, led and managed by Kajima and including Allford Hall Monaghan Morris (Google HQ / The Angel Building) as lead designer, Coffey Architects as The Triangle architect (Young Architect of the Year 2012 / Small Project Architect of the Year 2012), Studio Egret West as residential architect (Clapham One / Park Hill), Atelier Ten M&E Engineers (WWF HQ / Founding member of UK Green Building Council), Elliott Wood Structural Engineers (Sony

HQ), Grant Associates Landscape Architects (National Trust HQ / Park Hill), Davis Langdon cost consultants and DP9 planning consultants, both of whom are prolific in London commercial development projects.



# SECTION 1: COOPERATIVE COUNCIL

## 1.2 INNOVATION

### FINANCIAL DELIVERABILITY

Kajima's proposal is for the Council to fund the majority of the project from surplus site sales. For the interim financing, the Council will either finance from capital or take advantage of the favourable terms offered by Public Works Loan Board borrowing. This strategy has been worked up with the Council during dialogue and to reduce to a minimum the financing costs of the development and improve viability.

The Council retains total flexibility of funding options and can, at their sole discretion, fund through alternative means. Kajima also remain open to the principle of project finance which, once design has been developed, would be more feasible (although would subject additional costs to the project).

### FINANCIAL VIABILITY & CREDIBILITY

Kajima have developed an innovative commercial solution to respond to the Council's overarching objective of achieving the lowest viability gap, with the aim of achieving cost neutrality in relation to the delivery of the project. We will achieve this by de-risking the project through; undertaking detailed surveys; obtaining planning consent; managing detailed design development; and tendering the construction works at the optimum point in the development process.

Only then will the lowest possible price and the highest possible level of risk transfer to a top-tier contractor be obtainable, with Kajima entering into the building contract with the selected contractor. In addition, the Council benefit from Kajima's extra guarantee on top of the protection offered by a contractor to wrap the project.

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*Only after de-risking will the lowest price and the highest level of risk transfer to a top-tier contractor be obtainable*

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In parallel, Kajima will maximise the value of the surplus sites through the gaining of planning permission on each one. By the point of sale, when the Unconditional Development Agreement is signed, the Council will benefit from both the value added through gaining planning permissions and the prevailing market conditions in London and the resultant increase in land values. Each site is then sold individually to the highest bidder, the purchaser best able to utilise each of the surplus sites individual characteristics to achieving the maximum possible receipt and the best site specific outcomes.

### FINANCIAL OFFER & VALUE

Our bid includes a detailed financial model in Section 3 underpinned by detailed development appraisals for each site and compelling market detail forecasts. Our offer is fully transparent, and structured to achieve the best possible outcome for the Council, both in terms of minimising costs and maximising value.

# SECTION 1: COOPERATIVE COUNCIL

## 1.3 JOBS

September 2013

### KAJIMA'S ROLE AS INVESTOR AND DEVELOPER

Kajima employs over 7,700 staff globally. As a developer and investor within the UK we employ 55 staff, 45 of which are based in London at our European headquarters on Baker Street.

We note the London Borough of Lambeth's "More Jobs" campaign, and the priority that this has within the Council. As your Development Partner we will work with Lambeth Working to ensure that the selected Building Contractor and associated supply chain, procured later in the development process, is able to demonstrate and evidence a commitment to creating local jobs and maximising meaningful apprenticeship opportunities throughout the project.

This will require early engagement and collaboration with Lambeth Working, tapping in to the Council's existing systems, processes and relationships with Job Centre Plus, Lambeth First, Lambeth College and other key local agencies programmes and third sector organisations. We would anticipate these including The Young Builders' Trust, TGB Learning Lambeth, the Construction Employer Accord and the Construction Youth Trust.

Our approach is in line with our Corporate and Social Responsibility commitments, and reflects the particularly high level of commitment required by our many public sector clients. The strength of our commitment was evidenced in our recent final tender bid for a further education college in Scotland where our contract included payment deduction provisions for the duration of the 25 year contract if we do not meet the employment targets agreed with the Client.

Prior to contract commencement, a project specific Employment and Skills

Plan will be developed through co-production with the Council to establish meaningful, achievable and measureable local employment targets. Specific targets will be included as part of the Building Contractor tender package to secure the selected Building Contractor into these commitments, ensuring that the local employment opportunities meet the needs of the local community.

### APPRENTICESHIP AND TRAINING SCHEMES

#### Development

Kajima works with partner organisations to provide direct opportunities for apprentices to gain employment and work experience at our European headquarters in Baker Street, London. We currently employ an apprentice within the Kajima Community team and are therefore familiar with the training and management obligations that come with apprenticeships. In the case of our Kajima Community apprenticeship, Kajima acts as a host company, providing on-the-job experience in business administration whilst the apprentice is training towards a Business and Administration NVQ. We have included our template training checklist for this particular role that is used to monitor and record progress, development and training at Appendix A1.2.

Specifically in relation to the SW2 Enterprise Centre project and through collaboration with Lambeth Working, Kajima will commit to directly recruiting an apprentice from the London Borough of Lambeth to work within our twelve strong development and investment team based in Baker Street, London. This office-based Level 3 Apprenticeship will give the apprentice full exposure to the world of commercial real estate including development and investment



# SECTION 1: COOPERATIVE COUNCIL

## 1.3 JOBS

management. With the help of the Chartered Surveyor's Training Trust we have identified an appropriate training plan for the role that leads to a qualification as a Royal Institution of Chartered Surveyors Associate as well as a Level 3 NVQ in Surveying, Property and Maintenance and a Diploma in Surveying Practice. This is a real and exciting opportunity for a local student with an interest in commercial real estate to get on the job training with a substantial and successful developer and investor. We have attached further details of this proposed apprenticeship at Appendix A1.3.

### Construction

In relation to all building, civil engineering and environmental works, and associated site-based administration, we will work collaboratively with the Council and in particular with Lambeth Working to ensure that, if desired by the Council, our selected Building Contractor:

1. Regularly consults with the Council in relation to appropriate recruitment and training arrangements, delivery support arrangements and the provision of opportunities for targeted SMEs and to attend meetings reasonably requested by the Council in writing.
2. Four weeks prior to material commencement of the development, provides the Council with, and subsequently implements, a Construction Recruitment and Training Method Statement to the Council's reasonable satisfaction showing how our selected Building Contractor will achieve the following:
  - Provides either directly or via its supply chain 52 person-weeks of employment for new trainees recruited via Lambeth Working for each £2m in site works value, and

in accordance with the Construction Skills Certification Scheme;

- Within one week of commencement on site provides each new trainee with a written Training Plan leading to at least a NVQ level 2 qualification. This plan will be updated and available for review by Lambeth Working on a monthly basis;
- Notifies Lambeth Working in relation to each vacancy on site, including those in sub-contractor organisations, prior to the commencement of the recruitment process;
- Ensures good equal opportunities recruitment procedures and management practices by the Contractor within its own organisation and also its sub-contractors;
- Provides up to 20 person-weeks of unpaid work experience opportunities per £2m in site works value to be provided for work experience candidates obtained via Lambeth Working.

We believe, based on our previous experience and through our contacts with major Building Contractors on other projects that the above commitments are both aspirational and realistic to deliver. We will work closely with the Council to identify opportunities throughout every stage of the project and ensure that the selected Building Contractor applies policies that encourage the maximisation of apprenticeship and other training opportunities.

### LOCAL JOBS DURING CONSTRUCTION

Kajima has a commitment to working with Building Contractors who can demonstrate previous experience of developing local supply chains and working with local agencies and chambers of commerce to identify local suppliers and sub-contractors. It is a requirement of working in partnership that the Building Contractor appointed will make contacts within local authorities, build links with local schools, employment agencies, local labour in construction schemes and job centres to identify a database of those seeking work.

We will ensure that "Meet the Buyer" workshops are held to meet local firms and present the opportunities available, and that a minimum of three targeted small and medium enterprises (SMEs) will be included in each list of firms invited to tender or price for sub-contract or supply contracts (where suitable firms exist), it being understood that this obligation does not carry with it an obligation to award such contracts to the targeted SMEs.

Kajima will further commit to use all reasonable endeavours to achieve a minimum of 30% of total labour being sourced locally from within the London Borough of Lambeth in relation to this project.

### *Kajima will endeavour to achieve a minimum of 30% labour from within the borough*

We will co-produce with the Council and the selected Building Contractor a strategy for effectively recording and monitoring adherence to these commitments, recognising the challenges of monitoring and tracking staff who due

to the nature of construction work, move from contract to contract as required. An approach agreed collaboratively with the Building Contractor is more likely to lead to a measurable and successful outcome. As an example, we have previously monitored and recorded the performance of Building Contractors by contractually requiring them to:

1. Consult with the local Targeted Recruitment and Training agency (TR&T agency) in relation to under achievement or misconduct (including gross misconduct) by a new trainee prior to considering dismissal.
2. Periodically provide the Authority and the local TR&T agency with a Construction Targeted Recruitment and Training Performance Statement setting out in relation to such period and the contract to date:

- the numbers of weeks employment provided to new trainees recruited from a source named by the TR&T agency, including those on sites outside of the site where this is necessary to provide continuity of employment and training and where the new trainee has been provided with transport to the new site if this is outside of the Authority's area;
- the numbers of weeks employment provided by persons whose main residence has a local post-code;
- a list of targeted SMEs invited to price / tender for work, those that submitted a price, those offered contracts, and for those that were unsuccessful what percentage their price represented of the price submitted by the bidder that was awarded the contract.

This approach has proven to be successful in ensuring adherence to targets and policies established at the start of projects, and we believe this would be a good basis upon which

to collaboratively develop and agree a strategy with the Council for this project. If, at the time of selecting our Building Contractor, the Council was to seek more extensive employment obligations in relation to the project, this can be agreed, but may have an impact upon the construction prices obtained in the market.

### LOCAL JOBS – LONG TERM

A key objective of the SW2 Enterprise Centre project is to create opportunities for local businesses and endeavours. Whilst the Council cannot force enterprise to occur it can act as a catalyst and enabler, and the new SW2 Enterprise Centre offers a significant number of opportunities for local entrepreneurs, businesses and groups to build upon.

The biggest beneficial impact of our development proposal is the bringing together of all Council staff onto one site. The local economic benefit of having more than 2,000 Council staff working in the heart of Brixton each day will deliver patronage and revenue to local cafes, shops, markets and restaurants.

In addition to this, our proposals for the surplus sites will mean more than 600 new residents will live, shop, eat and relax in Brixton town centre.

On a more specific level, we have identified a proportion of the Town Hall that will be made available to local groups and businesses for meeting or office space. We envisage this space be made available to both the Council and local enterprises on a booked basis. Kajima have extensive experience of managing and marketing unused classrooms through our Kajima Community team and we propose to operate a similar booking system for specifically identified surplus rooms during the day and in the



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## 1.3 JOBS

September 2013

evenings. Entrepreneurs and businesses can utilise their own Town Hall to develop embryonic businesses at a low cost and risk without long-term commitments to significant overheads.

This is the opportunity to create real, long term high quality job opportunities for local people. We see this space provision as complimentary to the nearby and highly successful Piano Factory, both allowing growing businesses within the Piano Factory to take advantage of additional serviced meeting / office space and also potentially feeding the Piano Factory with new tenants as embryonic businesses formed in the SW2 Enterprise Centre gain strength and scale.

Our masterplan also creates such opportunities in terms of High Street compatible uses on the ground floors of Ivor House and the Hambrook House site. The Triangle at the centre of the development can also offer opportunities for larger or more established local businesses to utilise the space for pop-up business uses such as monthly farmer's markets or an extension of the Brixton Market Traders' Federation's initiatives.

Our design proposals for the SW2 Enterprise Centre will have a significant regenerative impact on Brixton town centre. In addition to the exciting opportunity spaces created within the SW2 Enterprise Centre, the completed development will attract ongoing inward investment into Brixton as other investors and entrepreneurs gain confidence from seeing the transformational impact of the investment into the SW2 Enterprise Centre.

### EQUALITY AND DIVERSITY

Kajima employs staff on the basis of individual merit alone. As a company we are committed to a policy of equal opportunities for all staff, and we have a zero tolerance approach to discrimination and / or harassment within the workplace. We do not discriminate on the grounds of gender, gender reassignment, race, age, nationality, ethnic or national origin, marital status, sexual orientation, disability or religion. This encompasses every aspect of our business including recruitment, training, remuneration, access to benefits, career progression and any other employment matter.

Our approach to promoting equality and diversity within our business is evidenced by analysis of the make-up of our staff employed throughout the business as at 1 January 2013 as set out in the adjacent table.

Furthermore, we expect our partners and suppliers to evidence adherence to a similarly robust policy of promoting equality and diversity within their organisations.

Kajima is committed to taking all steps necessary to prevent all types of unlawful discrimination in the workplace and take positive action to promote equal opportunities for everyone within or applying to join Kajima. Our aim is to select, recruit, train, promote and reward on the basis of merit, competence and performance.

The maintenance of an equal opportunities environment is every employee's responsibility. As a consequence, everyone working for Kajima is required to:

(a) ensure they treat everyone: colleagues and clients, fairly and without bias;

(b) focus on what people can do rather than on what they cannot;

(c) recognise, accept and value people's differences and ability;

(d) not stereotype or generalise about people or groups of people;

(e) listen and respect everyone's views regardless of their background, sex or experience; discriminatory acts or practices; and

(g) carry out duties at all times with due regard to the Kajima's equal opportunities policy.

(f) draw attention to any discriminatory acts or practices; and

(g) carry out duties at all times with due regard to the Company's equal opportunities policy.

All employees are required to follow this policy. Kajima will not tolerate discrimination or harassment, and failure to follow our policy may lead to disciplinary action and, in some cases, dismissal.

We have attached at Appendix A1.4 our Recruitment and Equal Opportunities and Dignity at Work Policies, which have been extracted from the Kajima staff handbook issued to all staff as part of their induction upon joining the company.

	% of total workforce
<b>Age</b>	
65+	9
55-64	28
40-54	28
25-39	26
Under 25	9
<b>Gender</b>	
Male	68
Female	32
<b>Nationality / Ethnicity</b>	
British (white)	31
British (black)	11
British (Asian)	20
British (other)	0
Other European	8
Other non-European	30
<b>Working Pattern</b>	
Part time	8
Full time	82
Flexible working	10
<b>Disability</b>	
Yes	6
No	94

*Make up of Kajima staff as at 1 January 2013*

# SECTION 1: COOPERATIVE COUNCIL

## 1.4 REGENERATION

September 2013

### BRIXTON TODAY

Brixton has a long and varied cultural history which has resulted in the unique place and people living there today. The redevelopment of the SW2 Enterprise Centre and the associated development of the surplus sites for residential accommodation is another part of the evolution of the area. The SW2 Enterprise Centre will directly regenerate the existing Town Hall site, creating a new Civic Quarter in Brixton. The influx of over 2,000 Council staff and more than 600 new residents to the centre of Brixton will have further significant regenerative benefits to Brixton, with new enterprise opportunities and increased patronage to local cafes, shops and restaurants. The longer term regenerative impact of this project will be increased investor confidence in the area, with further new enterprise establishing itself in Brixton as the extent of the changes taking place in the area become clear.

### CONTEXT AND CHALLENGES

The SW2 Enterprise Centre acts as a gateway to and from the south and south west, particularly along the arterial routes of Acre Lane, Brixton Hill and to a lesser degree Effra Road. The site also acts as a hub and civic destination due to the uses that are associated with Lambeth Town Hall. These civic uses sit alongside other commercial ventures such as the recently renovated Electric Brixton. Furthermore, the site has a strong historic context due to the iconic clock tower and a number of buildings of local interest.

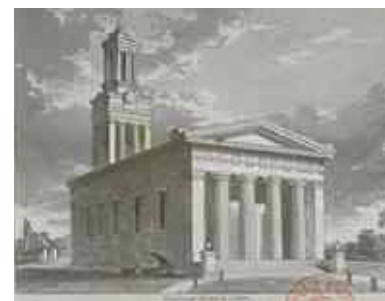
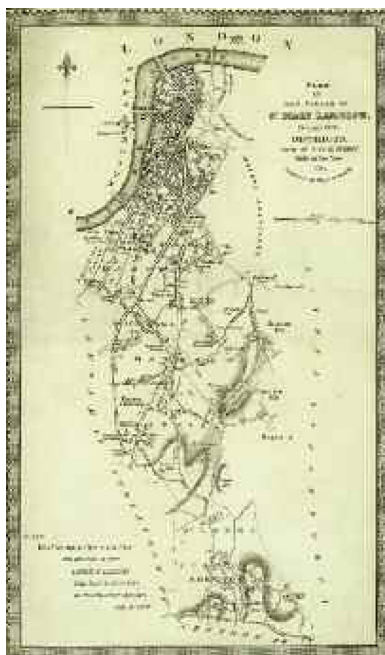
The wider context of the area includes a significant provision of socially rented residential accommodation which makes up a large proportion of the housing around the site. There is also a wide variety of different shops, restaurants and cafés in the area which include the

very popular covered markets. However there is a clear decline in quality of retail provision around the site which is falling short in its role of supporting and drawing in footfall into the heart of Brixton.

The urban fabric around the site lacks physical and spatial cohesion. The site is often referred to as an island which is a description that reflects the main roads that sever the site from areas to the north west, south east and east. Nowhere is this more evident than the restriction of movement to and from Windrush Square, St Matthew's Church and the associated Peace Gardens.

### WAYS OF WORKING

It is our understanding that the context and challenges facing the site will be addressed in a manner commensurate with the Council's own aspirations both in terms of ways of working and the final development. It is clear through the extensive commitment of time and effort that have been invested (both by the Council and local stakeholders) in the production of documents such as the Future Brixton Masterplan and the Future Brixton Supplementary Planning Document (SPD) that the Council is absolutely committed to its vision of becoming the first truly Cooperative Council. It will be essential that the site stands up as a benchmark of this model of devolved and collaborative decision making. This project presents an opportunity to put a marker down for future redevelopments throughout the borough by laying the foundations of what it means to be a Cooperative Council. The development of the SW2 Enterprise Centre will serve to strengthen neighbourhoods, support diversity and build on successes such as the recent Academy of Urbanism's Great Neighbourhood Award. All



# SECTION 1: COOPERATIVE COUNCIL

## 1.4 REGENERATION

September 2013

elements of the scheme will also take account of the ten guiding principles contained within the One Planet Living development framework.

The proposals set out in this response recognise the symbolism of the site and the buildings within it both as a visible sign of an improving environment and an exemplar of collaborative working. However, a clear message from the emerging policy and stakeholder consultations is that there is a balance to be struck between the old and the new. There is a tangible concern that Brixton could become gentrified and that some of those people that make up the rich cultural mix could be marginalised. It will be important through the development of this scheme to reaffirm the value placed on the history of Brixton and its people and how this sits alongside aspirations to improve the site. This will also provide reassurance for the future phases of redevelopment within Brixton town centre.

### SETTING THE BAR FOR FUTURE DEVELOPMENT

The redevelopment of the SW2 Enterprise Centre and associated sites provides opportunities for major land-use changes, more efficient use of land and intensification of uses to benefit Brixton and its residents. This site is likely to be the first area brought forward from within the Future Brixton SPD and it will be essential to demonstrate that the scheme is commensurate with the principles agreed within this document. As such, this first development will establish opportunities for investment including new housing, new employment and enterprise, improved retail offers and enhanced civic activities which will assist in ensuring the longer term vitality and viability of the town centre. It will be important to clearly demonstrate the public benefits

of the scheme, in particular the improved civic uses, to reassure stakeholders that this development underpins the town-wide framework and ensures all parties benefit from the investment. Living conditions and environmental standards will also be improved through new housing and rebalancing types and tenures of housing whilst investing in new and improved public open spaces.

### Heritage

The redevelopment will respect and enhance those buildings of heritage significance, particularly the Town Hall and the Ivor House façade. It will be important that any new development does not compete with or undermine the value of such historic buildings. The SW2 Enterprise Centre scheme will also improve accessibility by investigating east west movements to and from the church and Windrush Square.

### Context

Each development parcel has been considered carefully in the context of its surroundings. The historic context of the Town Hall and the other sites represent the starting point for considering proposals for the redevelopment potential. The development around the Town Hall, namely the new civic office building, Porden Road and Ivor House, are informed by the significance of the listed Town Hall building. The Town Hall building sits proud on its site and views of the building including development in the fore and background are important. As such, the massing of these three buildings has been carefully considered in order to maximise floorspace whilst maintaining the town halls setting. Furthermore, the façade of Ivor House is a historic asset in its own right. The proposed roof extension ensures that the quality and proportions of the existing

façade are not undermined. The Ivor House proposals are considered to be harmonious with the existing façade.

Olive Morris House is located some way from the main site and is not so limited by the conservation constraints. The main consideration for the massing of this building is the residential uses surrounding the site on three sides. The proposed design has carefully considered how the building interacts with these surrounding dwellings to ensure that the amenity of local residents is not harmed.

### Residential uses

To address the imbalance of socially rented residential properties in Brixton, residential uses are proposed in Ivor House, Olive Morris House and on Porden Road. These residential uses are envisaged to be situated above ground floor commercial space with residential uses at ground floor at only part of Porden Road and Olive Morris House.

The introduction of such housing will diversify the quantity and type of units in the area, providing new homes for a more varied demographic. This will be particularly beneficial as the residential provision is located at either end of Brixton's main high street. Improving the quality of the housing stock will also have knock-on improvements to residents living conditions and general quality of life.

### Commercial and enterprise space

The commercial uses proposed at ground floor of Ivor House will have the effect of animating the currently dull and imposing façades. Ivor House in particular has a very important role on Acre Lane. The large Tesco store further to the west is a significant draw particularly due to the associated car park. As such, the linkages between Tesco and Brixton town centre are important to ensure footfall

is retained and encouraged into the heart of Brixton. The commercial space located at Ivor House and the site in general will be key to ensuring this flow of people and maximising Brixton's offer more generally. We believe that there is scope to locate a multi-GP practice and associated pharmacy into this location, and this will be further explored and developed after selection. The overall package of commercial and enterprise provision will increase the stock of units for local businesses, provide jobs and improve the vitality of the town centre.

### Collocation of Council Services

The rationalisation of the Council's office spaces in to the new office building and enhancements to the Town Hall help to unlock the inherent value of the Councils land at its other sites. The more general benefits to Brixton of improved housing, commercial provision and an improved environment have been discussed but there are also significant benefits to the Council of bringing services on to one site. The Council, and local residents, will profit from having a more rational and logical civic destination that has the benefit of being cross-subsidised by other elements of the scheme.

### Public realm

A corner stone of the proposals for the Town Hall site is dramatically increasing permeability around and through the site. This links closely to encouraging movements west to east along Acre Lane and will be supplemented by new connections through the site from Acre Lane on to Brixton Hill. A new civic space will be created in the centre of the site which will also help to draw people in to and through the space. It is also recognised that the site is a destination for a wide variety of uses which will be complemented by this

small open space but which will be subordinate to Windrush Square.

The new open space will build on the success of Windrush Square and there will be a concerted effort to forge more practical and useable links between this new civic space, Windrush Square and the Peace Gardens. It is proposed to draw the materiality of the new civic space across the carriage way of Brixton Hill to the St Matthew's Church and the Peace Gardens. By creating this tangible visual linkage, potentially enhanced by a pedestrian crossing, it is considered that this will become a far more frequented and popular east / west route and will further encourage movement in to Brixton.



# SECTION 1: COOPERATIVE COUNCIL

## 1.4 REGENERATION

September 2013

### OUTCOMES AND BENEFITS

Outcomes	Benefits
More efficient use of land	Long term revenue savings for the Council New residents and Council staff resulting in increased patronage to local businesses and spend within the local area
Celebrating the heritage of the existing estate	Heritage assets are restored and positively celebrated Preservation for future generations Assets that are currently hidden will be accessible for all to enjoy creating a unique and identifiable area and a sense of place The Town Hall will be sensitively upgraded to meet current environmental and legislative requirements
Reinstating the Town Hall at the heart of the community as the home of local democracy	The iconic Town Hall resumes its rightful place to which service users naturally gravitate, with a resultant increase of footfall in the vicinity Service users have one location to attend for core services The Council Chamber is visible and central to our proposals
Addressing the imbalance of socially rented housing	The number of affordable and private homes is increased The quality of social rented housing on offer is improved Diversification of the number and type of housing in the area

Outcomes	Benefits
Provision of new commercial space	Reactivation of tired frontages Knock-on effect of improvements to other areas, e.g. retail provision to the west side of Acre Lane Improvements to key routes into the town centre Potential for valuable facilities to be provided, e.g. modern, accessible GP surgery and associated pharmacy
Provision of enterprise space	Flexible space allowing entrepreneurial, creative and cultural activities to flourish Collocation of like minded, similar business start ups etc. further enhancing local spending and relationship building Increase in the number and type of jobs available and employment within the local area
Collocation of Council services	One central, rational and logical location for Council services Value from surplus sites is enhanced and unlocked to the full benefit of the Council
High quality public realm	Improved permeability of the site and connections to its wider context Wider regenerative effect as further inward investment is attracted to surrounding areas Increased local spend – people will dwell longer in a pleasant environment Reduction in the crime and anti-social behaviour currently associated with the site Opportunities to involve local artists to inspire and delight

# SECTION 1: COOPERATIVE COUNCIL

## 1.4 REGENERATION

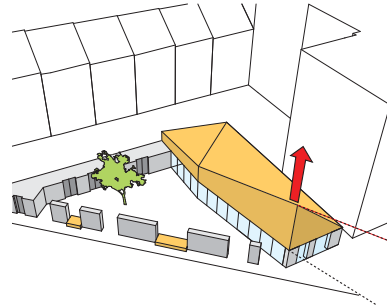
September 2013

### CONCLUSION

The redevelopment and reimagining of the SW2 Enterprise Centre is symbolic in terms of its geographic location as a gateway to the south and west, the ways of working to achieve the aspirations for the area and as the first major scheme to come forward through the Future Brixton SPD. It is considered that these proposals and the team proposing them will provide the imagination and skills to deliver a development at such an important site and at such an important time.



1 SW2 Enterprise Centre



2 The Triangle



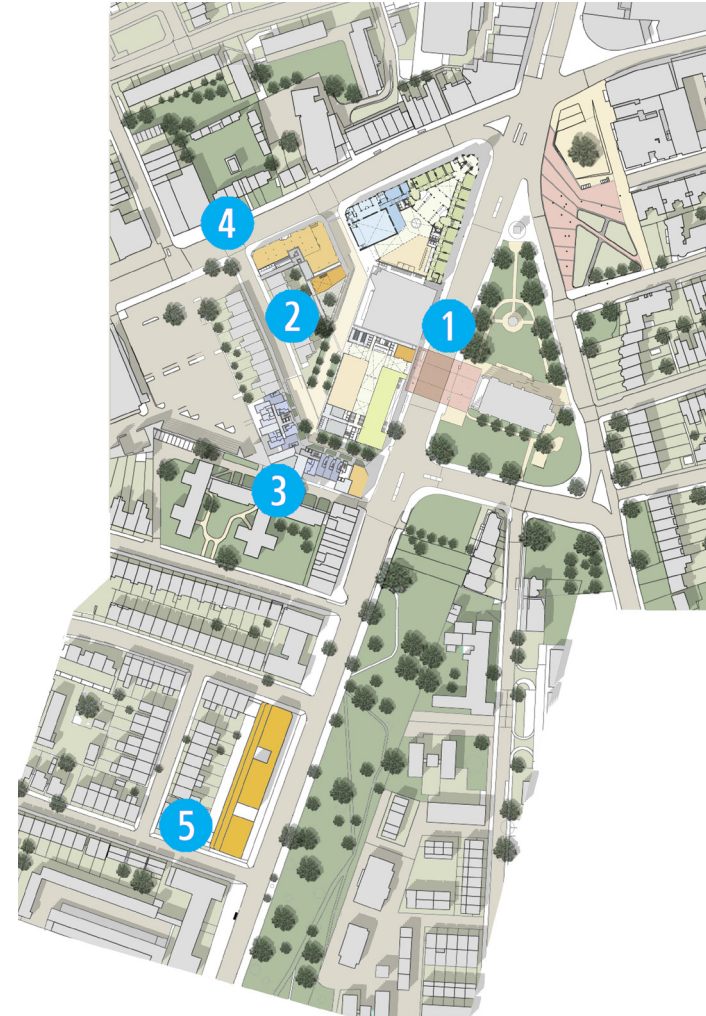
3 Porden Road



4 Ivor House



5 Olive Morris House



# SECTION 1: COOPERATIVE COUNCIL

## 1.5 PARTNERSHIP

September 2013

### ENABLING GENUINE PARTNERSHIP

Our proposed commercial structure as the Council's Development Partner enables genuine partnership, collaboration and co-production to take place. Such an approach is critical to the successful delivery of this project, not least from a social and political perspective, and this can only be achieved by fixing the construction price and the surplus land values later in the process, after a full and proper period of collaboration and co-production with the Council and its stakeholders. Any other approach is heavily constrained by commercial positions having been fixed and unquantifiable risks transferred too early in the development process.

### INVOLVING STAKEHOLDERS

Place making is a process that needs to be highly collaborative to result in buildings of community interest with enhanced identity. Involvement of all stakeholders in an open and transparent manner will be crucial to the success of the project. We will seek early engagement with Council stakeholders; cabinet Members, Councillors, staff and residents as well as service users; (both businesses and residents), to further refine the brief and accommodate feedback where appropriate.

Our understanding of the Council's vision and ethos has evolved through a series of engagements with the Council team. We have found the engagements to be extremely productive, informative and positive. Our proposals have responded to the brief and to issues raised and discussed in dialogue. These proposals remain at a relatively early stage in the design process. There is much work to be done through detailed design after selection, when design work to

accommodate feedback from this current stage and from ongoing co-production with stakeholders will be incorporated.

### PUBLIC STAKEHOLDER ENGAGEMENT

Our design has already responded very positively to the public co-production workshop held in December. We have provided a range of different types of enterprise and community space throughout the SW2 Enterprise Centre. From flexible, serviced office and meeting space available to hire within the Town Hall, whether for embryonic new business start-ups or for community groups / clubs, evening classes etc, to The Triangle in the heart of the site on Buckner Road, a highly flexible and adaptable multi function indoor and outdoor venue for cultural activities, pop up restaurants and other enterprise uses as demand and ideas dictate. This is in addition to the significantly enhanced public spaces and routes through the site and more conventional high street type commercial space available for local enterprise on the ground floor of the residential units at Porden Road at the junction with Brixton Hill, on the ground floor of the new civic offices adjacent to The Electric, and on the ground floor of Ivor House, where we are planning to enter into negotiations with a multi practice GP surgery to move into the site, with an associated opportunity for a co-located Pharmacy providing a highly valued community amenity.

We anticipate further public engagement as the design develops in the lead up to submission of the Planning Application. This will be through direct contact workshops, and also through social media, project website, newsletters and so on to permit access to the highest possible number of interested parties.

Social media sites on Twitter and Facebook have already been established (but not yet activated) as a means to distribute information about the project as it develops, and allow for communication back to the central project team. Upon appointment as Preferred Development Partner, and in agreement with the Council, these can quickly and easily be activated to become 'live' sites, with the Council approving the supply of information and management of all such communication channels, if preferred.

### STAFF STAKEHOLDER ENGAGEMENT

Critical to the detailed design of both the Town Hall and the new civic offices will be engagement with Council staff and Members, in order to fully understand how key departments and services function. This will be particularly important to those services that have more bespoke requirements, including, but not limited to Customer Services, Reception, Members, the Youth Offending Service, Children's Services and the Registry. We envisage a series of workshops with senior departmental members of staff and Members in order to further develop the brief and the design to respond appropriately to the specific nature and requirements of these service areas.

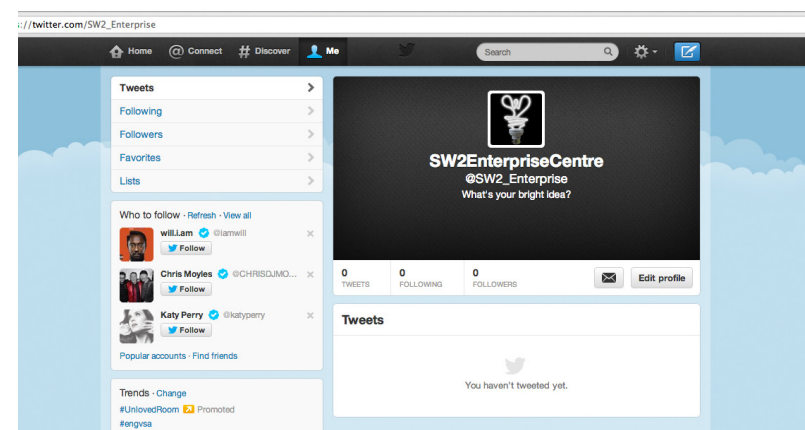
*We envisage a series of workshops with senior departmental staff and Members to further develop the brief and the design*

### ENGENDERING TRUST

Consultation is becoming increasingly sophisticated and is an important stage in the design process which both enriches the final outcome and

engenders trust with the local community.

As a consortium, we will draw upon our extensive experience of consulting with a wide range of groups with a consistent, open and collaborative approach to shape our strategy for co-production and stakeholder engagement, previous examples of which are illustrated on the following page.



Social media engagement



# SECTION 1: COOPERATIVE COUNCIL

## 1.5 PARTNERSHIP

September 2013

### HAB HOUSING, OXFORD

#### HAB Oakus & AHMM

The scheme was regularly presented to key stakeholders and the OCC Planning Department to meaningfully inform the design process. As part of the tender submission, nine public consultation events were undertaken, scheduled prior to key stages to allow comments and reactions to be addressed. The process was documented with questionnaires and feedback forms and formed part of the Planning Application submission.



### STRATFORD TOWN CENTRE

#### Studio Egret West & LBN

Studio Egret West worked with the London Borough of Newham and Stratford Renaissance Partnership to design and deliver a regeneration of Stratford Town Centre and Public Realm. SEW worked tirelessly with over one hundred stakeholders (including ten public events) through out a two year project process. They aggregated opinion and translated this into real proposals without compromising on aesthetic and architectural ambitions.



### NEWCASTLE CITY LIBRARY

#### Newcastle City Council & Kajima

As part of the development local artist Kathryn Hodgkinson was commissioned to create an artwork that could be integrated into the building itself. Kajima and the artist engaged with the local community through a series of workshop and where they were asked to answer four questions, "What do you fear? What makes you happy? What would you change? and What gives you hope?" The responses and associated artwork are screen printed in the main glass facade of the building as physical manifestation of the communities hopes and aspirations for the future.



### OLD VINYL FACTORY

#### Cathedral Group, AHMM & Studio Egret West

For part of the consultation on the redevelopment of the iconic HMV Factory site in Hayes, West London, an exhibition of archive images was held and local residents and former workers were invited to reminisce and share their experiences of the site and offer their views on proposals for its redevelopment. This was documented on feedback forms and formed part of the Planning Application submission.



### KENTISH TOWN HEALTH CENTRE

#### James Wigg practice & AHMM

Stakeholder workshops were held with existing users to define requirements and project aspirations, and generate more creative ideas about the patient and staff environment. A public exhibition was held to allow local people to comment on and feel informed about the changes to their area. AHMM met every 6 weeks with residents to update them on progress. These meetings formed part of the section 106 planning consent agreement



### ANNE MEWS

#### First Base & AHMM

Anne Mews is the first social housing to be built in the London Borough of Barking & Dagenham for 40 years. Several events, tailored and held to suit specific groups were arranged by the team alongside the client group. An open public consultation event took place in Vicarage Fields, at the heart of a busy shopping centre. Further smaller scale seminars were held to special interest groups. Comments received at these events were included in the design process and had a positive impact on the final design.



# SECTION 1: COOPERATIVE COUNCIL

## 1.5 PARTNERSHIP

### PROGRESSING IDEAS

We have the ability to progress ideas and proposals through engagement with complex client bodies (developers, land owners, local authorities, tenants etc.) team working (the design, project team and other specialists) stakeholder involvement (local residents, focus groups and users) and through negotiations with statutory consultees.

We recognise that Brixton represents a diverse range of groups and we will work collaboratively with the Council to identify key stakeholders for consultation, who may include:

- The Brixton Society
- Lambeth First
- Transition Town Brixton
- Lambeth Town Hall employees & users
- Local residents
- Remakery Brixton
- Friends of Windrush Square
- Landowners
- Local Business and Enterprise
- Private sector organisations

### ACTIVE ENGAGEMENT

As part of Lambeth's vision for a Cooperative Council, we understand the aspiration to give local people more involvement in and control over the places where they live and work.

We will actively seek to build on the work already completed by the Council as part of the Brixton Supplementary Planning Document and further develop the relationships with the local community that have been generated by this. Local residents and businesses, community organisations and the Council's other strategic partners input will help us to develop the strategy for the SW2 Enterprise Centre through a series of stakeholder workshops and events at key stages in development of the

design, providing them with a true sense of ownership of their project.

We aim to understand the inputs of each group to actively engage them in the dialogue of the design process. This understanding will include how the master plan will socially integrate with its context.

### PROCESS

Because this process involves interacting with a diverse group of people, we will develop a wide range of material to allow more people to understand the design development, thereby ensuring a greater degree of involvement and empowerment. The structure will vary according to each stakeholder groups needs, but can include the following;

- Formal meeting presentations with Q&A sessions
- Early marketing to raise awareness of the project
- Public exhibitions and market stalls with informal architects interfaces to find out peoples thoughts and opinions
- Roundtable workshops with sketching & modelling tools
- Publishing draft proposals online to allow comment by the wider community
- Site visits to exemplar civic and residential schemes
- Early engagement with local business and enterprise. Focused sessions to guide the design of commercial elements of the scheme.
- A steering group made of key representatives from the local community and businesses which follow the project.
- Engagement on how the local community might become involved with aspects of the scheme after completion e.g. maintenance of the gardens under the supervision of a Head Gardener.

The images illustrate the suite of materials used for consultation on the HAB Oakus project in Oxford, including early marketing material, development models and exhibition boards.

### OUTCOMES

A key outcome of active engagement is recording the suggestions and issues that various stakeholders have raised.

We would then follow this up with further workshops at key stages of the design to demonstrate how we have responded to the issues raised and also look towards the next steps with the various stakeholder groups. We hope that through a high degree of consultation all stakeholders and the local community develop a sense of ownership of their SW2 Enterprise Centre, enriching the project.





# SECTION 1: COOPERATIVE COUNCIL

## 1.5 PARTNERSHIP

September 2013

### INITIAL CO-PRODUCTION DAY, 27 JULY 2013

The value of early engagement was demonstrated at the first co-production day in July. Key members of the Kajima team met and positively and actively engaged with various groups of local residents who will be affected by the development on the triangle site.

A number of materials were prepared and utilised in order to assist the understanding of the Kajima proposals. Materials included; information boards, PowerPoint presentation, branded 'idea' post-it notes and pens, feedback post cards and shared printed plans to which notes and feedback could be directly added. Some photos of the event and examples of the materials used are shown.

Feedback was collected by the team on the day and a number of issues were raised that might not previously have been obvious. Whilst within the bounds of competitive dialogue there is limited opportunity for collecting further feedback and responding directly to concerns, the Kajima team demonstrated an ability to listen to a number of views and present appropriately on a number of levels to a range of people.

The comments, positive and negative, raised by local residents were varied and can be viewed in full on the engagement boards as shown on the following page, but included as a summary:

- Parking is the single biggest issue for Porden Road residents, but the issue is not lack of spaces, rather the over-supply, enabling patrons of the Electric to park late at night, loitering at their parked cars and causing significant disruption to residents, particularly at weekends
- Anti-social behaviour is next

biggest issue – less night time uses would be good

- The Electric – has huge tour buses that access from Porden Road if they are too large for Buckner Road. Engaging and involving The Electric will be difficult but will be key
- GP practice would be welcomed – inadequate facilities currently
- Arlington Lodge currently suffers from significant night time noise pollution
- Stepped design to Porden Road is good
- Arlington Lodge residents would not like to see a crèche in the development
- Small concerns over construction disruption but alleviated by Considerate Contractor Scheme etc. e.g. no night working, deliveries etc

For the purposes of the Final Tender submission these points have been noted and initial thoughts on both solutions for negative issues and strengthening positives within the scheme have been gathered. They will be investigated further, and appropriate action taken post award, working in close collaboration with the Council and other stakeholders and user groups.



Images and materials from co-production day



What's your **bright idea**?

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Email: \_\_\_\_\_

[f /SW2EnterpriseCentre](#)
[www.enterprise-sw2.com](#)  
[t @SW2\\_Enterprise](#)
[mailto:brightidea@sw2-ec.com](#)



Further investigation of issues raised



# SECTION 1: COOPERATIVE COUNCIL 1.5 PARTNERSHIP

September 2013

## CO-PRODUCTION DAY FEEDBACK

### What's your bright idea?



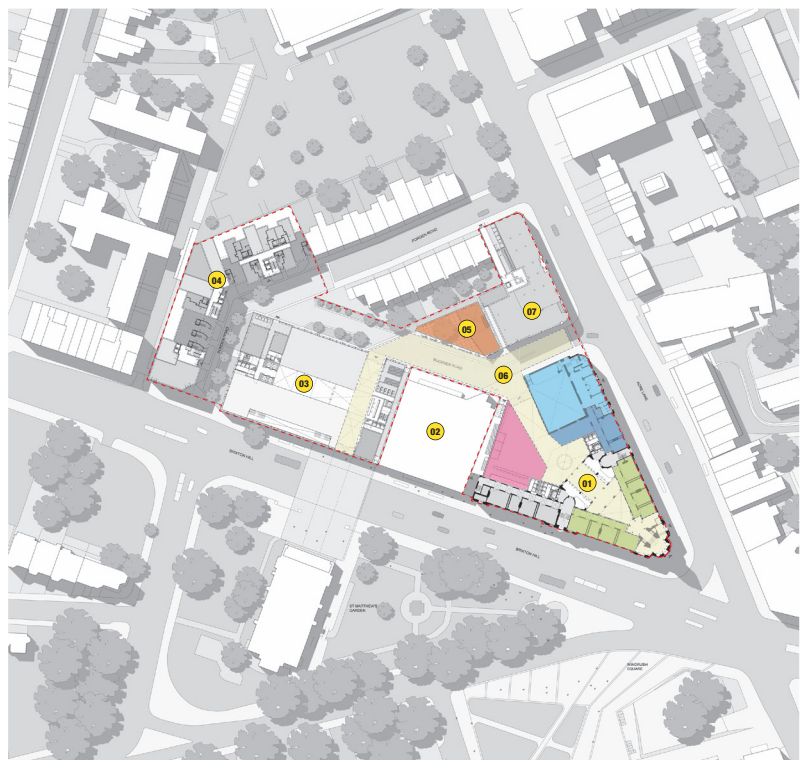
#### Group 1 Porden Road

- 1- Closing The Fridge bar would be welcomed
- 2- GP practice would be welcomed - inadequate facilities currently
- 3- Overlooking of gardens from Ivor House might be an issue
- 4- Parking issues to Porden Road - only 3 cars in the street, so empty in day time (when restrictions are in place) but full up when restrictions end (18-30) with clubbers who then create a disturbance
- 5- Parking is the single biggest issue for residents
- 6- Anti-social behaviour is next biggest issue - less night time uses would be good
- 7- More car club parking spaces would be good
- 8- Assembly Hall events are the loudest - windows open etc
- 9- Access to Porden Road from Brixton Hill remaining as cycle only is good
- 10- If landscaping could continue down Porden Road creating a 'whole site' of the block (better parking etc.) residents would approve
- 11- Wall to The Triangle - current height is fine
- 12- The Triangle CGI looks like a bar (as night time) - not good
- 13- Anti-social - e.g. drug dealers storing their stashes in front gardens
- 14- The Electric - has huge tour buses that access from Porden Road if they are too large for Buckner Road engaging and involving The Electric will be difficult but will be key
- 15- Use of civic offices terrace to Buckner Road - should not be used as a smoking space

#### Legend

- 01 LAMBETH TOWN HALL
- 02 ELECTRIC BRIXTON
- 03 CIVIC OFFICES
- 04 PORDEN ROAD RESIDENTIAL
- 05 THE TRIANGLE
- 06 NEW PUBLIC REALM
- 07 IVOR HOUSE
- 08 NEW ENTRANCE & PUBLIC ROUTE THROUGH TOWN HALL
- 09 THE TRIANGLE - A VENUE FOR EVERYONE
- 10 PUBLIC CUSTOMER SERVICES
- 11 PUBLIC ASSEMBLY ROOM
- 12 PUBLIC REGISTRY
- 13 PUBLIC MEETING ROOMS / ENTERPRISE SUITE

### SW2 Enterprise Centre



Community and Enterprise Opportunity Spaces - Ground Floor Level



### What's your bright idea?



#### Group 2 Lambeth Black Families Forum

- 1- Youth facilities & services are being cut
- 2- Primary concern is that space be provided for relocation / collocation of these services

#### Legend

- 01 LAMBETH TOWN HALL
- 02 ELECTRIC BRIXTON
- 03 CIVIC OFFICES
- 04 PORDEN ROAD RESIDENTIAL
- 05 THE TRIANGLE
- 06 NEW PUBLIC REALM
- 07 IVOR HOUSE
- 08 NEW ENTRANCE & PUBLIC ROUTE THROUGH TOWN HALL
- 09 THE TRIANGLE - A VENUE FOR EVERYONE
- 10 PUBLIC CUSTOMER SERVICES
- 11 PUBLIC ASSEMBLY ROOM
- 12 PUBLIC REGISTRY
- 13 PUBLIC MEETING ROOMS / ENTERPRISE SUITE



Community and Enterprise Opportunity Spaces - Ground Floor Level

### What's your bright idea?



#### Group 3 Arlington Lodge

- 1- Arlington Lodge is currently very noisy
- 2- Stepped design to Porden Road is good
- 3- Concerns about blocking of views - ground plus 4 would be better (same height as Arlington Lodge)
- 4- No balconies to the back (facing Arlington Lodge) is good
- 5- Maintaining views from Arlington Lodge is important - panorama of London
- 6- No extra parking inclusion is very good
- 7- Arlington Lodge residents would not like a creche in the development
- 8- GP practice is an excellent idea as currently some residents have to take a bus to closest GP
- 9- Second 'step' to Porden Road block would ideally be one storey lower
- 10- Civic offices - colours to elevation might not 'stand the test of time', red brick would be better - but not detailed design yet
- 11- Public conveniences - free access in Town Hall?
- 12- Continuation of vertical grain to Brixton Hill is good
- 13- Small concerns over construction disruption but alleviated by Considerate Contractor Scheme etc e.g. no night working, deliveries etc

#### Legend

- 01 LAMBETH TOWN HALL
- 02 ELECTRIC BRIXTON
- 03 CIVIC OFFICES
- 04 PORDEN ROAD RESIDENTIAL
- 05 THE TRIANGLE
- 06 NEW PUBLIC REALM
- 07 IVOR HOUSE
- 08 NEW ENTRANCE & PUBLIC ROUTE THROUGH TOWN HALL
- 09 THE TRIANGLE - A VENUE FOR EVERYONE
- 10 PUBLIC CUSTOMER SERVICES
- 11 PUBLIC ASSEMBLY ROOM
- 12 PUBLIC REGISTRY
- 13 PUBLIC MEETING ROOMS / ENTERPRISE SUITE



Community and Enterprise Opportunity Spaces - Ground Floor Level