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Vision

Max 20 minute presentation to the Programme Board &
max 10 slide ISDS submission

1. Shared Vision



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2. Community



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**united
house**

3. The Town Hall



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4. New Council Offices and Customer Service Centre



Ground floor plan



Section through atrium



Front elevation



View towards public atrium



View of Customer Services Centre



View from Windrush Square

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5. Hambrook Gardens: New mixed tenure homes



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6. Enabling sites



INTERNATIONAL HOUSE



OLIVE MORRIS



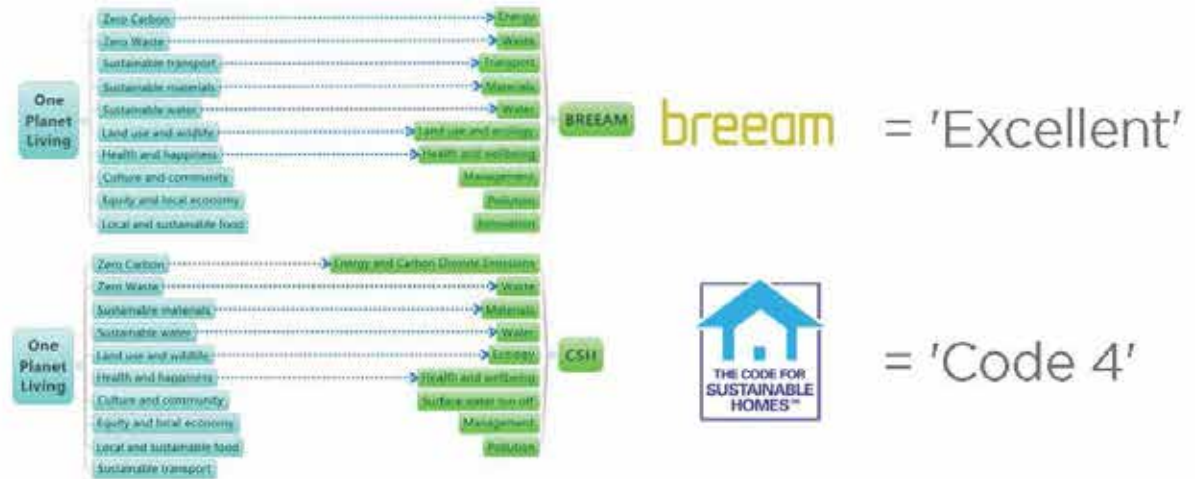
WANLESS ROAD

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7. Sustainability



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united house

8. Commercial Potential Realised



Bridging the Gap		Surplus/Deficit
Compliant Bid		-37,841,901
BREEAM Excellent on the Town Hall		733,728
	Deficit	-37,108,173
Embedded value in our bid		
Capitalised potential income from the Cafes		2,080,267
Capitalised potential increase in income from the new Assembly Room, Catering and Roof Garden		16,966,667
Commercial lease for the Creche		522,308
	Deficit	-17,538,931
Budget decisions for the Council		
CAT B by others		4,898,676
Fixtures, Fittings and furniture by others		2,849,131
Space standards for the Council - Every m2 of space required by the Council costs £3,374		nil
Possible reduction in ICT budget from £4.5m to £2m		2,500,000
	Deficit	-7,291,124
Level of Affordable Housing decision by the Council		
Affordable Housing	Reduce from 41% to 30%	1,471,296
	Reduce from 30% to 20%	1,355,899
	Reduce from 20% to 10%	988,199
	Reduce from 10% to 0	0
	Deficit	-3,475,730
Town Planning Influences		
New build solution to Ivor House Council accommodation (ie don't retain the façade)		1,028,964
Increase the height of all the buildings by 3 stories		13,274,585
	Surplus	10,827,819
Finance		
Capital Allowances		3,380,000
	Surplus	14,207,819
Council actions		
Council sale of Phoenix House		16,000,000
Borrowing against future savings for new efficient Council accommodation		TBA
	Surplus	30,207,819

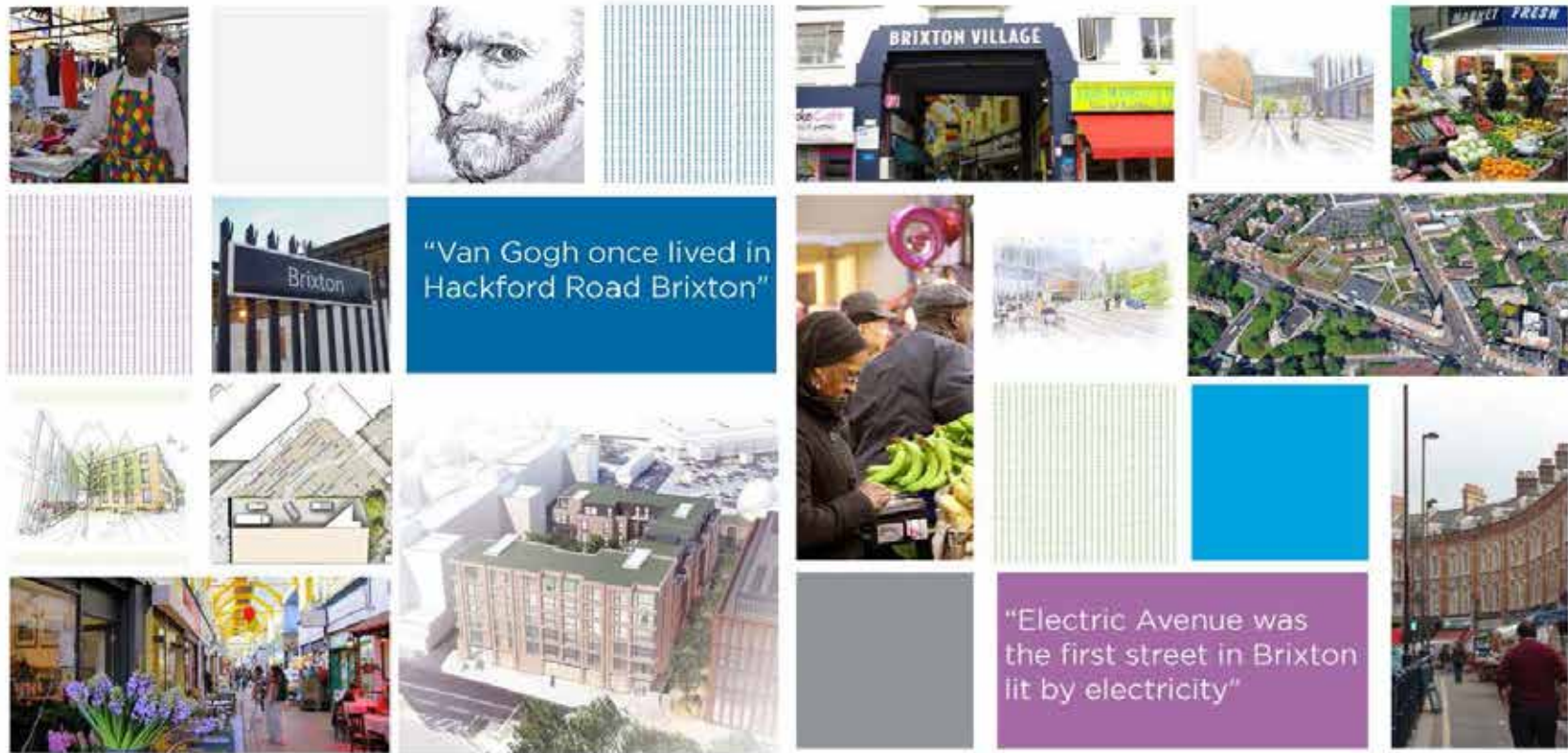
Lambeth
Future savings of new
efficient rationalised
accommodation

9. Legal

- Structure
 - Development lease on the enabling sites
 - On completion a long lease on the enabling sites
 - Building licence for the Council accommodation
 - The Council own the completed Council accommodation
- United House take the following risks:
 - Planning risk
 - Construction risk
 - Sales risk
- Lambeth receive half the savings if construction costs are less than estimated but don't pay if they are more
- Lambeth receive half the additional profit resulting from increased values of the residential dwellings. 5% pa equates to over £15m for the Council



10. Your Town Hall



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Journal Pre-proof



Innovation

Please describe in a single document:

- To describe how you intend to bring both innovation and flair across elements of the project.

Innovation not Novelty

Our proposals for the Enterprise Centre contain a number of innovations. We have been careful not to mistake 'innovation' for 'novelty' and our approach has been to evolve existing models and thinking to provide new solutions to old challenges.

The great innovation of this scheme is embedded in its DNA. What began as a collaborative approach with the community will be continued and strengthened to deliver a truly co-operative development that sets a new National standard.

Co-operative Council

We have constantly referenced our thoughts back to the principles of the Co-operative Council to ensure that we remain true to the goals of the project. We are confident that our proposals now demonstrate:

- **Partnership** with the community
- **Co-production** and building on what exists already
- **Reciprocity**
- **Local employment** and skills development
- **Maximum accessibility** and equalities

Jobs

Our approach to delivering jobs as part of the project is centred around the principle of helping people to realise their potential. We do not subscribe to the idea that there is a critical shortage of employment opportunity, and consider that the work exists but that people are not sufficiently skilled to fill roles or are not aware that they are available. As such, our approach will follow two paths; developing people and facilitating employment. We have set out our major moves in each of these areas.

Developing People

As a result of the competitive dialogue process we have agreed with the Council that we will work together to identify and implement a training programme.

Facilitating Employment

Local Jobs

We will:

- Commit to a local labour force.
- Advertise all site jobs on the site hoarding, via direct marketing to Lambeth Living and Housing Association tenants and through Brixton Job Centre.
- Work with local colleges to identify NVQ graduates that are able to join the workforce immediately.
- Sponsor 100 people to sit a health and safety test to obtain a CSCS card, and sponsor the cost of the cards.
- Assess all site labourers and support them to obtain a 'Green' CSCS card.
- Act as a broker between the Jobcentre, Skills Zone and our subcontractors to identify skilled local people who can work for subcontractors as an alternative to importing agency staff.
- Identifying local subcontractors that work with the Council already.
- Arranging a 'Meet the Buyer' day to engage with local subcontractors.

Equality and Diversity Regeneration

We will create an environment in which individual differences and the contributions of all our staff are recognised and valued.

Ensure that every employee works in an environment that promotes dignity and respect to all.

Not tolerate any form of intimidation, bullying or harassment.

Ensure that training, development and progression opportunities are available to all staff. Appreciate and acknowledge equality in the workplace is good management practice and makes sound business sense.

Begin disciplinary proceedings against anyone found to breach our Equality and Diversity Policy.

Continue to subscribe to the Two Ticks scheme and Stonewall Diversity Champions programme.

Work with the Council to ensure that the Enterprise Centre and the services that it delivers are accessible to all and that it meets the needs of under-represented staff groups such as disabled people and working mothers.

Our vision is to create a new civic and cultural quarter in the heart of Brixton, which will extend the regenerative effect of Windrush Square and set the bar for future developments promoted in the emerging Future Brixton SPD.

In preparing our submission we have taken careful account of the objectives set out in the July 2009 Future Brixton Masterplan and the eleven themes of the draft SPD. Our proposals support all of the relevant aims listed under Economic Environment, Social & Cultural Environment, Physical and Spatial Environment and Infrastructure Environment. We note the twin over-arching aims of sustainability and retaining the unique character of Brixton, and we are committed to achieving these in the regeneration of the Town Hall area.

Cultural and Civic Partner

We appreciate the Town Hall area's dual role in the Masterplan as both an 'anchor' for the Town Centre and one of the gateways to Brixton. The Enterprise Centre will not be a stand-alone site but will be an important component of Brixton's new Cultural and Civic Quarter. Our scheme will complement and support existing uses, enhance the public realm and invigorate the area during the day without compromising the thriving evening economy.

There are five main components to our proposed development of the site:

- **Transformation of the historic Town Hall into upgraded modern offices for the Council**, offering flexible space for a wide variety of events and activities, including ceremonies and celebrations associated with the Registry Office – also incorporating the core democratic space of the Council Chamber.
- **Development of a new high quality, flexible, efficient and sustainable office building** for the Council incorporating an accessible and welcoming customer service centre.
- **Extension of the successful public realm realisation of Windrush Square** with three distinctive new public spaces on the triangle site: Gallery and Atrium in the new offices (a glazed 'Town Square'), Town Hall gardens and The Triangle, an arcaded link binding together the Town Hall, Ivor House, the new offices and Electric Club.
- **Creation of new mixed-tenure homes on the Hambrook House site**, also including a crèche with secure garden.
- **Radical remodelling of Ivor House** to create a mixed used development of commercial space and new mixed tenure residential accommodation.

Our overarching objective is to bind these five elements together so that the whole is greater than the sum of its parts. The combination of a new flexible and attractive working environment with cultural, recreational and learning opportunities will help to attract and motivate the Council's staff. A choreographed sequence of publicly accessible spaces, indoors and out, will encourage engagement between the Council and the community and help to break down barriers to trust.

Partnership

Through the Dialogue process we have already worked closely with the Council to reconcile the complexities of the sites with the brief and aspirations for the Enterprise Centre and the financial delivery model. These sessions have provided a very constructive means to arrive at a solution, which is not only viable, compliant and deliverable, but also meets the aspirations for innovation, very high quality, and wider regenerative impact.

Co-operative Council

Delivering the Enterprise Centre will be a service to the people of Lambeth and, as such, should follow the principles of the Co-operative Council. This scheme is a real opportunity to demonstrate how entire communities can collaborate to their mutual benefit.

Our approach follows three broad streams; working with our neighbours, working with future building occupants and users, and working with the broader community.

Neighbours

We will engage with our neighbours immediately at the earliest possible time. We understand that our works and the proposed scheme will impact on people's homes and families and, whilst we believe that the impact will not be negative, we will have to reassure residents of this.

We will dedicate a Resident Liaison Officer to work with residents on Porden Road.

We will establish and maintain contact with the Acre Lane Residents Association and St Matthews Tenants and Residents Association, and provide regular updates and newsletters to them and their residents.

We will meet with the owners of the Electric before commencing detailed design and discuss our plans to integrate the Electric into our plans in a complementary fashion.

Council Staff

We will work with FiDSpace, who are specialists in organisational change and space planning. Their overarching brief is to help the Council to transform the process of change and relocation from a potential problem into a stimulating and enjoyable experience: to convert possible resistance from staff into active and enthusiastic participation.

Stakeholder Engagement

Stakeholders can sometimes find it difficult to articulate their space requirements for building projects, particularly when decisions are required long in advance and have even longer term consequences.

The project will be a close creative collaboration between the Council, the design team, specialist advisors and stakeholders. The Enterprise Centre, with a sensitive site and multiple stakeholders, is particularly complex and will require effective co-ordination and communication. We will agree with the Council at the start a tailored strategy for stakeholder engagement, which will begin with a thorough review of the 'fit' between the spatial proposals and the objectives for organisational change.

We will use physical models as tools to jointly explore ideas and solutions with clients and stakeholders. Working with 3D

models ensures a co-ordinated design that helps clients to fully understand and contribute to the developing scheme.

Community Groups

We have identified four themes that we believe categorise community groups in Brixton.

These are:

- **General Interest** for example, the Transition Town Brixton
- **Disability** for example, People First Lambeth
- **Youth** for example, Lambeth Youth Council
- **Business and Commerce** for example, Brixton Pound

We will communicate directly with each group within these categories.

We will use the Co-production day to showcase our design proposals and to set out how we aim to work co-operatively with stakeholders to achieve the optimum result. We will show where we intend to meet the community's desires within our scheme and where we have identified alternative provision where the greatest impact we can make is not in duplicating services but in supporting other groups.

Feedback

We will obtain feedback from the Co-production day and consider the feasibility of every proposal that is put forward.

Design

The Design Team

Our design team is led by Pollard Thomas Edwards architects and Stanton Williams. Both practices have strong track-records in creating intelligent and sustainable solutions, which are elegant, practical and deliverable. They understand the difference between novelty and innovation: true innovation often lies in the invisible art of 'getting the diagram right' as much as in the more visible aspects of appearance and technology. They know when to create a prominent statement and when the brief is best met by quiet competence. This judgement will be especially important in creating a successful outcome in Brixton: we understand that the Council's aspiration to create outstanding award-winning architecture is matched by the concerns of a cost conscious and transparent local government to avoid showy iconic gestures.

The Site: responding to context

We have carefully analysed the constraints and opportunities of the site, including: land ownership, heritage considerations, townscape, access and impacts on existing neighbours. We have devised a design solution which maximises opportunity while minimising risk. For example, we propose to transform the Town Hall through extensive removal of low-grade additions, while restoring all elements with genuine heritage value.

Functional design: meeting the Council's brief

We have designed high quality flexible modern office space in the new Council office building, the rebuilt the second floor of the Town Hall, complemented by restored historic rooms on the principal floors of the Town Hall, suitable for a variety of office, civic and social functions. Innovative design includes the public Gallery and Atrium at the heart of the new building, which provide the main entrance experience to the whole Enterprise Centre.

Accessibility

Working with specialist consultants we have devised an enjoyable, legible and barrier-free movement and way-finding strategy between and within the different components of the Enterprise Centre. This has been especially challenging in the Town Hall, where our innovative approach will transform the existing multiple entrances and dark warren-like corridors into a simple and beautiful set of spaces.

Flexibility

The design will offer considerable scope for flexibility in use and future adaptation and change. Even at this early stage the design team, including fully integrated technical services from Buro Happold, has devised a set of space-planning, structural and building services strategies, which will maximise the scope to accommodate organisational change.

Landscaping and public realm

The overall site and building designs are complemented by landscape, public art and exterior lighting strategies by leading specialists. We propose a series of beautiful and well-planned spaces that work seamlessly with the proposed buildings and add vitality to the overall scheme. The upgrading

of public space in Brixton has gained significant momentum as a result of the transformation of Windrush Square. We aim to create new public spaces with their own unique and contrasting character but which complement the qualities and spirit of recent successful public realm initiatives.

Technical

Energy Strategy

The mixed use nature of the Enterprise Centre presents an opportunity to consider a site wide energy strategy. The nature of the scheme, however, means that there is a negligible domestic hot water load and, with the introduction of new and enhanced glazing and building insulation, the heating demand will also be reduced, making a site wide network less efficient than may be envisaged, and less attractive from an operational perspective.

With improvements in building envelope insulation and airtightness, many new buildings suffer from overheating and 'stuffiness'. Overall, therefore, our strategy is driven far more by the need to cool the building and provide fresh air whilst it is occupied than to heat it.

Future Proofing

We do appreciate, though, the Council's aspiration for a future Brixton-wide heat network and have therefore allowed space for a future incoming heat exchanger to each building, thus allowing connection into this network.

Benefits of a De-centralised System

In view of the above, we have developed a strategy of a de-centralised system based around the use of heat pumps. By using this system, we can utilise heat recovery to provide efficient and controllable heating and cooling to the scheme via a combined heat pump chiller, which can simultaneously provide both chilled and heated water, with the following benefits.

- Lower space requirement than other heat pump technologies.
- Because the chiller is incorporated into the single unit, much less external plant is required.
- Higher efficiencies than air cooled systems and traditional boiler and chiller installations can be achieved.
- Although it may be necessary to actively cool the building on some occasions, this can be achieved through the use

of low profile, quiet and light weight condenser units which have a much lower impact and much less restrictive location requirements than traditional air conditioning.

- Water cooled heat pumps are able to interface with ground source heat pumps for both heating and cooling should the Council wish to extend the scope of the system in the future.
- Low maintenance requirements and costs.
- Capital cost savings on traditional installations.
- Compatibility with air handling units, chilled beams, fan coil units and perimeter trenches, allowing for flexible fit-out options.
- As an all-electric solution, the system can be integrated with renewable technologies such as solar power in the future to achieve a zero-carbon solution.

New Office Building

The challenge for the new office development will be to provide a low energy but comfortable environment which responds to the site and the requirements of the Council.

Flexible Space

We will provide a flexible infrastructure which will enable the building to respond to different uses, fit-out options and working cultures whilst dealing with some of the site constraints, in particular air quality and noise resulting from the large amount of traffic passing the site.

Natural Ventilation

Although the nature of the site does present a challenge, it also provides us with opportunities from an environmental perspective such as passive pre-heating to the easterly elevations in the morning, with the ability to use heat recovery to provide very efficient supplementary heating and cooling to the building.

The mechanical, electrical and plumbing (MEP) strategy for the new office building will consist of a mixed-mode ventilation strategy, utilising, wherever possible, openable windows and vents to the perimeter façade. Natural ventilation will be supplemented by a centralised air system providing tempered

fresh air to each floor and to spaces that do not have direct access to an opening window or vent.

Air will return to the system via the central atrium and the access cores. Wherever possible, free cooling will be used and we will explore the use of adiabatic cooling provided by the rain water harvesting system.

Fresh air will be provided to office spaces via a raised floor system, whilst the thermal mass of the exposed concrete soffits will absorb excess heat that can be dissipated overnight when the building is not occupied.

We have provided the flexibility within the building to provide the option for a traditional heating, ventilation and air conditioning solution should the Council prefer that approach.

Town Hall

The challenge for the refurbished Town Hall is the targeted achievement of BREEAM Excellent. Our ability to achieve this will greatly depend on our opportunities, both practically and financially, to enhance the building’s fabric include glazing, external walls and roof and to improve air tightness.

The MEP strategy for the refurbished Town Hall will again utilise openable windows and vents to the perimeter façade.

Mixed Ventilation Approach

The system will utilise and enhance the original ventilation strategy for the building. Fresh air will be introduced through the original perimeter architectural grilles within the fabric of the building, feeding state of the art floor standing heat recovery units to provide tempered, controlled, fresh air.

The fresh air ventilation will be balanced with a return air ducted system, which will draw stale air from high level in each perimeter office via the decorative corridor coffered ceilings. During mid-season periods, these perimeter units will be supplemented via openable windows and, in the summer, the option for comfort cooling via the perimeter heat recovery units could be provided in higher density office areas.

A centrally ducted full fresh air system will be provided to the larger conference, seminar and Chambers rooms where sole reliance of natural ventilation may not be achievable.

Project and Quality Management

We have mature and robust policies to assisting in managing projects and quality. Our Corporate Strategy is to grow and expand our business and, to do that, we need to manage projects effectively, both to maintain our corporate strength and to continue to demonstrate to our partners and clients that we are the right choice.

The highlights of our approach to Project and Quality Management are described below.

Quality Plan

The key to our approach to quality management is our ISO:9001 Management System. We integrate quality management across all elements of our business with our OLMS (Online management system). OLMS integrates quality, health & safety and environmental policies and procedures, links into our other business systems and provides the framework under which all of our projects are delivered.

Spot Checks

A programme of both scheduled and unscheduled ‘spot’ audits is used to ensure compliance with OLMS and to identify any areas for improvement. The audits follow their own formal procedures, ensuring that

all are equal and that steps taken to enact improvement can be assessed accurately for effectiveness on subsequent projects. Our Quality Plan is divided into three stages; the design stage, the delivery stage and the inspection, handover and customer care stage.

Design Stage

The design stage is the foundation to any successful project. We will work with our design team, first to ensure that all statutory requirements are met then to enhance the design. We are responsible for design co-ordination, supply chain management, sustainability and carbon control, and manage all design quality issues. We will ensure that the scheme can meet all requirements before commencing delivery.

Delivery Stage

Our project plan will inform the delivery stage, defining the method and procedures for both on and off site operations. The plan will be the responsibility of the Project Manager, who will ensure that the individuals designated within the plan to complete each task do so.

Inspection, Handover and Customer Care

Our inspection, handover and customer care procedure is part of our overall quality plan. We do not introduce customer care staff at the conclusion of

a project or begin to enact a procedure when the scheme is nearing completion, but continually inspect, approve and improve work throughout the project. At the completion of any significant operation by a subcontractor, we will inspect the work and prepare 'in-process inspection sheets' setting out our findings. Both the subcontractor and a member of our staff will sign works off, using this form, when completed to a satisfactory standard. By following this procedure, we can be confident that our work is free of snags and defects prior to client inspection, rather than waiting for a Clerk of Works to prepare a list that may then be disputed.

Project Management

Every project we undertake follows a Project Plan, established at the beginning of the process, as discussed above. The contents of the plan are specific to each scheme and are updated as the project progresses to reflect any changes.

Live Document

The plan includes a detailed resource management schedule that ensures that we have the right staff at the right time in the project.

The Project plan and programme will be the main tools for monitoring progress. Weekly meetings to review progress and assess whether any changes are needed to our approach to ensure delivery.

The site team will report regularly to our Development Management, Legal and Sales & Marketing teams, acting as the client. This client role will be formalised by a contract between United House Developments (client) and United House Limited (contractor).

Supply Chain Management

We maintain an Approved Subcontractor Database, the members of which are vetted for quality, customer service, health & safety and commercial history before admission.

Our supply chain subcontractors are invited to attend our regular Quality Control Workshops, Subcontractor Forums and Continuous Improvement Groups. The goal of these events is to engender a 'right first time' approach, to the benefit of all.

Forms and Appraisals

Every project has regular Supply Chain Forum meetings, chaired by United House, which all subcontractors and consultants are expected to attend. We encourage clients to attend these meetings, working collaboratively across all areas of expertise to resolve issues and seek new ways to improve and innovate.

We are committed to 360 degree performance appraisals and ask our supply chain for regular feedback on:

- Timely payments
- Helpfulness
- Timely decision making
- Continuous working
- Communications
- Health & Safety
- Site Facilities

Contract Grades

Our senior contracts management team monitors the performance of the supply chain throughout a project and grades all suppliers for quality, products, workmanship, management, safety, adherence to programme, customer service and delivery of KPIs. The results of these assessments are fed back and our database updated accordingly. Where we identify weaknesses in our supply chain, we work collaboratively with the company in question to resolve the situation.

Risk Management

We employ a structure risk management process for the duration of every project. All participants, be they client, consultant or subcontractor is asked to contribute to preparing our initial risk register. All risks are rated and prioritised on the basis of probability and impact and allocated to appropriate project team members to mitigate.

Risk Ownership

Each risk owner is required to develop an action plan that details the mitigation of the risk and will be responsible for implementing the plan and allocating resources and timescales to resolving risks. The Risk Register is updated throughout the project and is the first agenda item on the design report at each monthly Project and Design Team meeting.

A debriefing session is held at the conclusion of every project to assess the effectiveness of our risk management approach and to feed all successes and failures back to all parties.

Health and Safety

Our Contracts Manager and Health & Safety team will be responsible for Health and Safety both pre and post-contract. Their main responsibilities will be:

Pre-Contract	Post-Contract
Interfacing with existing Town Hall Health, Safety and Emergency strategies	Day to day liaison with the Town Hall facilities manager
Identifying and completing Emergency Response plans	Implement of Emergency Response Plans
Preparing a site specific Fire Safety Plan and Fire Risk Assessment	Implement of the Fire Safety Plan and Fire Risk Assessment
Preparing a Traffic Management Plan	Implementation of the Traffic Management Plan
Preparing the Site Security Plan	Implementation of the Site Security Plan
Appointing 'Competent People' – Fire Safety Co-ordinator, deputy and fire marshalls	Continuing liaison with local emergency services
Liaising with local emergency services	Monthly reviews of Emergency Response Plans
Assisting and supporting the Site Manager and Fire Safety Co-ordinator	Assisting the Fire Safety Co-ordinator to carry out their allocated tasks
	Reviewing the Fire Safety Plan
	Ensure that emergency drills are undertaken

Jobs

- **your policy and commitment to apprenticeship schemes and how your experience to date will be applied to this project. Also specify the type, number and quality of the typical apprenticeships you intend for the lifetime of this development. Please also detail any apprenticeship schemes which seek to further the employment opportunities for those hoping to work in non- traditional roles (for example, apprenticeship schemes for women in construction).**
- **your policy and commitment to creating local jobs and early engagement with local job centres/ agencies /programmes and how your experience to date will be applied to this project. Also specify the type, number and quality of the typical jobs you intend for the lifetime of this development.**
- **Your policy and commitment towards supporting training and work experience for local people and how your experience to date will be applied to the project. Also specify the type, number and qualifications you intend to deliver during the lifetime of the development.**
- **Equality and diversity: Detail what your organisation does to ensure that equality and diversity is embedded within your business.**

“The central theme underpinning our outcomes is a commitment to tackle worklessness – as there is a clear link between worklessness, poor health and education standards, low aspirations, higher crime and communities which are less integrated”

Cooperative Council White Paper, London Borough of Lambeth.

Over two million people are employed in the construction industry in the UK. Major projects create hundreds of jobs during their delivery and generate a lasting legacy of employment and opportunity. At the minimum, a development of this nature will provide employment for a construction workforce. It is clear, however, that the Council can see the potential for the scheme to act as a catalyst for training and development; creating a lasting legacy.

Permanent Framework

Our proposals seek to develop a permanent framework for the ongoing fight against worklessness and help to deliver the other wellbeing outcomes identified by the Council. We note, and support, the Council’s desire for larger strategic schemes to provide for:

- On-site resources
- Jobs fairs
- New training facilities and related infrastructure
- Local supply chain initiatives

In the following sections, we detail our approach to providing apprenticeships and local jobs and providing training and work experience, and set out our approach to equality and diversity and how this relates to both the residents of Lambeth and the Council’s own staff.

Employment and Skills Plan

To achieve our objectives, summarised by our ‘United into construction Progression Pathway’ philosophy, we will use an Employment and Skills plan to agree targets with Lambeth and develop this into an implementation programme. We have summarised below how we will implement the plan:

ESP Delivery Responsibilities Summary:

Role	ESP Delivery Responsibility
Human Resource Advisor	<ul style="list-style-type: none">RecruitmentApprentices/traineesTupe transfersLocal employmentHR advice and guidance
Training and Development Manager	<ul style="list-style-type: none">Training & QualificationsTraining & Development eventsGraduate programmesWork experience/volunteer placementsMentoring/succession mappingT&D advice and guidanceProducing statistics and mentoring trends
Community Development Manager	<ul style="list-style-type: none">Overseeing the planMonitoring the plans progressManaging community events/initiativesMarketing and communicationsProducing case studies and statistics
Site Delivery Team	<ul style="list-style-type: none">Owning the planAllocating sufficient time and resourcesSupervising and mentoring apprentices, trainees, graduates, work experience and volunteer placementsReporting on plans progress to ESP team and the client.

We have provided further detail below on the different areas that the plan will address:

- Apprentices
- Local Jobs
- Training and Work Experience
- Equality and Diversity

Apprentices

Working with Lambeth to select an agreed training scheme. We fully appreciate that Lambeth have strong views based on the excellent work that has been done by the Council in this area and we want to plug into this and contribute as much as we can. We have allocated £260,000 in the project budget for apprentices.

Local Jobs

Our approach to creating and supporting local jobs as part of this scheme will follow three main routes:

- Maximise Local Labour.
- We will train and support local people into the construction industry.
- We will support local subcontractors.

Target Lambeth

This development will require the labour of hundreds of men and women to construct it. We will target Lambeth then include Wandsworth as we know Lambeth have an existing relationship resulting from the Nine Elms Vauxhall Partnership, then Lewisham and Southwark.

Locating this local labour can begin simply, by advertising that positions are available both

on site - with the site hoarding used as a billboard - and through the leaflet campaign planned for local estates.

Identify Graduates

Secondly, and linked to the proposed apprenticeship programme, we know that both Lambeth College and Morley College are regularly producing graduates with construction skills. The relationships we have, and which will strengthen through our apprenticeships, put us in an excellent position to engage with these colleges to identify graduates who can join our workforce.

Available site positions will be advertised with the Brixton Jobcentre as a matter of course. A brief search on the 'Jobsearch' website, however, reveals that there are 33 labourer, 22 electrician, 15 carpenter and 14 bricklayer jobs currently available within a two mile radius of SW2. This indicates that jobs are being created, and that employers are passing them through the Jobcentre, but that they are not being filled.

CSCS

A common theme of all of these jobs is that they require applicants to possess a Construction Skills Certification Scheme (CSCS) card and it is likely that this requirement deters many applicants.

The first step of our approach will be to assist local people to learn the health and safety aspects required for a CSCS card and to support them to take, and pass, the standard test. We propose to deliver this service in partnership with the Green Man Skills Zone at Loughborough Junction, and will commit to:

- Supplying ten copies of the CITB's 'Safe Start' Health, Safety and Environment Handbook.
- Supplying ten copies of the CITB's Health, Safety and Environment Test Revision book.
- Supplying five copies of the CITB's Health, Safety and Environment Test Revision DVD, with voice-overs in thirteen languages.
- Paying the test fee for the Health, Safety and Environment Test for 100 people.
- Paying for all of those who pass the HS&E Test to obtain a CSCS 'Yellow Card'.

Free Green Card

Following the completion of this process, participants will be able to access labouring opportunities being advertised through the Jobcentre. Where opportunities are available at our development, they will be offered to participants, following a satisfactory interview. Every labourer employed at the

Enterprise Centre through this approach will be assessed after one month's employment and we will pay for all those that meet the required standard to apply for a CSCS 'Green Card'. We have allocated £20,000 for this programme.

Identify Skilled Labour

We will also work with the Jobcentre and Skills Zone to identify suitably skilled and qualified trades people that have registered with them and feed this information through to our subcontractors; facilitating employment of local people by the subcontractors.

We will also work with organisations such as the Shaw Trust and Remploy to identify disabled and disadvantaged local people that may be suitable for the work opportunities that we can offer.

Local Labour

The use of local subcontractors makes great commercial sense; taking advantage of local knowledge, improving response times and reducing travel costs. Given the environmental benefits of reducing travel and our commitment to supporting the communities in which we operate, it is clear to us that we should do all we can to utilise them.

One way for us to identify local subcontractors is through

working with the Council to locate firms on its approved list that can supply services to the development. Following contract award, we will ask the Council to provide us with a list of subcontractors that it considers may be appropriate.

As discussed throughout this submission, we are committing to working collaboratively with Lambeth's apprenticeship programme to achieve a defined strategy on how to maximise not only apprentice opportunities, but to facilitate these opportunities via local providers from within the borough.

Delivery

Our Employment & Skills Manager, David Cowell will build relationships with the relevant Lambeth personnel, local providers and colleges at the earliest point and will champion the process throughout the lifecycle of the contract.

David will devise an Employment and Skills Plan which will provide realistic numbers and type of opportunities that the project can provide. This will be done in collaboration with Lambeth, agreed and signed off.

Placement

Unlike many main contractors we do take on trainee office based management roles, but

the majority of our 'trades' apprenticeships will be based on site and placed on our projects through our supply chain. We support these individuals with tuition fees, learning material and mentoring.

Due Diligence

It is a fundamental requirement of our due diligence process that our supply chain sign up to our apprenticeship charter. Non-compliance results in supply chain members being refused award of packages of work. Additionally, there is a contractual condition placed upon our suppliers that states they must retain the apprentice for the full duration of their apprenticeship, until qualified.

Meet the Buyer Day

Following award of the contract, we will also arrange a 'Meet the Buyer' day where local subcontractors can learn about the scheme and how they can become involved. This will be advertised locally in the South London Press, Streatham Guardian and Brixton Bugle.

In addition, our proposals for a community café, a staff café and a catering space above the assembly rooms, will lead to additional jobs and traineeships in the catering business and our proposal for a nursery will lead to new local childcare jobs and traineeships.

To summarise, our proposed Local Jobs offer is:

- Targeting of the site workforce to be local.
- All site jobs advertised on site hoardings and general advertising to local Council estates.
- Engagement with Lambeth College and Morley College to identify any construction NVQ graduates who may be suitable for employment on site.
- All available site jobs to be advertised at the Brixton Job Centre.
- Sponsorship of the Green Man Skills Zone to purchase ten health and safety guides, ten revision guides and five DVDs to allow unemployed residents to learn basic health and safety skills for building sites.
- Sponsorship of 100 people, through the Skills Zone, to sit a CSCS test to obtain a health and safety card, and sponsorship of the price of the card for all who pass the test.
- Assessment of all labourers not in possession of a green CSCS card after one month's employment on site and payment for the card where the assessment is satisfactory.
- Acting as a broker between the Jobcentre, Skills Zone and our Subcontractors to identify people with the necessary skills to work on the scheme, and facilitate their employment on site.

- Working with the Council to identify any local subcontractors already known to the Council.
- A 'Meet the Buyer' day to allow local subcontractors to offer their services to the project.
- Non constriction traineeships and apprenticeships in childcare and catering.
- New local jobs in childcare and catering.

Training and Work Experience

Whilst our approach to Local Jobs above includes an element of training in supporting people to obtain a CSCS card, it should be noted that the intention of that is to remove a barrier to employment for people who wish to obtain work in general labour, not necessarily at the Enterprise Centre site.

Borader Experience

The second element to our training proposal seeks to extend beyond the obvious areas such as apprenticeships and labouring to develop people to their full potential. We want to explore what happens to apprentices when they have completed their training, how labourers can learn a specific trade and what we can do to broaden the experience of local people who are involved in the construction of the Enterprise Centre.

The proposal will offer three routes for participants:

- The opportunity for apprentices to continue their education.
- The opportunity for labourers to train in a trade or site management.
- Work experience opportunities in off site in back-office functions or with consultants.

NVQ3

Graduates will have obtained NVQ Level 2 qualifications. Obviously, the next step is to commence NVQ Level 3, which can be undertaken at Lambeth College. At this stage many courses will require the apprentice to possess either four GCSEs or NVQ Level 2 English and Maths.

In partnership with Lambeth College, all apprentices will be assessed for literacy and numeracy at commencement of their Level 2 work, and those that are found to be below the required standard will be given day release as necessary to complete their NVQ Level 2 studies in English and Maths.

Opportunity to Study

On completion of NVQ Level 3, apprentices will be given the opportunity to enrol on the CIOB Level 4 Site Management course or a BTEC Level 3 diploma. The former will allow them to move into site management, the latter provides access to HNC and

Degree courses.

All labourers employed on the site by United House will be given the opportunity to train in NVQ Level 1 Basic Construction Skills, and progress through to NVQ Level 2 in a trade via CTI. Any college fees payable will be met by United House and leave granted to allow staff to attend courses.

Having completed the programme, labourers will be given the same opportunities as other graduates, as outlined above.

Work Experience

As part of our offer, we will also work with the Education Business Partnership to deliver work experience to young people in schools. We will provide work experience opportunities across all of our functions, including Construction Management, HR, Finance, IT, Marketing and PR.

We will also seek a commitment from our subcontractors and consultants to offer pupils a broad range of experience related to construction.

Learning Opportunity

Amongst our consultants, PTE architects provides a fully structured two week work experience programme with an intake of six students per annum. These position are

only available to students from deprived backgrounds and under-represented groups, offer a genuine learning opportunity and deliver results; a former work experience placement student has recently returned to PTEa to complete her first year of professional practice.

PTEa also take part in Open City's Accelerate into University. This is a brand new access programme for students in Years 11 and 12 at London state schools. It is aimed at those who would benefit from mentoring and skills enhancement to support their ambitions to pursue a career in architecture or the built environment. It offers these students, from hard to reach backgrounds, a unique opportunity to develop the skills required for entry to higher education architecture-related courses: structured work experience with a designated design professional mentor and workshops focusing on the core design and presentation skills required.

Structured Work Plan

Our other architect, Stanton Williams, also has a formal policy in place to assist students at all levels to gain experience within an architectural studio. Four school-age students per year are provided with experience, each working to a structured work-plan, culminating in them producing

a design for a house, sample board of materials and a 3D computer or foam-board model. During placements, students are introduced to young architects and project teams and attend design team meetings and site visits.

A recent work experience placement reported *"From this whole experience I learnt so much more about architecture than I thought I could in a week and I have also decided that I would love to study and become an architect in university"*

Trainees

Stanton Williams employs trainee architects as part of their RIBA Part 1 studies, which require a placement with a professional practice. In addition, Stanton Williams supports and mentors staff members who are training for further professional qualifications, assisting paid study leave an ensuring their skills and project involvement contributes to successful completion of studies and career development.

Mentoring

Stanton Williams takes part in mentoring schemes such as Open-City's architectural education programmes 'Architecture in Schools' and, as with PTEa, 'Accelerate into University'.

The 'Architecture in Schools' initiative involves architects, partnered with school classes to mentor and facilitate student project work, helping to further architectural education and training opportunities.

Both of our Architects will encourage Lambeth residents to take part in these existing established programmes.

Additional Training Options

In addition, the catering and nursery elements of schemes will both provide training opportunities, as detailed in our regeneration section.

Our own training policy encourages staff to enrol on college courses and obtain professional memberships. United House funds all costs, and we give study leave to allow our staff to carry out their studies. Some examples of our track record are overleaf:



Area of Work	Examples
Support towards securing college places for work force operatives	<p>We are currently giving day release for study to:</p> <ul style="list-style-type: none">• One Assistant Technical Designer studying for an HND,• One Administration Assistant studying NVQ Level 1 Customer Care,• One Assistant Building Surveyor studying for an HNC, <p>One Bid Co-ordinator is studying for a BA in Graphic Design One Legal Assistant is undertaking a sandwich placement as part of BA Law.</p>
Financial support towards studies for work force operatives	<p>All of the students above are financially supported in their studies by United House.</p>
Financial support for professional qualifications or equipment	<p>At present:</p> <ul style="list-style-type: none">• Two Trainee Quantity Surveyors are working toward their RICS Membership• One Proposals Manager is working toward APMP.• One Marketing Assistant is studying for Chartered Institute of Marketing membership. <p>United House meets the full cost of these studies and pays professional membership fees for all staff.</p>
National vocational qualifications or the equivalent	<p>In addition to the Administration Assistant mentioned above, we currently have three Trainee Resident Liaison Officers undertaking our internal training programme to achieve NVQ Level 2 in Housing.</p> <p>We currently have five directly employed apprentices undertaking paid roles in addition to attending college. Four of these are in Lambeth.</p>
Work experience placements for students	<p>We have offered many 'traditional' work experience placements at our head office and have supplemented this with more pro-active initiatives such as the school advice sessions detailed below, motivational talks for students and an open day for pupils that had been excluded from school.</p>
Training to achieve CSCS card qualifications or equivalent	<p>United House operates a 100% CSCS policy, fully funded by the company, including training costs. We have previously provided CSCS training and funded test costs for a subcontractor that provided specific opportunities for workless people from BME communities.</p>
School advice sessions	<p>We have provided youth mentoring services at our Mole Valley contract, with United House staff working with students at a local school to assist them in identifying their aspirations and realising their full potential.</p> <p>We have also, together with our subcontractors, participated in careers events for local schools, giving students an insight into working in the construction industry.</p> <p>In Barking and Dagenham, we carried out mock interviews for students from eight schools, providing a real life interview experience and, importantly, detailed feedback for each student.</p>

To summarise, our proposed Training and Work Experience offer is:

- Assessment of English and Maths skills of all apprentices and, where required, day release given to allow them to obtain these skills.
- All apprentices completing NVQ Level 2 and demonstrating the necessary English and Maths skills to be supported in obtaining NVQ Level 3.
- All apprentices completing NVQ Level 3 to be supported in obtaining CIB Level 4 Site Management or a BTEC Level 3 Diploma.
- All labourers to be given the opportunity to enrol for NVQ Level 1 and, with costs met by United House.
- Labourers to be supported to NVQ Level 3 and beyond, as with other CTI graduates.
- Creation of two-week work experience opportunities across the United House business every year throughout the development period.
- A commitment from all appointed consultants to provide at least one two-week work experience place every year of their commission.

Equality and Diversity

We are committed to encouraging equality and diversity in the workplace, in the recruitment process and in the developments we build and communities that we build them in. The key points of our Equality and Diversity Policy are below:

We are committed to eliminating discrimination and encouraging diversity amongst our workforce. Our aim is that our workforce will be truly representative of all sections of society and for each employee to feel respected and able to give their best.

We aim to provide equality and fairness for all in our employment and not to discriminate on grounds of gender, pregnancy, marital status, race, ethnic origin, colour, nationality, national origin, disability, sexual orientation, religion, age or gender reassignment. We oppose all forms of unlawful and unfair discrimination.

All employees, whether part-time, full-time, contracted or temporary including others engaged to work at United House, are treated fairly and with respect.

Selections for employment, promotion, training or any other benefit are considered purely on the basis of aptitude and ability.

Our Commitment

Our commitments:

- To create an environment in which individual differences and the contributions of all our staff are recognised and valued.
- Every employee is entitled to a working environment that promotes dignity and respect to all.
- No form of intimidation, bullying or harassment is tolerated.
- Training, development and progression opportunities are available to all staff.
- Equality in the workplace is good management practice and makes sound business sense.
- Breaches of our equality policy are regarded as misconduct and lead to disciplinary proceedings.

Equality and Diversity

All staff receive training on our Equality and Diversity Policy, on their rights and responsibilities under the policy and how the policy will affect the way they carry out their duties. This ensures that all are aware of what constitutes acceptable and unacceptable conduct.

Complaints about discrimination and harassment in the course of employment are regarded seriously.

Opportunities for employment are advertised widely internally and externally and all applicants are welcomed. Selection criteria are entirely related to the job or training opportunity.

Data Monitoring

If monitoring data shows that people from particular groups are under-represented in particular areas of work, lawful positive action training and encouragement will be considered for staff to apply successfully for vacancies in these areas.

Grievances, disciplinary action, performance assessment and terminations of employment are also monitored.

Regular Reviews

Job requirements, conditions, provisions and criteria and practices are reviewed regularly in the light of monitoring results, and revised if they are found to discriminate unlawfully.

All contracts between United House and our sub-contractors to supply goods, materials or services include a clause prohibiting unlawful discrimination or harassment by contractors or their staff. In the application of this policy, we are particularly proud of our achievements in improving equality and diversity for disabled people and the LGB community.

Two Ticks

United House has gained accreditation to use the Two Ticks disability symbol. Two Ticks is a recognition given by Jobcentre Plus to employers who have agreed to take action to meet five commitments regarding the employment, retention, training and career development of disabled employees.

Five Commitments

The five commitments are:

1. To interview all disabled applicants who meet the minimum criteria for a job vacancy and consider them on their abilities.
2. To ensure there is a mechanism in place to discuss, at any time, but at least once a year, with disabled employees what can be done to make sure they can develop and use their abilities.
3. To make every effort when employees become disabled to make sure they stay in employment.
4. To take action to ensure that all employees develop the appropriate level of disability awareness needed to make these commitments work.
5. To annually review the five commitments and what has been achieved, plan ways to improve on them and let employees and Jobcentre Plus know about progress and future plans.

Stonewall

As part of our ongoing commitment to providing a fair working environment for all colleagues, United House has also recently joined Stonewall’s Diversity Champions programme.

Stonewall works with a wide range of organisations and agencies to address the needs of lesbians, gay men and bisexuals in the wider community including the workplace. The Stonewall Diversity Champions programme is Britain’s good practice forum for lesbian, gay and bisexual workplace issues, bringing together employers from across the UK to promote diversity in the workplace, helping businesses to create an inclusive working environment for all existing and potential employees and helps to ensure equal treatment for those who are lesbian, gay or bisexual.

Huge Diversity

The population of Lambeth is, as would be expected of a large urban Borough, hugely diverse. Within each Equality Strand, some headline points of note are:

- Whilst Lambeth’s age profile is young, a high population of working-age people and low population of retirees, rather than a notably high proportion of children, drives

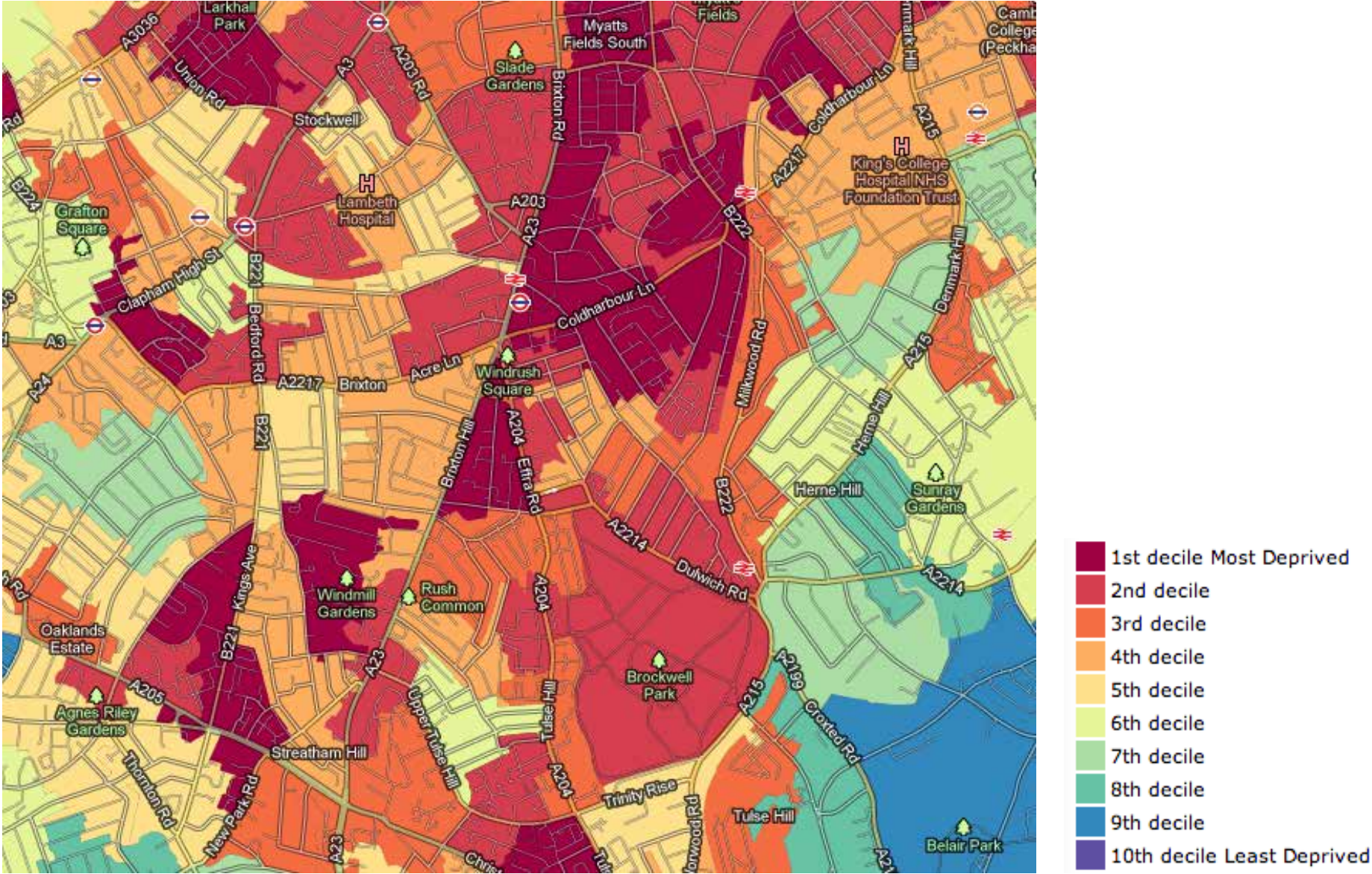
this.

- Levels of disability in Lambeth are broadly similar to those elsewhere in London.
- Over 17,000 people in Lambeth have a moderate or serious physical disability.
- Over 35,000 people aged 18-64 have some kind of mental disability.
- There are over 5,000 people with moderate, severe or profound hearing impairment.
- Numbers of men and women are approximately equal.
- Roughly 4% of the population is reported as Lesbian, Gay or Bisexual; below the national estimate of 5-7%.
- Whilst Lambeth’s BME population, at around 37%, is in line with the London average, it is notable that the proportion of South Asian people is very low whilst the proportion of Black (African and Caribbean) is high, in excess of 20% of the population.
- English is not the first language of 45% of pupils in state schools in Lambeth, where 140 languages are spoken. The most common of these (after English) are Yoruba (West African), Portuguese and Somali.
- Overall, Lambeth residents are more highly qualified and paid than many of their counterparts in other areas of London.

Deprivation

It is interesting to note that, although Lambeth overall is not considered an area of particularly high deprivation, eight individual areas within the Borough are among the top ten percent of most deprived areas in the country, and five of those eight areas are in Brixton. These areas are shown in the map adjacent (centred around Windrush Square) and the contrast between Brixton and more affluent areas is easy to see:

The map adjacent shows the total Index of Multiple Deprivation but it is interesting to note that Brixton scores relatively well in areas such as income and access to services, and is primarily impacted by crime and the quality of the living environment. Obviously, this has led to the Council’s commitment in recent years to improve the environment in Brixton – evidenced by the delivery of Windrush Square and goals of the Enterprise Centre and Future Brixton Masterplan.

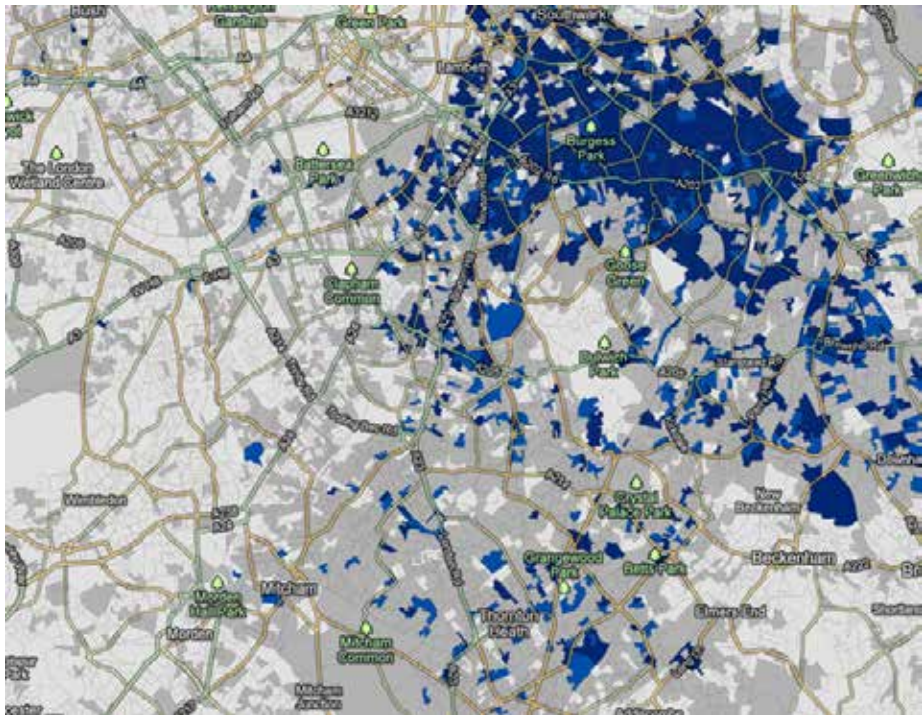
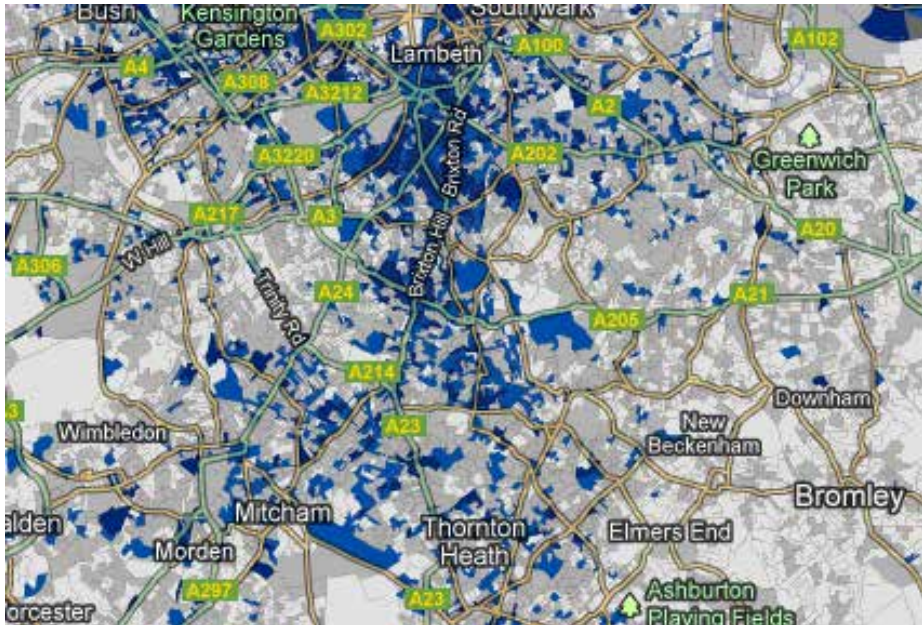


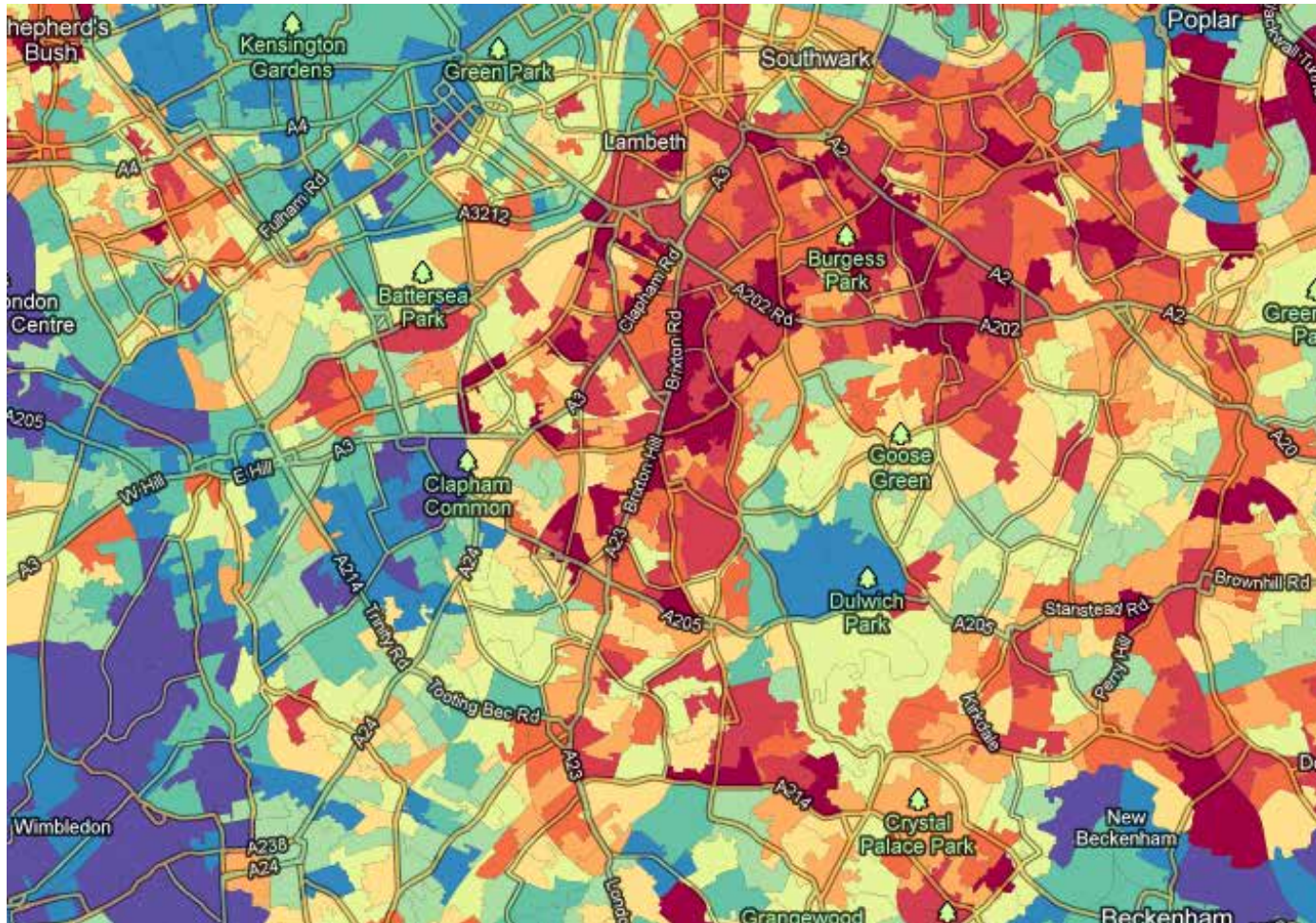
Lambeth is well known for its Portuguese population and this reputation is well-deserved as demonstrated by the map adjacent (where darker blue indicates a higher density of Portuguese people):

As suggested by the languages spoken in schools, there is also a substantial West African population in Lambeth (and, indeed, the Boroughs immediately to the east), indicated by the map adjacent, showing the distribution of Nigerian people: There are two obvious conclusions from the above points:

- Lambeth is a very diverse Borough, with levels of income, employment, education and deprivation varying substantially, and with high BME, LGBT and disabled communities.
- Part of Lambeth’s diversity stems from its role as a transitional Borough between the traditionally poorer East and South East London and the more affluent South West.

Both of these points are demonstrated on the map below, where Lambeth is roughly outlined as a white triangle. The map again turns to the Index of Multiple Deprivation to illustrate the diversity in the Borough and how it fits with surrounding areas.





Increase Quality of Life

At the outset of this section, we touched upon the Council's commitment to tackle worklessness as a driver to increasing quality of life throughout the Borough. The link between worklessness and a poor quality of life is both intuitive and indisputable, and the steps we have outlined in the Apprenticeships, Local Jobs and Training & Work Experience sections are intended to address this issue directly and effectively. Our aim has been to make best use of the existing resources and partnerships in the Borough to deliver a truly local and co-operative approach.

The nature of the Enterprise Centre, of course, means that it is also relevant to consider equality and diversity within Council.

Diverse Workforce

The Council's workforce reflects the diversity of the Borough.

- Just under 60% of staff are from BME Groups (compared to 37% in the Borough).
- Just under 6.5% of staff are disabled.
- Women make up 62% of the Council's workforce, compared to the Borough population of approximately 50% women, but it should be noted that there are over three times more women in part-time employment than men.

- Of the top 5% of earners at the Council, over 45% are women, around 24% are from BME groups and around 3% are disabled.

2011-12 recruitment statistics suggest that these proportions are not constant:

- Whilst over 65% of job applicants were from BME groups, only 45% of job offers were made to BME applicants.
- Conversely, around 54% of applicants were women, but over 59% of job offers were made to women.
- Disabled people made up just over 5% of applicants and just under 6% of those offered a position.

These statistics make an interesting comparison with actual recruitment, represented by new starters:

- Whilst 45% of people offered a job were from BME groups, 50% of new starters were.
- 59% of job offers were made to women but nearly 65% of new starters were female.

Accessibility Issues

5.81% of job offers were made to disabled people, below the Council’s current level of disabled staff. This does not appear to be down to the recruitment process itself (indeed, disabled people made up 5.25% of applicants so were more likely to be successful) but could indicate a decline in disabled people who wish to work for the Council.

This suspicion appears to be confirmed by the more surprising statistic that, of the 17 disabled people that were offered employment, only 5 actually started work for the Council. Thus, whilst the overall percentage of new starters to jobs offered was around 65%, this fell to just over 30% for disabled people.

This suggests that there are factors that discourage disabled people from applying for jobs with the Council and, for those that do, from taking up positions that they are offered. Given the Council’s strong equality agenda, the most likely cause of this discouragement is its buildings and the facilities that are available for disabled people.

In view of this, it is both reassuring and understandable that the Council has placed such a strong emphasis on accessibility, particularly for disabled people, in its evaluation criteria. We are confident that our design reflects how we have accounted for this, and the Council’s other equality concerns, in our proposed scheme.

Regeneration

Please provide a statement as to how this development contributes to the overall regeneration of Brixton

“Brixton will be proud of its history, comfortable with its present and ambitious for its future. It will reject the ordinary, the lower quality and standard features of new development”

Planning Policy and Context

The Future Brixton Masterplan sets out the vision for the regeneration of this most recognisable of London districts. It aims to develop a culture of active participation fostered by a sense of social and territorial responsibility. This will come from the rejuvenation of Brixton’s public face, of which this project is a major part.

Many of the themes and objectives of the Masterplan are particularly pertinent to the Town Hall area:

Theme	Objective
Economic	Protect, support and provide for key business sectors by providing space and facilities
	Balance the need of town centre users to ensure the regeneration meets the needs of all groups.
	Promote co-working between landowners and stakeholders to the benefit of the Town Centre
	Develop and promote Brixton as a visitor destination
Social and Cultural	Create and build upon existing cultural and leisure quarters
	Improve and enhance the public realm
	Activate frontages and promote evening and night time use
Physical and Spatial	Improve the public realm, taking Brixton’s unique cultural heritage as inspiration
	Use culture and built heritage as a driver for regeneration.
Infrastructure	Provide a balanced tenure mix and a town centre draw using innovative design.

Since the publication of the Masterplan, the Brixton Supplementary Planning Document ('the SPD') has further developed the themes and goals to build a framework for Brixton's ongoing renaissance.

The development of these themes in the SPD has led to the identification of thirteen principles:



Our approach to the Enterprise Centre looks to encompass all of these principles and meet the vision of being extraordinary, high quality and far from 'standard'.

The Enterprise Centre as a key driver to regeneration.

This site will be the civic quarter of the Masterplan. Within the regeneration area, the Council is the largest landholder and employer, occupying nearly 30% of the area. As such, this new quarter will be hugely significant.

The site and neighbouring uses provide a vital element of a rejuvenated Brixton. The evening economy in Brixton is focused around two poles; the Academy at one end and the Ritzy and Electric at the other, Town Hall, end

The Masterplan envisages a series of connections, destinations and loops. Windrush Square, the main cultural centre and the Town Hall, the civic centre, are two of the six destinations.

By increasing use during the day and complementing the existing evening opportunities, the Enterprise Centre will make a major impact in consolidating this area as a destination.

Principle	Components
Opportunities for Investment	New housing, employment, retail, social, leisure and community uses.
Promoting employment and business opportunities	Increasing the range and quality of employment and a range of initiatives including training, apprenticeships and job brokerage.
Supporting sustainable communities	Improvements in living conditons, quality of life and environmental standards.
Enhancing Brixton's historic environment	Development of quality buildings and spaces
Making Brixton more accessible	Enhance the pedestrian environment and promote the use of public transport.
Delivering a high quality, safe and accessible town centre environment	Improve the environmental quality of the town centre and make streets more friendly, busy and safe.
Delivering improved community, leisure and cultural facilities	Improve leisure and community facilities.
Making the most of cultural attractions and creative energy	Protect and improve Brixton's high profile venues and cultural attractions.
Providing a wider variety of shops and stalls	Protect and enhance the markets and improve the quality and quantity of complementary high street retail.
Supporting and promoting One Planet Living principles	Promoting energy efficiency, waste minimisation and reducing the need to travel.
Supporting a cooperative Brixton	Enable people to coproduce future solution and encourage local investment.
Providing a framework with a focus on delivery	Provide greater certainty and encourage investment.
Maximising local benefits	Ensure that that the benefits of individual development support wider town centre improvements.

The SPD identifies four issues for the Town Hall area:

1. The area is administrative heart of Brixton and the Borough as whole. It is therefore a key civic space.
2. It benefits from some key heritage assets including historic buildings. The relationship between the site and the Peace Gardens and the setting of St Matthew's Church is an important consideration.
3. The area contains a range of activities including the ceremonial committee rooms of Lambeth Town Hall, the dance floors of Brixton Electric and the established residential community of Porden Road. Protecting their respective amenities will be a key consideration.
4. There are limited active ground floor uses along the pedestrian edges of Acre Lane and Brixton Hill.

There are also opportunities that our scheme will capitalise on:

- Travelling down Brixton Hill, the towers and distinctive architecture of the Town Hall and St Matthew's announce the town centre.
- The three elements that make up this area (the Town Hall, St Matthew's and Windrush Square) can be reconnected by public realm enhancements to create an

integrated civic, community and cultural hub.

- Pedestrian routes can be improved by ensuring that the Enterprise Centre becomes a popular destination and that the public realm adopts the themes and materials of Windrush Square to become a coherent single piece.
- Increasing the mix of uses, activating frontages and providing passive surveillance will support the work that has started with Windrush Square and ensure that the area provides the gateway and anchor that the Masterplan seeks.

Leading with vision, flair and innovation

We have addressed the aims of the Economic, Social & Cultural, Physical & Spatial and Infrastructure Environment sections of the Masterplan, whilst always being conscious of the over-arching aims of sustainability and retaining the unique character of Brixton. Our proposals incorporate the spatial objectives proposed for the Town Hall Area and, specifically will:

- Reinforce the Town Hall area as a gateway.
- Reinforce the evening economy in the area with proposals for improvements to the setting and servicing of the Electric, and social

uses within the Town Hall.

- Overcome the fragmented pattern of land ownership to achieve cohesion across the area.
- Improve permeability between Acre Lane and Brixton Hill, and between the Town Hall area and its surroundings,
- Counter the impression of the Town Hall as an isolated island with a network of public routes and spaces.
- Create an active frontage to Brixton Hill with offices, the main entrance to the Enterprise Centre, public Gallery and Atrium, and new residential development on the Hambrook House site, with street level crèche.
- Frame views of St Matthew's Church from the new Customer Service Centre.
- Reinforce sight-lines along Brixton Road – through the restoration of the existing buildings and design of the new.
- Improve passive surveillance – through design and by increasing the range of uses, including housing.

The SPD provides specific guidance for this area. Below, we set out each element of this and how we have responded:

Density

Our proposals respect and, indeed, complement existing and adjacent buildings. We have made a conscious effort to, in particular, make a positive contribution to the setting of St Matthew's and to both respect the Electric and support its operation.

Character

Our scheme seeks to add interest and activity, not only by activating frontages by introducing multiple public entrances, but also by creating paths through and along the site, introducing new pedestrian routes that vastly increase permeability and foot traffic. By working with two of the UK's best architects, our scheme will be one that meets all of the Council's technical objectives, but also makes a real contribution to the character and vibrancy of Brixton.

Street Frontage

Our scheme will establish a strong building line along both frontages, with entrances along both sides. The offices beyond the Electric will extend the active frontage along Brixton Hill, whilst new entrances on Acre Lane and into the Triangle will activate what has been a largely inactive 'back' to the Town Hall.

Heritage

We will refurbish the Town Hall to the highest standard and make it the focal point of a new civic campus. In addition to complementing St Matthew’s, our landscaping and public realm plans will connect both of these important buildings to Windrush Square and the Ritzy, both visually and through clear pedestrian routes and pathways.

Public Realm

Our plans develop clear and desirable pedestrian routes and a realistic strategy for servicing the Town Hall, new offices and the Electric. We will, in consultation with residents, substantially enhance Porden Road and provide routes through the site for pedestrians. We will adopt the materials and themes of Windrush Square to achieve coherence in the public realm.

New Housing

We have proposed significant, high quality, new housing that will provide a good neighbour to existing homes, a valuable contribution to the streetscape and additional activity, surveillance and security both day and night.

Community Space

Flexible rooms and spaces throughout the scheme will provide space for the

community to meet, work and celebrate. A new crèche and secure garden will enable parents, both amongst Council staff and from the broader community, to make use of these facilities whilst ensuring that their children are cared for.

Realising the objectives of the Co-operative Council

Four elements of our proposals make explicit moves towards achieving the goals of the Co-operative Council. These are:

- Flexible space for a wide variety of activities, including ceremonies and celebrations associated with the Registry, within the restored Town Hall.
- Development of an accessible and welcoming customer service centre.
- Extension of the public realm with three new public spaces on the site: the gallery and atrium in the new building, the Town Hall gardens, and an arcaded link between the Town Hall, Ivor House, the new offices and the Electric.
- The new crèche with secure garden at Hambrook House.

We will make the most of the synergies between these elements, for example:

- The combination of a flexible and attractive working environment with cultural, recreational and learning

opportunities will help to attract and motivate Council staff.

- A sequence of publicly accessible spaces, indoors and out, will encourage engagement between the Council and community to help break down barriers to trust.
- Treating the Electric not as a barrier to development, but as an integral part of it, will further enliven the image and offer of the Council.

Many of the thirteen principles of the SPD require physical interventions, which are discussed above and in more detail in the Design section. These should not, however, overshadow the other principles, such as supporting sustainable communities, maximising local benefits and promoting employment and business opportunities. Below, we briefly describe some of the initiatives we plan to address these areas.

The Cafes

Both cafes will be run by businesses currently based in Brixton. The Agile Rabbit, Bellantoni’s and Cornercopia have all expressed a strong interest.

These businesses all subscribe to the Brixton Pound, as well as supporting local suppliers and labour. Partnering with these small local businesses will

therefore further support the local economy.

The cafes will provide catering apprenticeships too; the potential operators are keen to provide these opportunities, and already do so.

The Event Space

Catering can be provided by a selection of existing local catering companies and restaurants, giving local businesses a chance to showcase their skills as well as an opportunity to expand and diversify.

In addition, they would employ and train local people and offer a range of food types, making the space appealing to a wider range of users and celebrating the diversity of Brixton’s culture.

The Nursery

Ekaya Housing Association, a small housing and support provider based in the Borough and specialising in helping black and minority ethnic, and vulnerable, women, is keen to provide nursery services and apprenticeships in Child Care through their successful ‘Happy Days Nursery’ subsidiary.

Local economy

We will work with Brixton Pound to see if we can join the Payroll Local scheme, paying any staff working locally a proportion of their salary in Brixton Pounds.

Partnership

Please provide an overview of your co-production day display materials and evidence of engagement with attendees

“Simply stepping back and asking the public to “get involved” will only work for some people and evidence suggests this will always be an unrepresentative minority. This issue relates once again to a core theme of this document, the revitalisation of local civil society”

Co-operative Council White Paper, London Borough of Lambeth.

Empowerment of Citizens

Clearly, one of the major principles of the Co-operative Council vision is the empowerment of citizens and communities to design and deliver services and play an active role in their local community.

Whilst the Enterprise Centre in itself is not a service, it will create the physical environment in which a number of services are delivered and will thus affect how they are delivered. Empowering people depends upon creating opportunities and the encouragement to capitalise upon them. Policies will create a framework to operate within, but the wrong environment can make those policies unworkable.

Delivering the Enterprise Centre is a service to the people of Lambeth in itself. Indeed, creating opportunities and encouragement, and providing easy access to services, are major elements of the scheme. Effectively, the development of the Enterprise Centre is a precursor to many of the principles of the Co-operative Council being achieved.

Given the importance of the Enterprise Centre within the Council’s vision, it is hugely important to demonstrate that its development is engaging with the people, businesses and communities of Lambeth to ensure that the service we deliver in building the Centre is of the highest possible quality.

Unsurpassed Experience

We have great experience of working for, and with, residents. We have delivered over 80,000 decent homes and have refurbished in excess of a quarter of a million homes in London and the South East since our establishment in 1964. On average, therefore, we have worked in 5,000 homes and with 5,000 families every year for almost half a century. This unsurpassed experience places United House at the cutting edge of effective community engagement and liaison – a position we intend to keep and to demonstrate through an exemplar approach at the Enterprise Centre.

Experience

United House’s experience working with residents began in the 1970s when, in partnership with the Greater London Council, we developed the ‘Four Day Package’; an approach to refurbishment designed to ensure minimum disruption for residents.

RLO

We pioneered the Resident Liaison Officer (RLO) role during the 1980s and, twenty years later, worked with Hackney College to develop the NVQ Level 2 Housing course – the first in the Country. Fourteen of our RLOs achieved the qualification in its first year.

Today, we continue to innovate. We host a residents’ website that provides information on our regeneration and refurbishment schemes together with freephone emergency and RLO contact numbers and regular newsletters.

CSR

Our experience, however, is not limited to working with residents on refurbishment projects. We have a well-established and highly successful approach to Corporate Social Responsibility (CSR), including a specific focus on communities.

In 2009, for example, 12,000 children and young people benefitted from our community programmes and our staff spent nearly 5,000 hours supporting community initiatives. In the same year, the total sum we donated through sponsorship, fundraising, donations, works completed free of charge and staff time amounted to £371,000.

Bespoke Solutions

There is no one-size-fits-all approach to community engagement and we have utilised many different approaches over many projects.

In the initial stages of a project, informal engagement days are an excellent tool for meeting a large number of residents; providing food, entertainment and play equipment help to ensure families with children,

and the children themselves attend.

We find that models convey a scheme far more clearly than drawings or even computer-generated images and capture people’s imagination and interest.

In some cases, we know that one-on-one discussions are important in establishing relationships with people most affected by our construction work; typically our most immediate neighbours.

Our strategy, discussed below, will include all three of these, in addition to other techniques, outlined below.

Strategy

In devising our strategy, the first stage has of course been to consider who the stakeholders are.

These can generally be categorised as;

- Groups affected by the development during construction
- Groups that may be future occupants and users of the Enterprise Centre.
- Groups representing people in Brixton

The stakeholders in each group are:

Group	Affected during development	Potential Future Occupants and Users	Representing people in Brixton
Council Cabinet	✓	✓	✓
Ward Councillors	✓	✓	✓
Council Staff	✓	✓	
Porden Road Residents	✓		
Acre Lane Residents Association	✓		
St Matthews Tenants and Residents Association	✓		
Brixton Neighbourhood Forum, particularly; <ul style="list-style-type: none">• The Brixton Society• Transition Town Brixton			✓ ✓
Disability groups, particularly; <ul style="list-style-type: none">• Disability Advice Service Lambeth• People First Lambeth			✓ ✓
Youth Groups, particularly; <ul style="list-style-type: none">• Lambeth Youth Council• Brixton Community Base• 8th Lambeth Scouts	✓	✓	✓ ✓ ✓
Business and Commerce Groups, particularly; <ul style="list-style-type: none">• London Southside Chamber of Commerce• Made in Brixton• Brixton Pound• Battersea, Brixton and Clapham Rotary Club• Brixton Market Traders Association• Makerhood Brixton• London Creative Labs		✓ ✓	✓ ✓ ✓ ✓ ✓ ✓ ✓
Non-residential neighbours, particularly; <ul style="list-style-type: none">• The Ritzy• The Electric• St Matthews Church• The Brix• Black Cultural Archives	✓ ✓ ✓ ✓ ✓		

Soft Launch

Following the earlier Co-production day, we will invite representatives of all of the groups identified above, plus any other attending previous events and wishing to return, to an event to discuss our proposals. This will be an initial 'soft launch' to introduce United House to stakeholders and establish which wish to be involved in the delivery of the scheme, and to what extent.

We have worked closely with the Council to reconcile the complexities of the sites with the brief and aspirations for the Enterprise. The dialogue sessions have provided a very positive and constructive means to arrive at a solution, which is compliant, deliverable and also meets the aspirations for innovation, quality, and wider regenerative impact.

Stakeholders

Going forward, we will build upon the twin strong foundations of effective consultation and engagement to date and a deliverable scheme that meets the Council's objectives. As described above, we have identified three groups of stakeholders;

- Groups affected by the development during construction
- Groups that may be future occupants and users of the

Enterprise Centre.

- Groups representing people in Brixton

There are many crossovers between these groups but, in the simplest terms, they can broadly be classified as neighbours, Council staff and community groups. We will engage directly with these groups, under the supervision of the Project Board.

Engaging with Neighbours

The timely delivery, and much of the success, of the Enterprise Centre will depend heavily on how we engage with our neighbours. Objections to planning applications are the main reason behind delays to projects of this nature and, by and large, can be avoided by properly engaging with neighbouring landowners and residents.

The residents of Porden Road will be the most sensitive of our neighbours. The houses on Porden Road are homes where families live, eat and sleep. We can, and will, take great steps to reduce the impact of noise, dust and traffic on the residents but appreciate that they will be very concerned about these issues. Equally, they will fear that the redevelopment, particularly the creation of the public square, will have

long term impacts. Again, we are confident that our design will only impact positively, but recognise that we must demonstrate this to residents.

Direct Engagement

Before commencing wide-scale consultation, we will make contact with residents of Porden Road. The first stage of this will be for one of our Resident Liaison Officers to knock on the door of each property to invite the resident to meet and discuss our plans at their convenience. The RLO will carry flyers explaining their visit together with their contact details, either to post through the letterboxes of homes where there is no response or to leave with the resident.

Individual Meetings

Initially, we will meet each resident individually to discuss their concerns and how we can work together. We will encourage the residents to form a group to simplify communications, but any resident that chooses not to join such a group will not be excluded and will continue to be contacted individually, as long as they wish to be.

By engaging with these residents we can not only seek to allay their fears, or amend our proposals to reduce their impact, but also obtain a useful insight into local issues, such

as understanding whether our site access strategy will work in practice and locating any hidden areas that are a focus of antisocial behaviour and should be eliminated.

Ongoing Dialogue

The RLO will remain in personal contact with the Porden Road residents throughout the development and will encourage them to stand for selection as one of the Trustees.

TRAs

We will also work directly with the Acre Lane Residents Association and the St Matthews Tenants and Residents Association (TRAs) and invite their members to apply to be Trustees. We will send regular newsletters to residents of both associations.

Local Stakeholders

The site has a number of non-residential neighbours, particularly the Electric, the Ritzy, St Matthews Church, the Brix and, in the near future, the Black Cultural Archives. One of the goals of this development is, of course, to contribute to the Town Hall area becoming the cultural and civic centre of Brixton. As such, it is essential that the development, whilst being constructed, does not undo the great work that has taken place to date in achieving this goal so far by creating undue noise, disruption or traffic.

Of the non-residential neighbours, the majority are sufficiently distant from the site that the impact of our works is likely to be minimal. Traffic management will be the key issue and we will maintain contact by contacting senior staff to discuss their concerns and following this with regular newsletters.

The Electric

The Electric is, of course, our nearest neighbour and will be wholly surrounded by the scheme. It is important that the owners know as soon as possible that we wish to integrate the building into the larger scheme and to work with them to achieve this. We will contact them immediately following contract award to arrange to meet and discuss our plans.

We will demonstrate to the owners of the Electric how our scheme will complement their venue and increase its attraction, but also develop a plan between us to ensure that the Electric remains fully visible and accessible during our works.

Good Neighbours

In the longer term, the effects of rooftop plant and music from inside the Electric could be considered a potential nuisance to our scheme, so we will need

to demonstrate to the owners that our design takes account of their current use and will not lead to a situation where their current activities have to be reduced.

Engaging with Council Staff

We regard stakeholder engagement as an integral part of designing a flexible and adaptable workspace and, to that end, appreciate the need to engage with the Council Staff that will ultimately occupy both the new building and elements of the Town Hall.

FiDSpace

To facilitate this process, we will be work with FiDSpace, who are specialists in organisational change and space planning.

Their overarching brief will be to help the Council to transform the process of change and relocation from a potential problem into a stimulating and enjoyable experience: to convert possible resistance from staff into active and enthusiastic participation.

The Directors of FiDSpace have helped organisations such as the BBC, Home Office, HMRC and East Thames Housing Group through comparable change processes. FiDSpace has also collaborated with

Stanton Williams on the new UAL campus for Central Saint Martins at King’s Cross, masterplan proposals for the London College of Fashion and a number of office projects.

The FiDSpace team regards every project as a close creative collaboration between clients, the design team, specialist advisors and stakeholders. The Enterprise Centre, with a sensitive site and multiple stakeholders, is particularly complex and will require effective co-ordination and communication.

Thorough Review

At the start of the project, we will agree with the Council a tailored strategy for stakeholder engagement, which will begin with a thorough review of the ‘fit’ between the spatial proposals and the objectives for organisational change. Throughout the process we would propose to work with a steering group comprising a number of staff representatives.

End User Engagement

The design process would continue to be based around dialogue with the Council’s client group and would extend this to wider user-groups, demonstrating our commitment to an architecture which focuses on end-users’ practical requirements.

We will seek to identify aspirations and objectives against which successful outcomes can be measured.

We will use physical models as tools to jointly explore ideas and solutions with clients and stakeholders. Working with 3D models ensures a co-ordinated design that helps clients to fully understand and contribute to the developing scheme.

Support for all Stakeholders

Finding it increasingly difficult to predict what the future might bring, stakeholders can sometimes find it difficult to articulate their space requirements for building projects, particularly when decisions are required long in advance and have even longer term consequences.

Our stakeholder engagement strategy will therefore:

- Facilitate discussion around new ways of doing things.
- Ensure robust and timely decision-making.
- Support people via clear communication and dialogue throughout.

Continual Dialogue

This approach will run throughout all stages of the relocation project:

- Establishing user requirements.
- Clarifying/confirming user requirements at increasing levels of detail as design develops.
- Preparing staff for relocation,
- Settling into new environment.
- Carrying out post-occupation evaluation.

Governance Model

We will establish a client governance model that seeks to ensure client representation across a wide spectrum of interests and responsibilities - from strategic to operational, aspirational to pragmatic, generic to specific. A key feature of this model is to make explicit the roles, responsibilities and decision making powers of all involved, the aim being to focus each stakeholder's attention on those issues he or she is best placed to address.

This model will include the following:

- Project sponsor, responsible for project vision and leadership.
- Steering group, responsible for ensuring project is on message, on time, on

budget.

- Project champion, responsible for engaging all stakeholders.
- User groups, responsible for articulating needs and providing Feedback at every stage.
- Technical experts, responsible for specific requirements (ict, catering, facility management, etc).

Steering Group

Our first task will be to work with the steering group to set out the aspirations for stakeholder engagement and develop a programme of consultation and communication.

Design Lead Approach

For identifying and testing user requirements, we will adopt a design-led approach. This involves presenting design ideas to stakeholder representatives as 'what if?' scenarios to provoke discussion around types of organisational innovation and change design might support (or hinder).

As stakeholders debate the merits of design ideas presented at increasingly detailed levels, user requirements become clearer and a compelling 'story' starts to emerge. A shared understanding of the future workplace develops which naturally leads stakeholders

towards preparation for relocation.

The design-led approach proposed seeks to ensure the right level of user focus for each stage of design development.

The process will first identify typical user needs in order to establish robust design criteria for both base-build and fit-out longevity.

Once statutory requirements have been met and project viability confirmed, the focus will increasingly shift to the actual needs of anticipated first users. This will enable the Council to further clarify organisational structures/requirements as design opportunities become clearer.

A key feature of this approach is timely decision-making - not too late, which increases the risks of time and cost implications, but also not too early, when decisions are more likely to be based on existing ways of doing things, insufficient information and/or little awareness of possibilities for change that are well within reach.

Engaging with Community Groups

The number and variety of community groups in Brixton is vast. Equally, the impact of the Enterprise Centre will be wide-reaching. As such, many of these groups will have an interest. Above, we have identified some of the community groups that we believe are key to the success of the Enterprise Centre. Many of these are members of the Brixton Neighbourhood Forum but we have sought to identify them individually in their own right. We have 'themed' these groups into the following broad categories:

- Brixton General Interest; for example, the Brixton Society and Transition Town Brixton, which works specifically towards a more sustainable Brixton.
- Disability Groups such as Disability Advice Service Lambeth and People First Lambeth who we can work with to ensure that the Enterprise Centre is accessible to all.
- Youth Groups, led by Lambeth Youth Council but also including the nearby 8th Lambeth Scouts and Brixton Community Base, which runs a number of popular youth programmes.
- Business and Commerce Groups, including Made

in Brixton, which draws together the creative business community, Brixton Market Traders Association and, importantly, Brixton Pound, which has grown from a local currency into a flourishing network of local business. We will also seek to involve established and larger local businesses through the Chamber of Commerce and Rotary Club.

Continuous Consultation

Consultation with neighbours, end-users and the local community will continue throughout the construction phase. Our initial proposals will be:

- Creation of a dedicated project website.
- Open public consultation through opinion surveys and exhibitions. We would propose three public exhibitions: one at concept design stage, one at pre-planning stage and one showing the final draft proposals prior to planning submission.
- Newsletters, advertising and drop-in events in association with the public exhibitions.
- Scheduled surgeries during construction where anyone can drop-in to discuss the scheme.

Co-Production Day

Following the previous engagement day and the report of December 2012, a clear six stage process has been set out. At present, we are moving from fourth (Brief to investors / Partners) to the fifth, Detailed Viability and More Community Involvement. A major part of completing this transition is the proposed Co-Production day.

The December 2012 report sets out a blueprint for the Enterprise Centre, and one of the challenges at the Co-Production day will be reconciling the reality of a viable scheme with those aspirations. The blueprint set out seven key desires:

- Where Enterprise meets Community through place.
- Diversity of usage will be key to develop a thriving and resilient community space.
- Dedicated space for youth projects.
- Dedicated space for social enterprise start ups.
- Dedicated space for arts and creative projects.
- Dedicated space for community gatherings.
- An opportunity to pioneer flexibility and innovation in tenancy agreements, access and usage.

Catalyst

Space in the Enterprise Centre is limited, and it is unlikely that all four dedicated spaces that have been identified above could be provided as envisaged by the individuals that suggested them. However, it is interesting to note that the report recognises that “*Some of the ideas do not need a new space really*”.

It is evident that the participants in the engagement day recognised both the limitation on space and that many of the goals of the Enterprise Centre are not physical, but relate to the development of a co-operative society. The Enterprise Centre will provide a number of the spaces sought, with a vast improvement to the youth services offer, exhibition space for local artists and makers, a public café and outdoor spaces and rooms to hire for events, but it is its role as a catalyst for change and for bringing together various community groups with a common focus that will make the most difference.

The Stakeholder Support

The emphasis of the Future Brixton Masterplan is to transform the Town Hall area into a Civic and Cultural quarter. Through the interventions that we make in the public realm and the co-operative

approach that we will follow, we will achieve this and support existing initiatives in the area to deliver the community’s wants and needs where they cannot be accommodated at the Enterprise Centre. For example:

- By working with Brixton Community Base, we can increase their profile and seek out funding opportunities to support their youth and arts projects. This can deliver high-quality space for both of these needs within the target Town Hall area and support a growing local charity.
- Similarly, the Brix provides substantial and high quality, spaces for public meetings, start-ups and social enterprises. The dedicated space sought for start-ups at the engagement meeting is now present at the Brix Hub.

Space for Underrepresented Groups

Where there is not a local facility that we can work alongside, such as the Brix or Community Base, we have sought to prioritise these uses in our proposals and to take account of the feedback from the engagement. In particular, we have sought to provide dedicated spaces for community gatherings in line with the feedback.

Event Space

The street gallery and atrium will provide a new public space and café for informal meetings, exhibitions and evening events, whilst the new events space above the Assembly Rooms will create an affordable location for wedding receptions and other community events.

Brixton Cafe

We suggest that both the public and staff cafes are run by a local business in order to support them and encourage them to grow and flourish. To that end, have met with three cafes in Brixton Village to discuss the concept. All three have expressed an interest. All three potential café operators subscribe to the Brixton Pound and all three seek to use local produce and labour.

We have also asked the café operators if they would be willing to catering provide training and apprenticeships as part of their offer and, again, all three have expressed a great interest in doing so.

The event space will be a dedicated space available for public hire, and we envisage it being used primarily for weddings and other large parties. Through the engagement we have already undertaken and will continue, we will seek to compile a list of local businesses to provide

services, most notably catering, to these events, this simplifying event planning for customers whilst supporting local businesses.

We will use our engagement with the established business community through the Chamber of Commerce and Rotary Club to publicise these spaces as ideal locations for meetings, AGMs and conferences and, equally, to begin to build a picture of spaces that are available to rent for similar uses, for start-ups or for creative industries and that are in the ownership of private businesses.

Networks

We will use the co-operation that we foster through our engagement process as the starting point for the community to build networks, not just in relation to finding space but also to trade with each other more effectively.

Co-Production Day

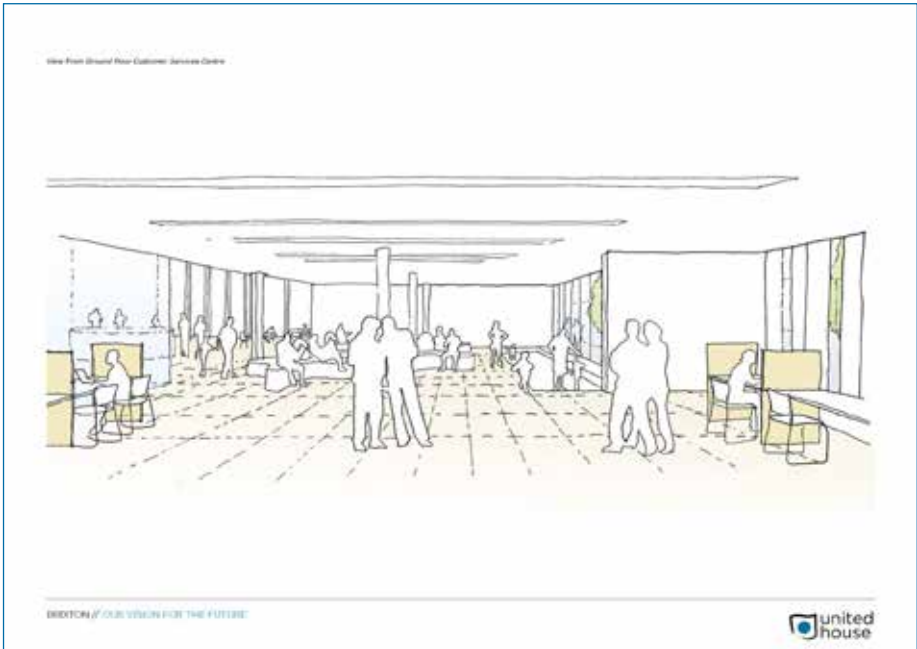
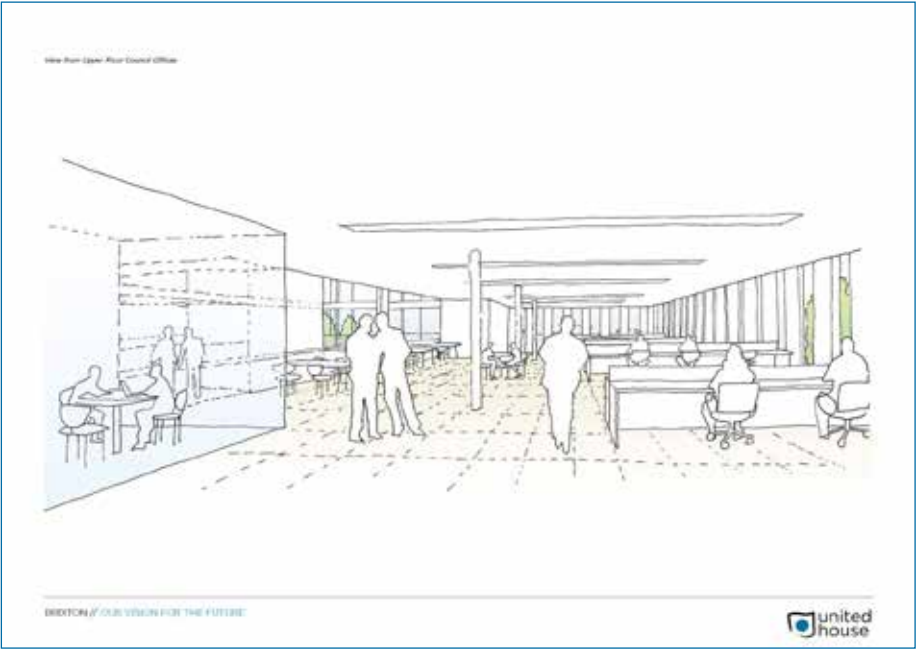
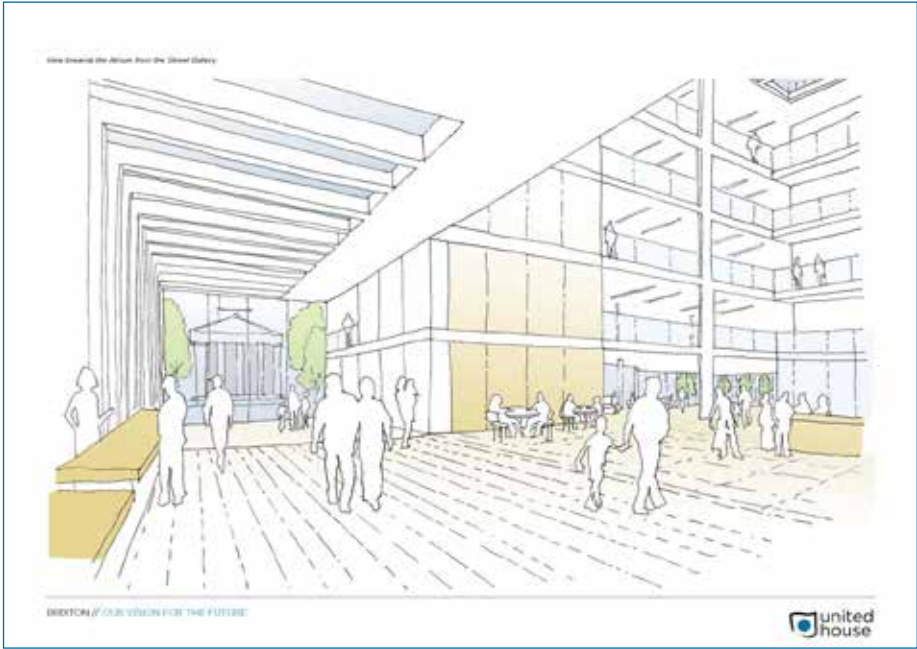
We had a successful and useful Co-Production day. A group of 11 people attended, these included residents from Porden Road and Arlington Lodge as well as members of The Brixton Society, Lambeth Black Families Forum and Brixton Green. A presentation was made by Lambeth which described how the scheme has currently progressed since the last Co-

Production day, they were then split into two groups. To one group at a time, we introduced our scheme and ideas with a formal presentation (the slides can be found on the following pages), then had a sit down discussion where we considered their views and likes/dislikes. Much of the time was centred on how our design would affect their current living conditions, their views of Brixton Hill and noise control of the works.

We came away with a better understanding of how the site currently works and what needs to be improved from the resident's point of view. We gathered all the feedback and have considered the residents outlook in detail.

We looked at the physical and financial feasibility of all points raised and considered how they can be delivered.









ERIKSON'S FOUR STAGES FOR THE FUTURE



ERIKSON'S FOUR STAGES FOR THE FUTURE

