Brixton

Economic Action Plan

A Report by Regeneris and We Made That

2017

LB Lambeth

Brixton Economic Action Plan

2017

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Foreword

Thank you for taking the time to look at this economic action plan for Brixton.

Brixton is a special place. The diversity of the local community and economy means that the combined response to the challenges cannot be 'off the peg'.

To respond to this, we have spent the last 18 months looking at the evidence and talking with local people, businesses and investors to better understand how Brixton is evolving.

This plan (and the accompanying evidence base) is the outcome of this work and is an important document as Lambeth Council seeks to deliver on the "inclusive growth" strand of the recently published Borough Plan.

With land values and private rents rising rapidly, there is increasing pressure on some businesses and residents, as well Brixton's identity as a whole. We know that we need to respond to this challenge and this plan is part of that response.

The Brixton we want to see is one where every business, investor and resident is a member of the community, based here because they want to be part of Brixton. We want all of these groups to benefit from an offer that reflects their needs:

- It will mean mobilising the existing population and businesses to be better able to participate in the opportunities that stem from growth and change
- This will mean encouraging new companies to locate in Brixton, but also supporting them to engage with the local community;
- It will mean supporting the activity of businesses in some of London's most important sectors (including creative and digital companies) and turning this into tangible growth and job opportunities;
- It will mean welcoming new residents, businesses and ideas to Brixton;
- It will mean promoting positive messages to external audiences to forward an understanding of what makes Brixton different to other locations in London;
- It will mean protecting cultural and community activities which define Brixton and ensuring that they remain accessible to all those who wish to use them;
- And, it will mean ensuring that public and private sector partners understand Brixton and are prepared play a long term role to support its growth and maintain its distinctiveness.

This document sets out evidence and projects, some existing, some new, which will help us achieve these goals,

However, this document is really a "starter for ten". I want businesses, investors, residents, organisations and institutions to use this document to help shape the economic growth of the town centre.

As such, I hope this will mark the start of the next phase in Brixton's economic evolution, one that will be defined by collaboration and participation.

We want to work with you, hear your ideas and collaborate to develop and then refine plans. This document is a starting point and we look forward to working with you to build upon this in the future.

Jack Hopkins

Lead Member for Business, Regeneration and Culture

Executive Summary

1.1 Over the last 18 months Regeneris and We Made That have developed this Brixton Economic Action Plan. This is an independent report, based on research, discussion with local stakeholders and experience of other locations. The plan is designed to be a starting point for a collective response which will ensure that the next stage of Brixton's economic evolution is as impactful, exciting and inclusive as possible.

Study Background and Purpose

1.2 Brixton has, over the last 5 years, been a focus of activity for Lambeth Council. The principal policy intervention to date has been the development of the Brixton Supplementary Planning Document (SPD) (adopted in 2013) which sets the foundation for the physical transformation of Brixton in support of the Local Plan (revised in 2015).

1.3 The SPD was necessitated by the fact that Brixton is currently the focus of a large amount of development activity and investment. Most significant is the Council-led Future Brixton programme: £350m of investment across 3 areas: Brixton Central, Somerleyton Road, and Your New Town Hall.

1.4 Across the Future Brixton programme there is potential to deliver up to 750 homes and a 40,000 sq ft of commercial and employment floorspace (inc. retail). In addition, Lambeth Council, working with key partners has secured additional major investment through the High Street Fund (GLA) and Townscape Heritage (Heritage Lottery Fund) programmes.

1.5 At the same time, Brixton has been at the forefront of London-wide debates regarding the pace of socio-economic change and in particular the perceived impact of gentrification on existing businesses and resident communities. This ongoing discussion about the future of the Brixton has created the impetus to develop an Economic Action Plan to provide a better understanding of the town's economic future and to guide discussion and intervention over the next decade.

Work Undertaken

1.6 The work undertaken to develop this plan has included:

- **Analysis of statistical evidence** – a detailed review of up to date intelligence on local economic characteristics and performance
- **Observational research** – in addition to statistical analysis we have undertaken detailed observational analysis of conditions and characteristics within Brixton town centre
- **Consultation** – consultation with stakeholders, local business and community organisations
- **Strategy Development Workshops** – four workshops with businesses, young people, community representatives and landowners to inform the development of actions for the plan.

1.7 The evidence base which underpins this Economic Action Plan is summarised in Chapter 2 and is presented in full in the accompanying *Brixton Economic Action Plan: Evidence Base Report*.

Brixton's Economy

There is a need to increase diversity and value of economic activity in Brixton

1.8 Currently, Brixton has a comparatively low value economy: employment strengths currently lie in sectors which typically contribute lower levels of economic value added (such as retail, leisure and food & drink and public sector activities). There are however, a number of emerging specialisms which make Brixton unique; these include specialist retail and food, its cultural and leisure offer and its strong civil society activity. These all help to define Brixton in a competitive market place.

Evidence of recent growth in London's growth sectors

1.9 Alongside its town centre role, Brixton is also home to a number of higher value creative and professional activities. While historically these have been small in size and concentration, there has been growth in recent years and there have been a number of high profile office investments into the area (such as Squires + Partners). There is great potential to accommodate further growth in these higher value sectors in future years, which makes Brixton an important part of London's growth proposition.

Some ongoing challenges

1.10 While there is evidence of improving town centre performance in recent years, a number of challenges has been identified which could constrain future performance. These include the availability of retail and leisure floorspace to accommodate growing demand (particularly within the indoor markets); the quality of the built environment; connectivity (both to and within the town centre); and the quality of wider facilities and infrastructure (e.g. digital connectivity).

Low availability of commercial space an increasing concern

1.11 The supply of commercial space in Brixton has a crucial role to play in ensuring that the local economy evolves in a sustainable and balanced way. Additional retail and leisure space will be required to help support growth in Brixton's existing specialist activities; additional office floorspace is required if Brixton is to develop as a viable location and hub for London's professional and digital growth sectors; and a mix of flexible and affordable workspaces will be required to support start-ups and innovation.

A need for clearer messaging on Brixton

1.12 In addition to the supply of commercial space, given the highly competitive economic environment in London, strong and consistent messaging is required to promote both Brixton's specialist town centre retail, leisure and cultural offer, and it's potential as an employment hub of regional importance.

An ongoing need to support and involve existing residents and businesses

1.13 Broadly, Brixton benefits from a highly skilled and economically active labour market; this is a strong economic asset which will prove attractive to firms looking to located in the area. Despite this, there are still significant socio-economic challenges in Brixton, particularly in the Coldharbour ward and neighbouring estates. Connecting existing residents (and businesses) to emerging economic opportunities both in Brixton and more generally across London, will require action to address some persistent under-performance in relation to skills, unemployment and income.

Areas for Action

1.14 Having reviewed the evidence, considered existing delivery and canvassed local stakeholders, seven areas for action have been identified. These are summarised below with an indication of the partners who will need to come together to deliver the required change:

- **Project Area 1 – Spaces to Accommodate Growth:** Delivery of the spaces that will accommodate economic growth in Brixton. This will include the delivery of new office space, building upon the already excellent amenity offer and providing proactive planning to enable more rapid and sustainable change.

  PARTNERS: Landowners; Developers

- **Project Area 2 – Spaces for New Ideas and Experimentation:** Support spaces for enterprise, new ideas and experimentation; enabling Brixton to become a key London hub for innovation. This will include the continuation of places like the Piano House, Impact Hub and Pop Brixton; alongside new spaces for SMEs; affordable spaces for new businesses, artists and makers; and shared spaces to de-risk growth for homeworkers and start-ups.

  PARTNERS: Pop Brixton; Impact Hub; Greater London Authority (GLA); South Bank University; Brixton Business Improvement District (BID).

- **Project Area 3 – Enhancing the Local Environment and Improving Infrastructure:** To ensure Brixton is a place where people want to live and work and is better connected, improving public realm; investing in internet connectivity; improved transport infrastructure; and heritage assets, will all be important.

  PARTNERS: Market Traders and Retailers; Brixton BID; Heritage Lottery Fund (HLF); Network Rail; Transport for London (TfL); GLA

- **Project Area 4 – Supporting Brixton's Businesses:** Supporting Brixton's businesses to survive, adapt and grow, ensuring that the town becomes a more diverse and higher value economy. This will include making better use of the support which is already available in London; and support to help existing businesses to benefit from change.

  PARTNERS: Brixton BID; Workspace Providers; Impact Hub; GLA/London Enterprise Panel

- **Project Area 5 – Improving External Perceptions**: Better communicating the unique opportunity that exists in Brixton, improving external perceptions of the town as an economic location. This will include new market testing; development of a more consistent approach to marketing Brixton; and targeting of new sectors and accelerator activity.

  PARTNERS: Developers; Brixton BID

- **Project Area 6 – Linking Residents to Opportunity:** Linking Brixton's residents to opportunities in Brixton and beyond, ensuring that all residents have the skills and aspiration to participate in the opportunity. This will include improved signposting and referral to employment and training support; direct interventions to include and support Brixton's young people; and enabling higher value and STEM skills amongst local residents.

  PARTNERS: Lambeth College; Local Schools; Pop Brixton; Community Representatives; Lambeth Education Business Partnership (EBP); GLA; Brixton BID; Young Lambeth Cooperative; South Bank University Technology College (UTC).

- **Project Area 7 – Recognising and Nurturing Social Value**: Celebrating Brixton's uniquely strong civil society and ensuring that it remains a fundamental part of the town's economy in the future. This will include improved communication with the community; actions to retain value locally; improved exchange of information with young people; support for the local sharing economy; and promotion of fairness and equality.

  PARTNERS: Brixton £; Transition Town Brixton; Pop Brixton; Young Lambeth Co-operative; Local civil society organisation

1.15 Further details on specific projects are included in Appendix A.

Measuring Success: Indicators and Values

1.16 Recognising that Brixton is distinctive and the opportunity is unique, partners will need think carefully about how they track change and recognise that the area's evolution will not always be easy.

1.17 Measuring change will in part, be about making the best use of the available data and ensuring that good information is available to illustrate the ongoing Brixton story. This will include tracking performance against **job creation, business starts, unemployment, skills levels, inward investment and resident satisfaction** amongst other indicators.

1.18 Given the pace of change (which statistics will never keep up with) and the importance of community and collectivism for Brixton's identity a number of 'values' have also been identified. These are a set of less tangible touchstones which can be tracked to demonstrate partner commitment and the 'real-time' evolution of the area. These values are **Positivity, Distinctiveness, Equity, Participation, Collectivism, Reinvestment and Fun**.

1.19 These should be reported back upon each of these indicators and values regularly as part of an ongoing commitment to discussing Brixton's performance and evolution.

Partnership, Roles and Responsibilities

Partner Roles and Responsibilities

1.20 On a day to day basis, Lambeth Council will need to enable a strong coalition of partners, including businesses, developers, delivery bodies and residents to support this plan. In doing this, it is recognised that Lambeth Council will need to play a facilitator role, managing relationships and ensure effective referral.

1.21 It is also acknowledged partners themselves will need to commit to a set of roles and responsibilities including communicating positive messages about Brixton; buying locally; delivering support locally; trying new things; and communicating more effectively with each other and Lambeth Council.

Ensuring a Forum for Reflection and Discussion

1.22 With so many active organisations and partners, Brixton does not need another partnership structure. There is however, a need and desire to bring partners together to communicate objectives, share experiences and develop more consistency in supporting the area's evolution.

1.23 It is proposed to use the existing Brixton Neighbourhood Forum to discuss plans, share information and celebrate achievements.

1.24 The Brixton BID should also play an important role and the Council will discuss how local business should stay involved. This could take the form of a regular update at the BID Annual General Meeting.

Next Steps

1.25 LB Lambeth needs to enter into a number of conversations with partners about the delivery of this plan. Once these have been undertaken a range of partners will need to take responsibility for the delivery of specific projects within the plan, alongside a commitment to ongoing engagement with the partnership.

2. Brixton's Economy

In Summary

A detailed review of the local economy has been undertaken to inform this plan. This is set out in detail in a separate baseline document, providing the detail behind the following broad findings.

There is a need to increase diversity and value of economic activity in Brixton

Currently, Brixton has a comparatively low value economy: employment strengths currently lie in sectors which typically contribute lower levels of economic value added such as retail, leisure and food & drink and public sector activities. There are however, a number economic specialisms which make Brixton unique in London, including specialist retail and food, its cultural and leisure offer and its strong civil society activity. These all help to define Brixton in a competitive market place.

Evidence of recent growth in London's growth sectors

Alongside its town centre role, Brixton is also home to a number of higher value creative and professional activities. While historically these have been small in size and concentration, there has growth in recent years and there have been a number of high profile office investments into the area (such as Squires and Partners). There is potential to accommodate further growth in these higher value sectors in Brixton in future years: these are sectors which are projected to grow across London and Brixton is ideally placed to attract companies looking for a more distinctive location.

Some ongoing town centre challenges

While there is evidence of improving town centre performance in recent years, a number of challenges has been identified which could constrain future performance. These include the availability of retail and leisure floorspace to accommodate growing demand (particularly within the indoor markets); the quality of the built environment; connectivity (both to and within the town centre); and the quality of wider facilities and infrastructure (e.g. digital connectivity).

Availability of commercial space an increasing concern

The supply of commercial space in Brixton has a crucial role to play in ensuring that the local economy evolves in a sustainable and balanced way. Additional retail and leisure space will be required to help support growth in Brixton's existing specialist activities; additional office floorspace is required is Brixton is to develop as a viable location and hub for London's professional and digital growth sectors: and a mix of flexible and affordable workspaces will be required to support local people to experiment and innovate in enterprise.

A need for clearer messaging on Brixton

In addition to the supply of commercial space, given the highly competitive economic environment in London, strong and consistent messaging is required to promote both Brixton's specialist town centre retail, leisure and cultural offer and its potential as an employment hub of regional importance.

An ongoing need to support and involve existing residents and businesses

Broadly, Brixton benefits from a highly skilled and economically active labour market: this is a strong economic asset which will prove attractive to firms looking to located in the area. Despite this, it is clear that significant socio-economic challenges remain in Brixton, particularly in the Coldharbour ward and neighbouring estates. Connecting existing residents (and businesses) to emerging economic opportunities both in Brixton and more generally across London, presents an opportunity to address challenges around skills, unemployment and income.

1.26 Brixton performs a number of economic functions:

- **A place to live** – Brixton is located in a densely populated part of south London; the area is home to a diverse community with an estimated population of around 30,000 in the immediate area
- **A place to work** – Brixton is home to over 11,000 jobs and attracts workers from both surrounding residential areas and beyond
- **A place to visit** – Brixton's role as a major town centre means that it attracts people both local residents and people from further afield to use its services, amenities and leisure and cultural assets – the scale of this is partly demonstrated by the fact that in 2014 there were nearly 30 million tube entries and exits, a figure which has increased significantly in recent years.

1.27 These economic functions have been examined in detail within a full baseline review of the local economy which accompanies this Action Plan. A summary of the most important findings is provided below.

Headline Economic Performance

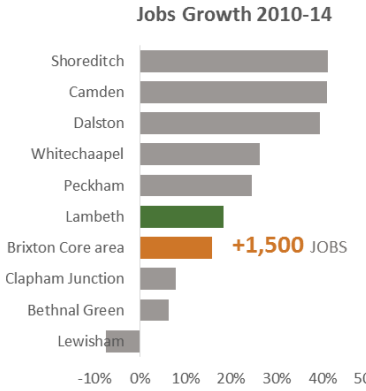
1.28 Brixton's primary economic function is as a town centre – it is classified as a major centre within the London town centre hierarchy. However, the area is also home a range of wider employment and business activities and evidence suggest the breadth and diversity of the economy has been increasing in recent years.

1.29 The Brixton economy[1] comprises around 11,300 jobs and around 1,500 businesses: in total this accounts for just under 10% of all economic activity in Lambeth.

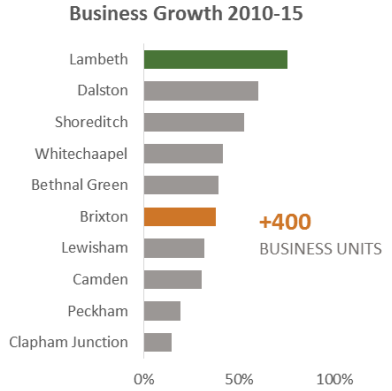
1.30 In recent years, the area has experienced economic growth on a par with that seen across London, albeit below the rate seen across Lambeth. Over the period 2010-2014, the area gained around 1,500 jobs and 400 businesses, growth of 16% and 38% respectively. When this is compared to other town centres of similar size and role, performance has been mixed. In employment terms, town centres such as Camden, Dalston, Whitechapel and Peckham have experienced stronger employment growth over the same period, while Brixton has performed more strongly than Clapham Junction, Bethnal Green and Lewisham.

Figure 1.1 Jobs and business growth, 2010-2014/15

Brixton's jobs growth rate over recent years has exceeded that across areas such as Bethnal Green, but falls behind areas such as Shoreditch and Dalston.



Brixton's business growth rate over recent years has exceeded that across areas such as Peckham but falls behind areas such as Dalston.



Source: ONS. Business Register and Employment Survey & UK Business Count

Note: comparators have been chosen to broadly benchmark Brixton's performance within the London town centre context. A range of comparators were chosen based on size, function and location and are intended to help place Brixton within London's competitive town centre environment.

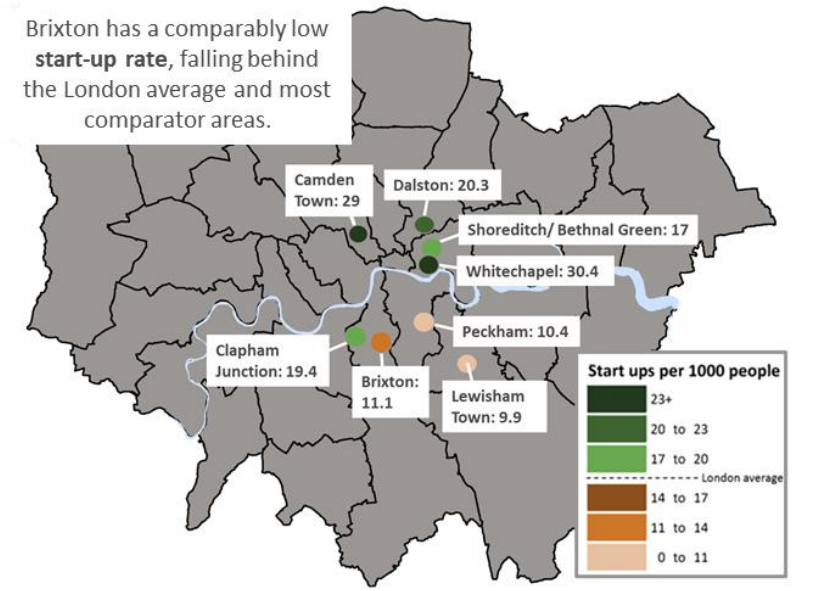
[1] A bespoke Brixton economic geography has been defined for the purposes of statistical analysis. This is mapped in the Evidence Base document.

Business and Enterprise

1.31 A large part of the Brixton business base is micro businesses (0-9 employees): these represent 86% of all businesses in the area. Small businesses with fewer than 50 employees make up 98% of the business base – a similar proportion to seen across Lambeth and London as a whole.

1.32 Despite its large base of micro and small businesses, evidence suggests that Brixton is currently underperforming in terms of enterprise: as highlighted by Figure 3.2, Brixton business start-up rates are below those seen to the north of Lambeth and are also lower than in comparator town centre such as Dalston and Camden.

Figure 1.2 Business Start Up Rates



Source: Start Up Britain

1.33 However, despite current underperformance illustrated in the statistics, there is evidence that Brixton is experiencing growing levels of entrepreneurial activity. This is partly demonstrated by strong demand for take up in facilities targeted at business start-ups such as the Impact Hub.

Town Centre Function

1.34 Brixton is part of a highly competitive town centre hierarchy in London: it is one of 2 major centres in LB Lambeth, 35 major centres across London, and over 200 town centres across London when a broader range of town centre categories are included (metropolitan, major and district).

1.35 While each of these town centres are varied in terms of their form and economic function, the environment is highly competitive, with the town centres competing for a finite amount of consumer spend and investment. In this context, having a clear town centre identity or offer can play an important role in supporting economic growth.

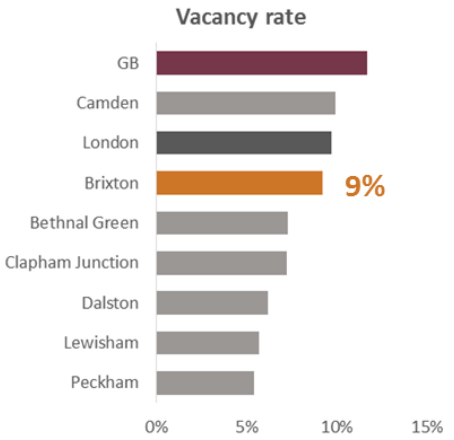
1.36 Brixton's town centre offer is characterised by a high proportion of independent retail and a number of unique assets. This includes the long standing street and indoor markets, which have developed a strong consumer food and drink offer in recent years.

1.37 Overall, Brixton is currently performing at better than the London and national averages in terms of retail unit vacancy. There is also evidence that visitor numbers have increased significantly in recent years (this is partly demonstrated by the fact that tube entries and exits increased by 41% from 2009 to 2014 – from 20.1 million per annum to nearly 30 million). That said, vacancy rates are higher than in a number of comparator town centres, including Dalston, Lewisham and Peckham.

1.38 A key part of Brixton's town centre offer is its night time economy. The 'Lambeth After Dark' Report (2013) notes that Brixton has a vibrant nightlife, with a number of evening attractions including the O2 Academy, Ritzy cinema, the leisure centre and the indoor markets. While historically lower value in nature there has been a shift in recent years towards a 'quality' offer. 'Lambeth After Dark' also notes the importance that growth and change should be continuously managed to ensure Brixton retains its distinctive character.

Figure 1.3 Town Centre Vacancy Rates

Brixton's **town centre vacancy rate** (% of town centre units that are currently vacant) is below the London and GB average.



Source: Regeneris Consulting 2016

Current Sector Strengths and Specialisms

1.39 Brixton's top employment activities are in sectors which would traditionally be seen as contributing lower levels of value to the economy, as defined by levels of gross value added[2] and productivity. These activities typically include public administration, wholesale and retail and food and beverage activities:

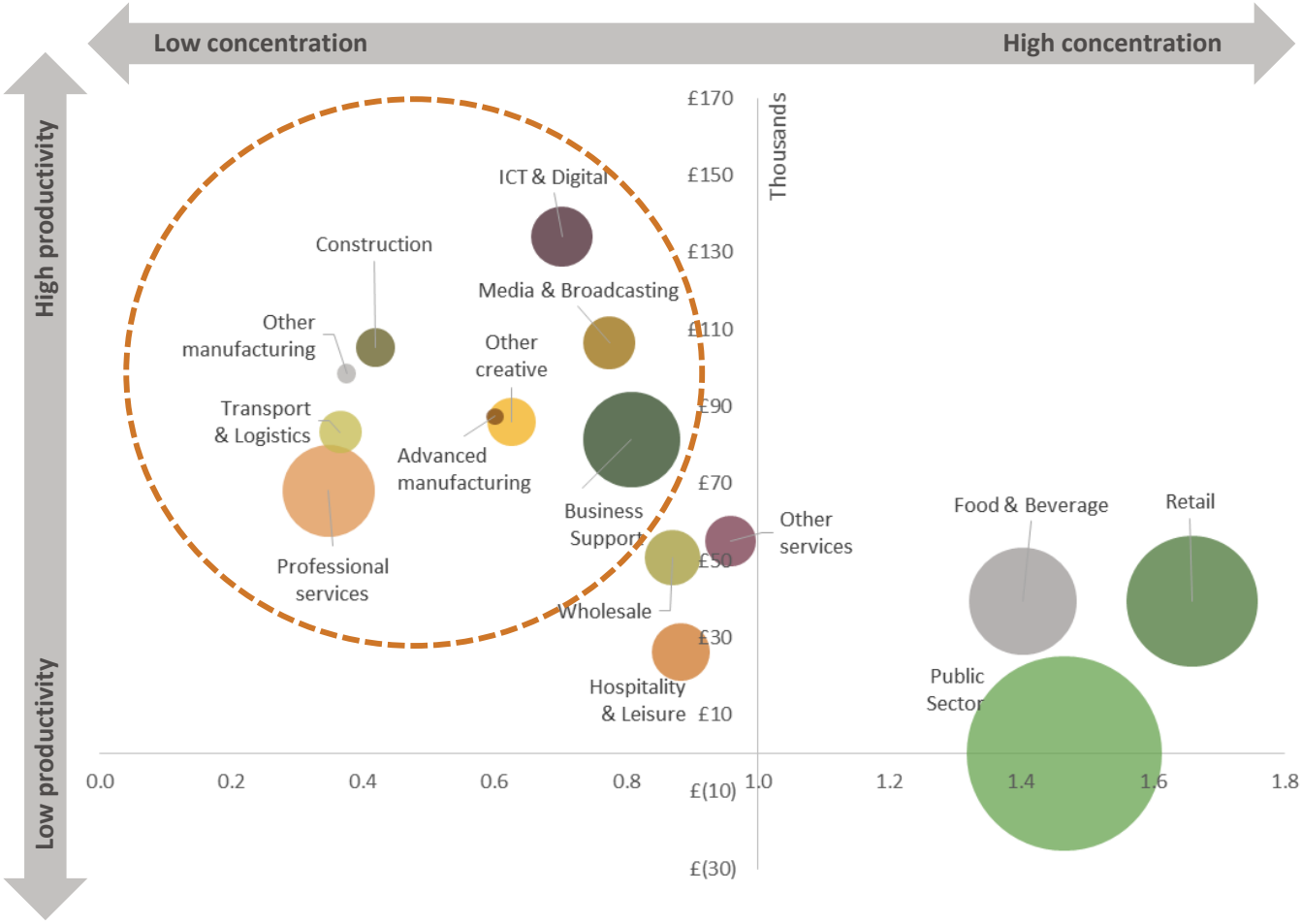
- Public administration. Reflecting the presence of Lambeth Council, this is one of the largest employment sectors in Brixton, providing 2,100 jobs (19% of all employment locally).
- Wholesale and retail. Reflecting Brixton's role as a major town centre, retail is also a key employment sector - also contributing around 2,100 jobs (19% of employment locally).
- Food and drink. Further reflecting Brixton's town centre role, the food and beverage sector is also a key employment sector in Brixton, providing around 1,000 jobs (9% of all employment). This sector contributes to both the day time and night time economies.

1.40 By contrast, activities which typically contribute higher levels of value added are under-represented locally. Generally speaking, professional and business sectors in Brixton are relative small: the broadly defined professional, scientific and technical activities sector for example, contributes around 5% of jobs (600 jobs) in Brixton, compared to an average of 8% across London.

1.41 The current structure of the Brixton economy is summarised in the chart overleaf which contextualises Brixton sectors in terms of their size, degree of specialisation and productivity. The dotted bubble highlights that higher employment value sectors in Brixton are largely small and less concentrated than average across London.

[2] GVA is the official measure of local economic value and comprises salaries paid to staff and profit generated by businesses.

Figure 1.4 Brixton Sectors: Employment Size, Concentration and Productivity



The chart summarises Brixton's sectors in terms of their size, degree of specialisation and productivity:

- Number of jobs (2014) – denoted by the size of the bubble
- Degree of specialisation (2014) – concentration (as defined by the location quotient) relative to the London average denoted by the horizontal positioning, with the bubbles towards the right showing greatest level of specialisation.
- Productivity (2014) – average GVA per employee for each sector in London denoted by vertical positioning with bubbles to the top of the chart showing the highest levels of productivity.

The dotted bubble highlights that higher employment value sectors in Brixton are largely small and less concentrated than average across London.

Source: ONS, BRES 2014, UK Regional Accounts, 2014

1.42 While the Brixton economy is characterised by strengths in lower value activities, there has been recent growth in a number of higher value creative and professional sectors locally. These include ICT and Digital activities (+63%, +50 businesses since 2009), media and broadcasting (+27%; +20 businesses since 2009) and wider professional services (+41%; 84 businesses since 2009). The current investment into Brixton by Squires + Partners (a major architecture practice), is demonstrative of this trend of growth in office based employment activities within the town centre. This should be viewed as a positive trend: higher value activities can play an important role in helping to increase skills and prosperity levels within a local area, particularly where local residents are able to participate in the opportunity.

1.43 In a fast moving economic environment like Brixton, statistics only tell part of the story and will never keep up with the pace of change 'on the ground'. Responding to this, detailed observational mapping has been undertaken of the main economic activities and uses visible within the town centre. This has involved visually surveying locations in the town centre, recording what is happening and talking to those who are working in these places – essentially, this provides more of a 'real time' view of current activity in Brixton.

1.44 This analysis has identified a range of economic activities taking place within Brixton, which we have grouped under four categories:

- Town centre retail and services
- Town centre eating and drinking, leisure and entertainment
- Employment activities – professional and mixed business activities
- Employment activities – creative activities.

1.45 In addition to core economic sectors, observational analysis has highlighted the important role that the *civic society and social economy* play in defining Brixton's identity, partly highlighted by the visible activities of numerous community and social value organisations locally. This was further emphasised by the co-production events, during which culture and cultural identity were commonly stated to be the key defining features which mark out Brixton as unique within London.

1.46 These five groups of activity are summarised over the following pages.

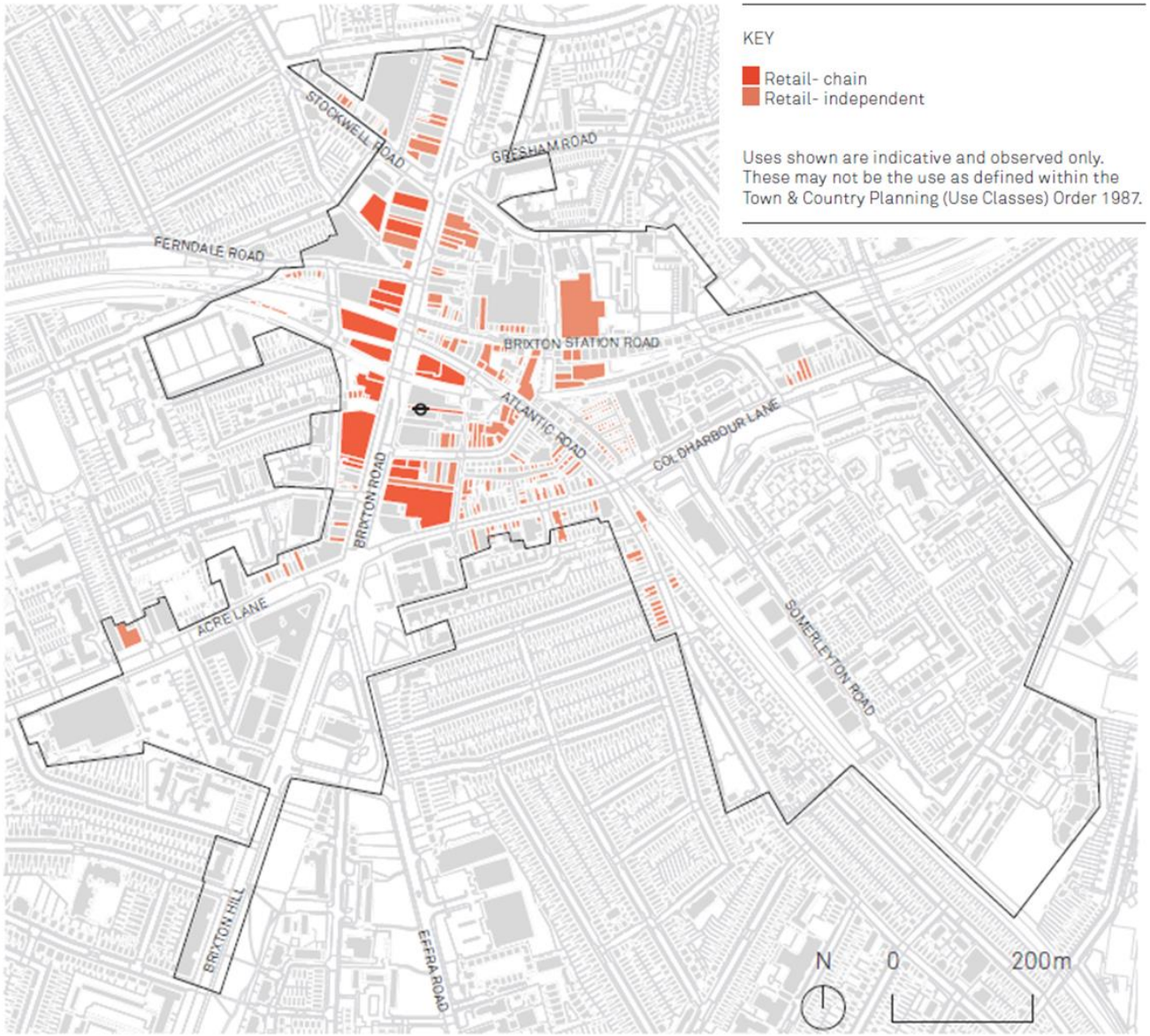
Spatial Observations– Retail

Review of statistical evidence suggests that there are around 1,700 retail jobs (15% of all town centre jobs) and 165 retail businesses (11% of all town centre business units) within the Brixton area. Observational mapping demonstrates the broad spatial spread of these uses and activities in the town centre.

Retail is a highly visible sector in Brixton, with the core of activity around the tube station and spreading north and south along the high street.

There are high concentrations of chains along the high street, with a few larger floor plates along the ground floor. Some shops exist on multiple floor levels. The area also hosts a number of micro-businesses (mobile and IT repairs, for example) operating from market stalls, smaller floorspaces, or sharing commercial units, including railway arch units, or micro-spaces between larger retail units, such as the Reliance Arcade on Brixton Rd and Pope's Rd market. The area hosts a particular concentration of hair and beauty-related retail (particularly along Coldharbour Lane and Atlantic Rd), with many businesses specialised in catering to Afro-Caribbean clientele, supporting the area's reputation as a prime destination for these services.

More independent retailers appear to be clustered in the markets and along Coldharbour Lane. It appears that the northern side of the arches are tailored more to the functional food retail, whereas the south side near the station is more service orientated.



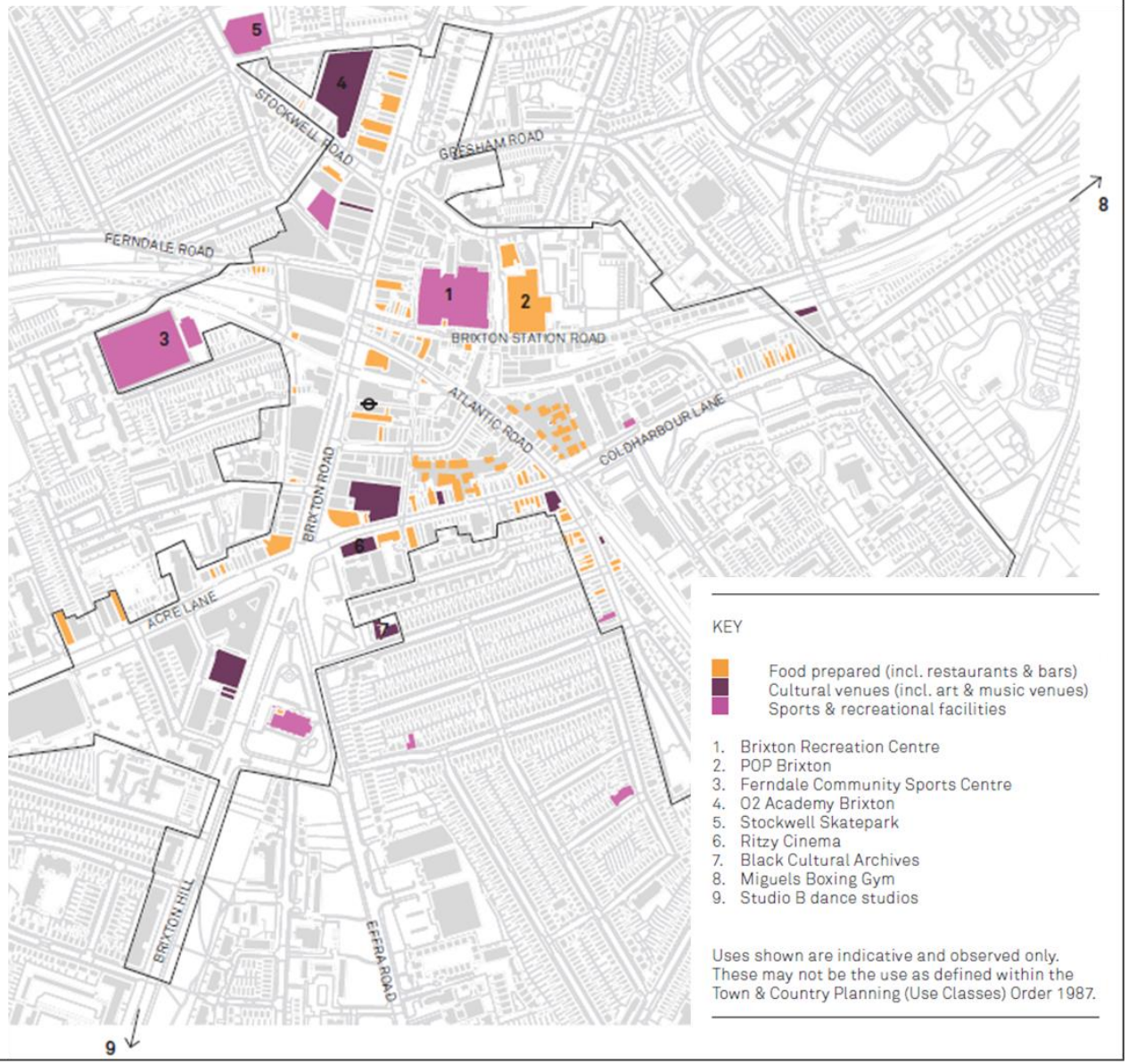
Spatial Observations– Eating & Drinking, Entertainment, Leisure and Culture

Review of statistical evidence suggests that there are around 1,350 eating & drinking, entertainment, leisure and culture jobs (12% of all town centre jobs) and 135 businesses (9% of all town centre business units) within the Brixton area. Observational mapping demonstrates the broad spatial spread of these uses and activities in the town centre.

Brixton has a strong visitor economy which stretches from sports and recreational facilities with a Lambeth wide reach, to London and UK-wide visitors coming to the area to take part in Brixton's entertainment and cultural offerings (such as The Ritzy Cinema, O2 Academy, Brixton Village & Market Row, and Pop Brixton). In terms of more localised recreation, the area has a strong concentration of sports and fitness amenities which are well-used. The Brixton Recreation Centre is a key focal point for these uses, as is the Ferndale Community Sports Centre. Other offerings include gym chains, small yoga studios and the well-known Stockwell skatepark.

The area has strong cultural importance as a key site of Afro-Caribbean and black cultural heritage in London. The Black Cultural Archives (BCA) offers a key anchor cultural institution in the area reflecting this heritage, although it is also informally expressed by the diverse food, retail and cultural amenities operating in the area.

Building on these cultural strengths, Brixton has a strong night time economy with a diverse offering from bars, music venues, pubs and restaurants. Brixton's nigh time offering draws people from across London (and UK). There appears to be a connection between this night time economy and creative music and media enterprise activity in the area. Entertainment and music venues may therefore also act as an attractor to a wider range of dynamic SME activity.



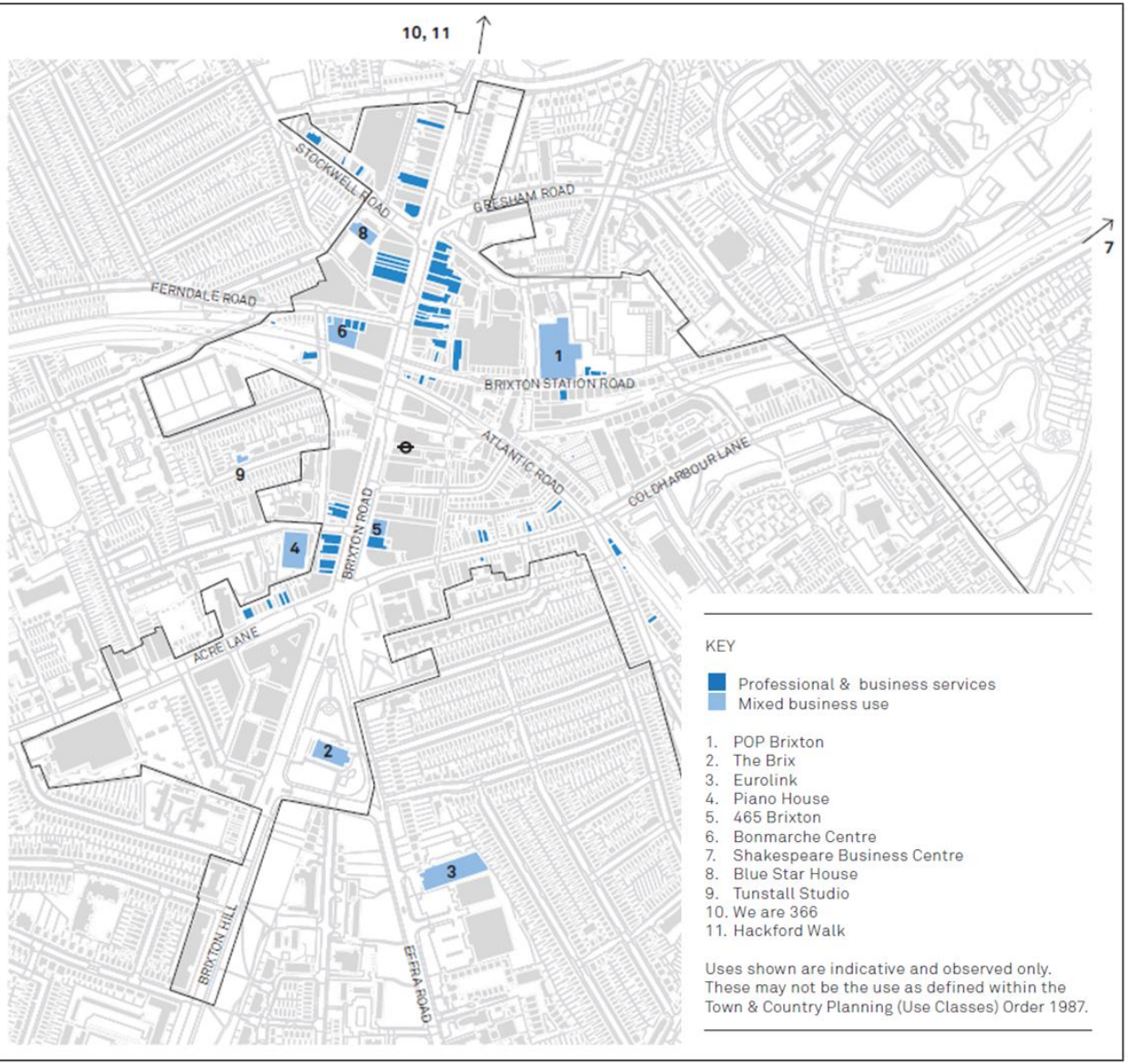
Spatial Observations– Professional services and mixed business uses

Review of statistical evidence suggests that there are around 2,400 professional service, ICT & digital, and other business services jobs (20% of all town centre jobs) and 585 businesses (40% of all town centre business units) within the Brixton area. Evidence also indicates growth within this sector including professional services (+24% growth in jobs between 2009-14) and ICT & digital (+74% growth in jobs between 2009-14). Observational mapping demonstrates the broad spatial spread of these uses and activities in the town centre.

The most visible occurrence of this sector at street level includes banks, financial transfer companies, estate agents and other high street services. Other professional services (solicitors, accountants etc) are less visible on the ground floor, although there is some presence on the upper floors of high street units, including along Brixton Road and Coldharbour Lane.

This sector is also concentrated within mixed-use business hubs, which also accommodate a range of other sectors. These hubs are a mixture of B1 (business uses) and B2 (industrial uses). The offers in these workspace hubs vary from studio space, office space, co-working space and different combinations of the same. There also appears to be a mixture of B1 and B2 uses accommodated at these sites.

Two of these hubs (Shakespeare Business Centre and Hackford Walk) are spatially arranged around courtyards that create interesting relationships between different businesses. The courtyards also enable some 'making' e.g. large-scale props, to be assembled here. It appears that different typologies of space are offered within hubs and thus enables different sectors to work adjacent to each other. Other hubs are arranged around open-plan workspaces and deskspaces- generally used by businesses at start-up level or by sole traders and freelancers.



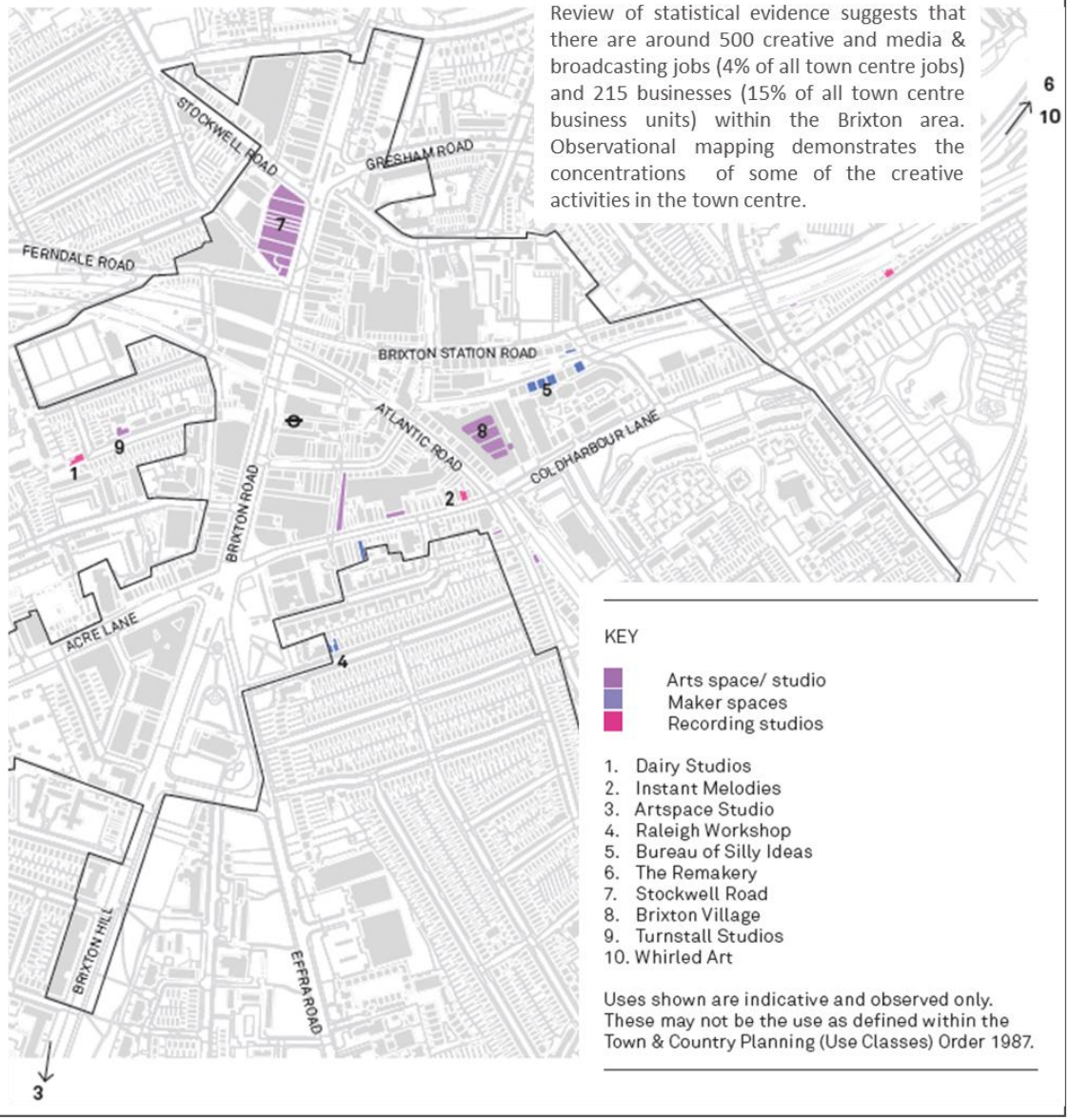
Spatial Observations– Creative Activities, Artists, Making

Brixton has a relatively high density of artist studios and production facilities although not immediately apparent in relation to the strong presence of food and retail offerings in the area. Many of the studios occupy secondary/utility spaces like storage spaces in the indoor markets and railway arches off Coldharbour Lane. Current studio provision is all provided at a similar small scale - with the Bureau of Silly Ideas standing as one of the only larger scale artistic production operations in the area. A number of studio spaces are linked to exhibition spaces or galleries, as with Coldharbour London and Brixton Cellar. A number of creative businesses also offer facilities to hire for artistic production- like studio space and hardware at Photofusion or printing equipment at Artichoke Printmaking in the Shakespeare Business Centre. Availability of affordable studio space for artists, particularly for those in early career phases, presents a challenge to the continued vitality of Brixton's art scene.

Making space is relatively scarce in central Brixton. Large-scale making is only prevalent in the arches of the Bureau of Silly Ideas, with much large-scale production having left the area. Small-to-medium making operations like furniture and design workshops are present at a limited number of locations, while some small-scale making takes place through classes and workshops at venues like Turpentine.

Brixton is also the site of 'makers' networks in the form of the markets and organisations like Makerhood which include over 100 makers from the Lambeth area. While not occupying a physical space, Makerhood provides a directory of many makers operating out of residential spaces and provides a network for business support and development. The network makes use of some existing meeting spaces around Brixton to host its monthly makers' meetings.

The music industry is one of Brixton's strongest cultural amenities. The array of music venues in Brixton cater to a number of local and wider audiences and the area benefits from a strong and diverse musical heritage. There is a high density of recording studios/facilities and live music venues around central Brixton, signalling the vitality of the sector in the area. Recording facilities available are usually small clusters of studios (1-3) in one building, sometimes alongside other studio space as with Artspace Studio on Brixton Hill or Slap Studios in the Shakespeare Business Centre.

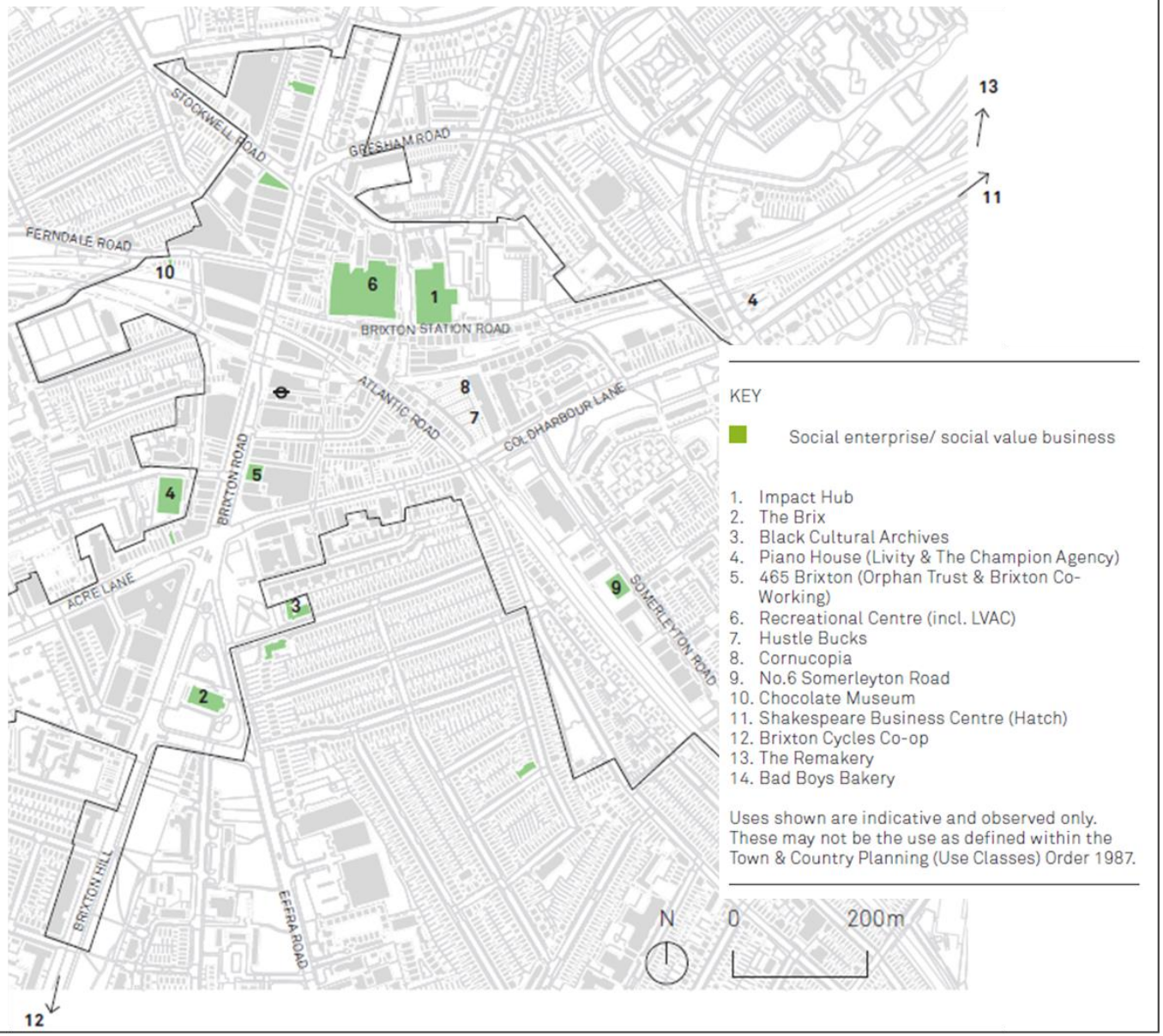


Spatial Observations- Social value activities

With each of the sectors investigated in the Brixton area, there are a high number of businesses that have an explicit 'social value' ambition. In some instances, this relates specifically to a concern with the 'local', for example local production and sourcing, in other cases direct engagement with local residents is a core part of the business activity. This is perhaps best exemplified by the 'Brixton Pound' initiative and the host of social enterprise initiatives recently housed at POP Brixton. Other examples include Brixton Energy (a not-for-profit co-op creating renewable energy projects whose financial revenues stay within the area) and Transition Town Brixton.

For example, at the Impact Hub, many entrepreneurs/ members are aiming to tackle inequality, sustainability, education and other social issues through their business activity and social enterprise. Transition Town Brixton are currently undertaking a 'Reconomy' project investigating sustainable approaches to local economic growth. As part of this initiative, they hosted a Local Enterprise Forum at which local social enterprises pitched their ideas to potential 'investors', of money, time and in kind support. In attending this event several Brixton-focused businesses were found to be in operation, and the 'sector' appears to be finding support locally; however continued support will be key for the vitality and growth of the sector.

There appears to be a particularly strong link between the food sector and the social value sector as well, ranging from skills development to local growing and re-use initiatives.



Key Messages

- Taken at the headline level, Brixton is characterised by a comparatively low value economy: employment strengths currently lie in sectors such as town centre retailing, leisure and food and drink activities, and public sector activities. This reflects the fact that Brixton's primary economic role is as a town centre
- Alongside its town centre role, Brixton is also home to a number of higher value creative and professional activities. While historically these have been comparatively small in size and concentration, there has employment growth in recent years and there have been a number of high profile office investments into the area
- Research has highlighted a number of economic specialisms which make Brixton unique in the London context, including its specialist retail and food and drink activities (centred around the indoor and outdoor markets), its strong cultural and leisure offer (with important assets including the O2 Academy and the Black Cultural Archives) and its strong civil society / social impact economy. As highlighted by the observational mapping, however, there is growing clustering of a range of creative design, service and making activities, particularly within the numerous mixed use business hubs in the area (such as Pop Brixton and, the Piano House).
- The future response will need to consider how best to balance Brixton's local service role, alongside its regional visitor offer and the potential to further develop its role as a hub for higher value professional and creative service activities. Factors of particular importance in this respect will be the supply of commercial space, the quality of the town centre environment and the ability of Brixton to communicate its strengths and specialisms to external audiences. The response in this regard is considered in more detail in subsequent sections.

Supply of Commercial Space

1.47 Reflecting the profile of the economy, Brixton is home to a mix of types of commercial floorspace; however, evidence suggests that the current profile of the commercial property market is acting as a significant influence on how the local economy is evolving.

1.48 The comparatively small number of business and professional sector jobs in Brixton correlates with relatively low provision of office floorspace in the area. Around 7% of all floorspace in the town centre is in office use. This is significantly lower than in town centres which have an established reputation for office and employment activities – such as Angel (19%), Whitechapel (17%), and Camden (10%).

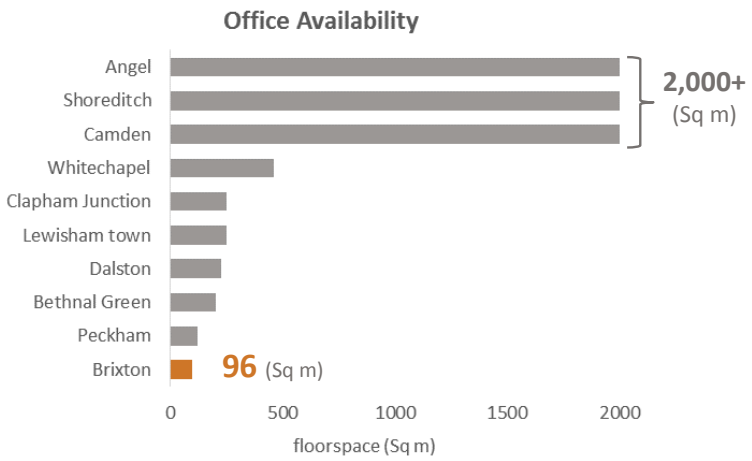
1.49 Partly reflecting the small amount of stock, evidence from Estates Gazette suggests that availability of office space in Brixton is extremely low at less than 100 square metres in December 2015. This level of availability is lower than in all other comparator town centres and significantly lower than in town centres with an established office market (such as Angel, Shoreditch and Camden, each of which have availability of over 2,000 square metres). Availability of a range of different types of office space is seen as a critical factor in successfully functioning commercial market – allowing for churn in the occupier base and giving incoming businesses choice when it comes to making investments.

1.50 Crucially, as is the case elsewhere in London, office floorspace in Brixton is also coming under increasing pressure from permitted development rights. There are a number of office to residential conversions in the pipeline, which have the potential to further constrain the supply of office space in the town centre. This includes proposals to redevelop the Piano House, which currently acts as an important local employment hub which provides flexible space for small businesses.

1.51 Reflecting all of this, the amount of office space available for prospective incomers to Brixton is currently very limited and is coming under increasing levels of pressure.

Figure 1.5 Office Availability

There is very limited available office space currently in Brixton, lower than all comparator town centres and significantly lower than more central locations such as Angel, Shoreditch and Camden.



Source: Estates Gazette

1.52 Affordability is a particularly significant issue when considering the supply of commercial space – particularly for start-up, micro and small businesses. The supply of Low Threshold Enterprise Space (LTES) (the part of the property stock in any town centre with lower initial cost of entry for businesses and lower ongoing cost of doing business), has been identified by the GLA[3] as being critical to town centres for a number of reasons – including the fact that this type of space supports and helps businesses to start-up and to 'grow-on'; it provides the type of space where businesses can innovate, collaborate and share ideas; and the fact that it typically supports higher value activities and uses which in turn drive supplier benefits for the wider economy and employment opportunities for local residents.

1.53 Across London there is strong evidence[4] on the loss of LTES, with provision being squeezed by higher value uses, particularly residential. In this context, the GLA has placed a strong policy emphasis in recent years on efforts to protect and enhance the supply of LTES (or SME Workspace), particularly in town centre locations.

1.54 Brixton itself contains a number of innovative and creative workspaces which provide flexible accommodation for SMEs and for creative businesses. Whilst the landscape for this type of space is typically dynamic, there are currently around 12 premises in the area offering some form of flexible space – including Impact Hub, Eurolinks, Bon Marche and Pop Brixton. However, evidence suggests that there are a number of challenges affecting the SME workspace market in Brixton:

- Mapping undertaken by the GLA[5] suggests that supply of these types of workspace in Brixton is lower than in other comparator town centre across London
- There is also evidence that the long term sustainability of these spaces could be challenged – this is partly demonstrated by the anticipated loss of Piano House via permitted development rights, but also by the current uncertainty regarding the long term future of Pop Brixton beyond its 'meanwhile' use
- Challenges also persist on affordability. While the existing workspace in Brixton offer a range of price points and flexibility models, the cost of commercial space in Brixton is high. A number of newer spaces such as the Brix and Tibor Jones are offering space at up to £40psqf, whilst more affordable space such as Pop Brixton offers space at £20psqft. Whilst the lower figure is certainly in the broad range of 'affordable' it is beyond the average artists rent of

[3] GLA, Accommodating Growth in Town Centres,

[4] GLA, Accommodating Growth in Town Centres

[5] GLA, Incubators, Accelerators and Co-Working Spaces

£13psqft identified by the GLA and the lower range of affordable (£9psqft) identified by LLDC in their local economy study.

1.55 Around half of all floorspace in Brixton is in retail use. On the high street, retail vacancy in Brixton stands at around 10% - higher than the London average and a number of the comparator town centres. Despite this, there is evidence that within the indoor markets, demand is outstripping supply. Groupe Geraud report a long waiting list of businesses which have registered an interest in taking up space. The strong take up of space within Pop Brixton further demonstrates demand in this respect – particularly from start-ups in the food and drink sector.

Key Message

- There is strong evidence that the ability of Brixton to accommodate further growth in professional and creative service activities is constrained by the characteristics of the local commercial property market.
- Levels of office availability in Brixton are extremely low and additional pressure is being placed on the existing stock by office to residential permitted development conversions.
- As is the case across London, availability of affordable and flexible space is also a key concern which impacts directly on local enterprise performance.

Accommodating Future Demand for Commercial Space

1.56 There is strong evidence of growing demand for a range of different types of space within Brixton:

- As previously noted, current availability levels are extremely low which limits the potential for churn in the occupier base or new investments. Despite this, recent growth in professional and creative service activities in Brixton demonstrates that there is demand for **office space** within the town centre. This demand is expected to grow in coming years in line with GLA projections for growth in creative and professional service sectors, and as increasing cost pressures in prime central office locations make secondary locations such as Brixton more attractive.
- Linked to the above, there is also evidence of strong demand for **flexible and affordable space suitable for small businesses** / start-ups. Occupancy and take up levels within current workspace premises are reported to be high, but the level of supply is constrained (compared to other town centres) and in some cases under threat (as demonstrated by the expected loss of Piano House to permitted development rights).
- The take up of space within Brixton's Indoor Markets and Pop Brixton also demonstrate strong demand for **specialist retail and food and drink space** in Brixton. In the Indoor Markets in particular, the existence of a long waiting list for space suggests that additional supply is needed to accommodate demand. This demand is likely to increase further in the context of projected population and employment growth locally and associated demand for amenity and services. The new population accommodated in Future Brixton schemes alone are projected to generate up to £9 million additional residential expenditure in London per annum. Based on current expenditure retention rates, it is estimated that around £2 million will be retained in Brixton. A stronger and high quality retail and amenity offer will help this to be even higher, ensuring that more spend is retained locally rather than leaking to competitor town centres.

1.57 A number of proposed projects are already in progress which will help to deliver additional commercial space and meet some of this demand in Brixton:

- The Future Brixton programme has the potential to deliver 750 new homes (including hundreds of affordable units) and around 400,000 sq ft of commercial and leisure floorspace, with capacity to support an estimated 1,000 additional jobs in the area. Proposals for commercial space include both commercial floorspace targeted at larger employers, and flexible workspace targeted at start-ups and micro businesses.

- Brixton Works is also being developed as a mechanism via which to promote and manage the development of additional commercial floorspace, and particularly SME workspace.

1.58 The ability of Brixton to retain and further develop its strong amenity offer, and to generate growth and specialisms in creative enterprise and higher value employment activities will hinge on the successful delivery of these programmes, but also on the ability of the council to work with partners to deliver additional space which meets the needs of evolving markets and demand.

1.59 The delivery of additional commercial space (over and above that proposed within Future Brixton) will be a critical factor in helping to secure agglomeration benefits: achieving 'critical mass' and economic clustering will be an important factor in attracting occupiers and in cementing Brixton's image and reputation as a growing employment hub within the London context

1.60 Crucially, the delivery of additional space has the potential to generate significant economic benefits for Brixton and Lambeth:

- Directly helping to create employment opportunities in higher skilled, higher salary sectors
- Delivery of indirect multiplier benefits for local town centre businesses, via salary spend
- The creation of financial benefits for Lambeth Council and the GLA including via New Homes Bonus and Community Infrastructure Levy for reinvestment in the local area.

Key Message

- The Future Brixton programme represents an exciting opportunity to deliver a significant amount of new commercial space in Brixton alongside new housing.
- However, in the context of current supply constraints in the commercial property market, and evidence of growing demand, it is critical that the supply of space is continually evaluated and opportunities to deliver additional space to support further growth are explored.
- Ensuring a strong supply of a mix of commercial space types (including office space, SME workspace and leisure and retail space) has an important role to play in helping Brixton's economy to evolve and grow in a balanced and sustainable way.

Population and Labour Market

1.61 Brixton's population stands at 27,900 having grown strongly over the last decade (+20%).

1.62 One of Brixton's key characteristics is that of diversity: the Black / African / Caribbean / Black British ethic group for example represents 31% of all local residents in the area, compared to 13% across London.

1.63 Brixton has a relatively strongly performing labour market, with a large working age population, high economic activity rates and above average skill levels (as measured by the proportion of residents with level 4 or degree level qualifications).

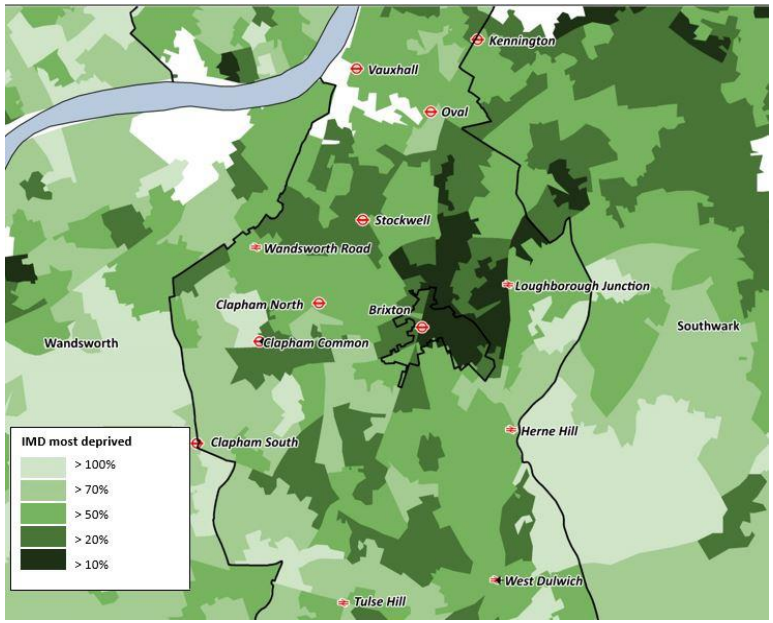
1.64 That said, closer analysis shows that significant socio-economic disparities persist locally. This is demonstrated by local unemployment levels. In June 2014, 865 residents or 4% of residents aged 16-64 (based on 2014 mid-year population estimates) were claiming Job Seekers Allowance in Brixton. This exceeds the proportion of residents claiming Job Seeker Allowance benefits across Lambeth (3.4%) and London wide (2.5%).

1.65 More locally, the Coldharbour and Tulse Hill wards have high rates of JSA Claimants, at 4.2% and 3.5% respectively. These wards also perform below the Lambeth averages in terms of skills (% of residents with no qualifications) and average household income.

1.66 These divergent characteristics are further demonstrated by analysis of deprivation statistics. The Index of Multiple Deprivation provides a snapshot of the overall relative deprivation in an area and highlights that a number of the LSOAs (local statistical geographies) in and around Brixton

are ranked as being amongst the most 10% deprived areas nationally (in relative terms).

Figure 1.6 Relative Multiple Deprivation



Source: DCLG

1.67 Reflecting its location within the wider London economy, Brixton's labour market is characterised by significant links to other areas. Around 12,900 Brixton residents leave the area for work every day, while 8,600 workers travel into Brixton for work every day. This represents a labour retention rate of less than 4% - comparatively low against Brixton's comparator areas. Central London is the main destination for out-commuters Brixton's net out-flow of 4,300 workers highlights the role of Brixton as a net provider of labour.

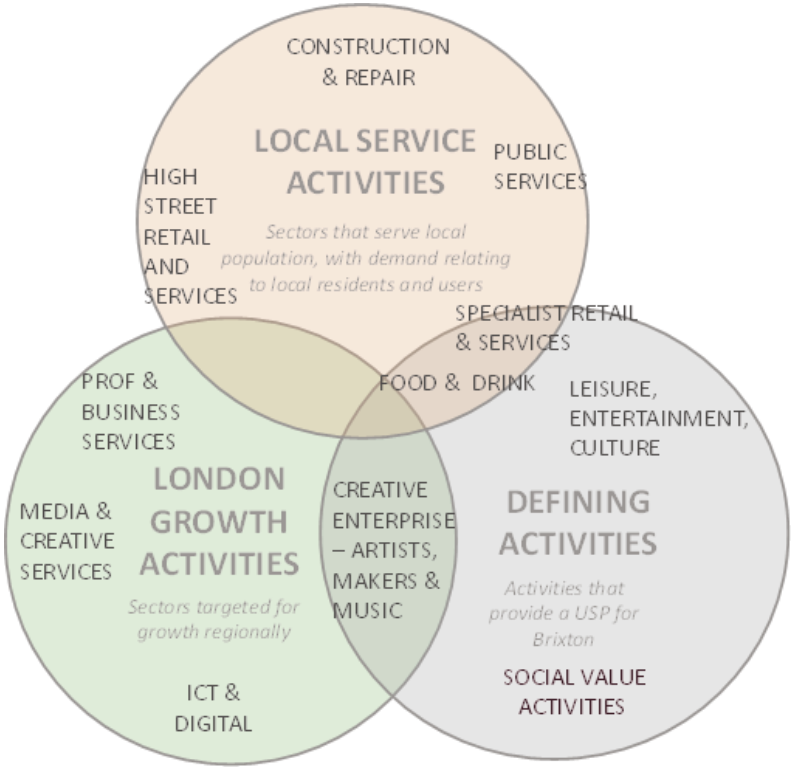
Key Message

- Brixton benefits from a highly skilled and economically active: this is a strong asset which should prove attractive to firms looking to located in the area
- Levels of labour market containment are currently low, with high levels of out-commuting. Attracting a larger amount of employment activities to the area can help to increase the amount of spend economic value retained locally
- Significant socio-economic challenges remain in Brixton, particularly in the Coldharbour ward. Connecting existing residents to emerging economic opportunities in Brixton presents an opportunity to address challenges around skills, unemployment and income.

Moving Forward: Supporting Sector Led Economic Evolution

1.68 Based on the evidence, it is possible to segment Brixton's current economy and future economic potential into three interlinked sector groups – local service sectors, defining activities and growth sectors.

Figure 1.7 Profiling Brixton's Economy: Current Strengths and Future Potential



Source: Regeneris Consulting, 2016

1.69 The policy response to support the evolution of the local economy will need to be tailored to respond to the varying needs of these different groups, while also reflecting external economic influences (i.e. London, UK and international economic drivers).

1.70 Ultimately, the aspiration should be to ensure that the local economy evolves in a sustainable and balanced way which reinforces and strengthens Brixton's current economic function as a place to live, work and visit:

- **Local service activities** – activities serving the local population. In Brixton, these include high street retail, food and drink, leisure and wider service activities (e.g. construction and vehicle maintenance). These have potential to grow as a result of growing populations locally and increased use of local places.

  The Response? The quality and value of future sector activity can be influenced by working with developers and operators to deliver additional retail and leisure space suited to the varying needs of these activities, as well as supporting existing businesses and residents to capitalise upon the opportunity that economic growth can bring. Ultimately, these sectors will rely on a strong town centre environment which is attractive for local residents and visitors alike.

- **Defining activities** – activities providing a 'unique selling point' and definition for an area. In Brixton these include specialist retail and food and drink activities (particularly linked to the markets), leisure and entertainment, the social value economy, and activities relating to culture and identity.

  The Response? These activities are likely to require tailored support to enable innovation and growth. Key influencing factors are likely to include supply of affordable / flexible space, cost certainty / lower capital risk, access to creative population and benefits around local specialisation / clustering. Socio-economic interventions and protectionist policies may be

required to support these activities to stay and flourish. Again, a strong town centre environment will be important supporting usage from both residents and visitors alike. In the competitive London context, promoting Brixton's specialisms to wider audiences is imperative.

- **Future Growth Sectors** – sectors being targeted for growth at the London level, including creative activities such as ICT and digital media, media and broadcasting and wider professional services. In Brixton, these higher value activities are currently under-represented although there is some evidence of growing clusters of activity. While there is strong potential to secure further growth in these sectors given Brixton's connectivity and strong amenity offer, constraints in the supply of commercial space is a significant threat in this regard.

The Response?

Key factors for businesses in these sectors include: bespoke, high quality spaces, connectivity, access to skills and access to markets. Supply of a range of types of commercial floorspace, suitable for larger employers but also affordable and flexible space for SMEs, is the 'must get right' factor in the Brixton context. Lambeth Council will also need to work closely with regional partners, to articulate economic aspirations for Brixton and to convert these aspirations into investment.

3. Areas for Action

In Summary

Responding to the evidence in the previous section and after reviewing existing delivery, seven of areas for action have been identified:

Project Area 1 – Spaces to Accommodate Growth: Delivery of the spaces which will accommodate economic growth in Brixton. This will include the delivery of new office space, building upon the already excellent amenity offer and providing proactive planning to enable more rapid and sustainable change.

Project Area 2 – Spaces for Ideas, Experimentation and Innovation: Support for spaces for enterprise, new ideas and experimentation; enabling Brixton to become a key London hub for innovation. This will include the further evolution of Pop Brixton; new spaces for SMEs; affordable spaces for new businesses, artists and makers; and shared kitchen and workshops spaces to de risk growth for homeworkers and start-ups.

Project Area 3 – Enhancing the Local Environment and Infrastructure: Enhancing town centre environment and infrastructure to ensure Brixton is a place that people want to live and work and is better connected. This includes improving public realm; investment in internet connectivity; improvement to transport; investment in new transport; and ensuring that Brixton makes more of its heritage assets.

Project Area 4 – Supporting Brixton's Businesses: Supporting companies to survive, adapt and grow, ensuring that the town becomes a more diverse and higher value economy. This will include making better use of the support which is already available in London; and support to help existing businesses to benefit from change.

Project Area 5 – Improving External Perceptions: Better communicating the unique opportunity that exists in Brixton, improving external perceptions of the town as an economic location. This will include new market testing; development of a more consistent approach to marketing Brixton; and targeting of new sectors and accelerator activity.

Project Area 6 – Linking Residents to Opportunity: Linking residents to opportunities in Brixton and beyond, ensuring that all residents have the skills and aspiration to participate in opportunity. This will include improved signposting and referral to employment and training support; direct interventions to include and support Brixton's young people; and enabling higher value and STEM skills amongst local residents.

Project Area 7 - Recognising and Nurturing Social Value: Celebrating Brixton's uniquely strong civil society and ensuring that it remains a fundamental part of the town's economy in the future. This will include improved communication with the community; actions to retain value locally; improved exchange of information with young people; support for the local sharing economy; and promotion of fairness and equality.

1.71 The project areas are introduced over the following pages. Detail on specific actions and interventions is provided in Appendix A. In each case current (in orange) and future (in green) partners are identified next to each action to provide a platform for discussion and project development.

Project Area 1: New Space to Accommodate Economic Growth

1.72 This project area aims to ensure that the supply of commercial space meets the needs of the growing and evolving Brixton economy.

1.73 Focus needs to be on ensuring that the supply of floorspace matches evolving business needs. This is particularly true for professional services, ICT and digital growth sectors (i.e. 'office focused' sectors), but also in terms of retail and leisure which will continue to contribute to Brixton's vitality, vibrancy and overall appeal to investors. To maintain a more diverse and resilient economy, support for lower threshold spaces for design and making will also be important to enable new and distinctive activities.

1.74 The type of spaces which could be delivered should respond to an evolving need and changing demand. Partners will need to be alert to the evidence and respond accordingly. To guide as to the possibilities, a typology of spaces is included in Appendix C.

1.75 The ultimate goal is an increase in the amount and variety of commercial space in Brixton, supporting both specialty and mainstream sector activities.

Why? The Rationale for Intervention

1.76 Evidence suggests that Brixton town centre contains a comparatively low proportion of office floorspace (7%). Statistics also suggest almost no available space at the moment and increasing pressure on workspace from residential development.

1.77 Brixton economy currently contains a lower than average proportion of 'creative' and professional jobs. These are higher value sectors which are projected to grow across London in coming years and the current inability of Brixton to accommodate these activities is constrained by the supply of suitable space.

1.78 There is also evidence of strong demand for specialist retail and food and drink uses within Brixton Indoor Markets and Pop Brixton. This demand is likely to increase further in the context of projected population growth locally and associated demand for amenity and services. Delivering additional space to meet demand will help to ensure a high quality retail and amenity offer which reinforces Brixton's competitive position within London.

1.79 The delivery of additional commercial space can deliver strong economic, social and financial returns, benefiting the council, local residents and businesses alike:

- Economic returns – commercial space delivered within Future Brixton alone is projected to create 1,000 additional jobs, generating up to £60 million per annum for the Brixton economy
- Social returns – the creation of jobs (particularly in higher value activities) will provide employment opportunities for local residents, with potential to address local skills challenges and increase prosperity
- Financial returns – the delivery of additional commercial space will generate a range of fiscal benefits (including business rates, CIL and New Homes Bonus) which will support further investment in Brixton and Lambeth in the future.

Activities

1.80 Three broad areas of delivery activity have been identified:

1) **Delivery of office space** – Addressing the evidenced shortfall in modern office space and managed workspace through the Future Brixton programme. Ultimately this will allow Brixton to capitalise upon its economic opportunity, diversify and support job creation.

   - **Impact Hub** are already successfully providing space for small businesses. As a major landowner **LB Lambeth** is developing plans through Brixton Works to ensure that a variety of spaces are available to meet the need of the evolving Lambeth and London Economy.
   - In the future **LB Lambeth** will need to work with other land owners and leaseholders to ensure that development enables the right mix of new office space.

2) **Delivery of amenity space** – Delivery of additional retail and leisure space to help capture spend from new and emerging populations and to consolidate and strengthen Brixton's position within London's town centre hierarchy. This will also be crucial in attracting new commercial operators into the area and allowing current firms to operate more competitively.

- **LB Lambeth** are already working with partners to ensure that improved infrastructure is made available to support a more diverse retail and cultural offer in Brixton.
- In the longer term, **Pop Brixton** and **Groupe Geruad** (managers of Brixton Village and Market Row) are likely to need to evolve and invest to meet changing demands. Ensuring that this is done in a way which involves and enhances existing traders will be a key function of **Brixton BID**. The BID will also need to work with **LB Lambeth** and other partners to ensure that Brixton is well marketed to operators and that those who come are prepared to the sign-up to the social value principles which have been established at Pop Brixton.

3) **Proactive planning** – Development of proactive planning policies to ensure future development activity in Brixton contributes towards aspirations for economic growth and evolution via the delivery of additional high quality commercial space.

LB Lambeth are in the process of developing a new Employment Land Review to inform a new Local plan. This will provide new evidence on the potential demand for employment space and the council's strategy for protecting/supporting this.

1.81 Details of specific actions, delivery partners and measure of success are provided in Appendix A.

Project Area 2: Space for Enterprise, New Ideas and Experimentation

1.82 This project area supports the development of Brixton's creative enterprise and social value economy by ensuring that space is available for residents and new and existing businesses test new ideas, innovate and collaborate.

1.83 This includes protecting existing space where it exists and providing new innovative and flexible workspaces. Where possible, models for the provision of genuinely affordable space should be encouraged and deployed. The development of the new Brixton Works vehicle is at the heart of this.

Why? The Rationale for Intervention

1.84 While Brixton has experienced some economic growth in recent years, evidence suggests there is underperformance in terms of enterprise (business start-up and self-employment). With a lack of the supply of workspace (lower than any of its competitors), increasing costs and an appetite amongst partners to see a more diverse and visible business base, the rationale for intervention would appear strong. However, making the case for public sector support to deliver business space can be tricky and laws on State Aid mean that partners are legally obliged to demonstrate a strong rationale and 'Market Failure'.

1.85 Fortunately, significant research has already been undertaken to help do this. This includes the GLA's 'Accommodating Growth in Town Centres' report which sets out three reasons why it makes sense to support and in some cases subsidise accessible and flexible spaces within town centres:

- **These spaces provide opportunities for growth** – the growth firms of tomorrow need space that provides the opportunities for start-up
- **They provide services of the wider economy** – larger, more productive enterprises are dependent on a supply chain of businesses to service them. The most obvious example of this in London is the growth of Tech City, servicing London's financial sector
- **They service the local economy** – New and smaller businesses are more likely to inject income into the local economy, buying goods and employing locally.

1.86 The report also suggests that where space is not delivered or indeed lost (as has been the case with the Piano House), there is a 'Market Failure' (in the form of Positive Externalities). This basically means that whilst these spaces have a positive impact on the economy as a whole, the market undervalues them, principally because the benefits are not realised by the developer or operator directly. It is in these cases that the public sector needs to intervene.

Evidencing the Case

1.87 To help make the case for public sector intervention, the GLA has also suggested that partners should be able to demonstrate need through local property data; an assessment of local premises; and a qualitative assessment of need. The data in this report and the more detailed evidence base; the increasing number of enquiries; and the quantum and quality (both low) of spaces identified within the observational mapping, all suggest case for intervention to support more 'low threshold' workspace in Brixton is strong.

1.88 The risks from not intervening are also significant and need to be considered. The loss of space (which is already occurring), is likely to have an adverse impact on the local economy, primarily through a loss of distinctiveness in Brixton's economic identity, but also a limiting of employment opportunities for local people who are more likely to be employed in these types spaces.

Five checks to support intervention

1.89 As outlined above, this is a tricky area and it is important the LB Lambeth and partners avoid subsidising uncompetitive companies or disadvantaging other local businesses (effectively State Aid). As such, it is important to have a series of checks/ rules to accompany new support or the provision of subsidised space. These are set out below:

- Subsidy or support is time limited
- These are clear exist and entry criteria
- There is some local focus or targeting of local need
- There is some focus on target sectors
- Beneficiary of support has a commitment to participation and Brixton's values

1.90 Again, Brixton is in a fortunate position to do this as POP Brixton is one of a small number of spaces in London which is already applying this sort of approach.

Activities

1.91 Four broad areas of delivery activity have been identified:

1) **Pop Brixton** – Reviewing effectiveness and impact of Pop Brixton and developing options for long term future.

   - **Pop Brixton** and **LB Lambeth** are currently undertaking a full evaluation into the benefits and lessons of Pop, so that they can be used in the development of other new facilities.
   - **All Partners** need to plan now for the future of Pop and its tenants once the site is required for its longer-term redevelopment, exploring whether there is the potential to be stay and grow in the area.

2) **Supply of SME workspace** – Establishment of Brixton Works as a vehicle to ensure that the supply of flexible and affordable SME workspace meets demand.

- **LB Lambeth** are already developing plans to establish Brixton Works as a mechanism for the council to commission and oversee the development of commercial spaces (including affordable) within Brixton.
- In the short term, whist new permanent spaces are developed, it may be possible to work with **meanwhile organisations** to provide temporary grow on spaces at International House.

3) **Delivery of maker spaces, artist studios and spaces for creativity** – Reinforce the commitment of existing partners to support access to support the provision of affordable space within the Brixton area.

- The Brixton Works feasibility study supported by **LB Lambeth** is already looking at the potential need for delivering shared workspace. This and the **LJWorks** workspace project being developed in Loughborough Junction by local stakeholders including the **Loughborough Farm, the Loughborough Estate Management Board, alongside Meanwhile Space**, LB Lambeth and **Tree Shepherd** will also provide more affordable space for creative activity.
- In the future, **LB Lambeth** will need to work with existing building owners and long-term leaseholders to ensure that a ready flow of space is available. Through Brixton Works, flexible pricing community value lease models should be considered to support broad engagement.

4) **Community kitchen space** – Delivery of shared kitchen space within Brixton to support innovation and enterprise in the food and drink sector – an identified community strength.

- The **LJWorks** workspace project in Loughborough Junction should deliver shared kitchen space at Loughborough Junction.
- In the future, there may be potential to accommodate enhanced facilities within new development. Securing links with London South Bank, which as a food specialism could help, to develop a more unique proposition.

5) **Proactive Planning Policies** – Development of proactive planning policies to support and enable the supply of flexible and affordable spaces to support enterprise and innovation as part of genuine mixed use development.

- The 2015 Local Plan supports and encourage spaces for new business and innovation.
- In the longer term, **further work** should be undertaken to consider how policy can better encourage developers to including shared and affordable workspace spaces into new developments as part of a diverse offer.

Project Area 3: Enhancing the Local Environment and infrastructure

1.92 This project area recognises the importance to the economy of Brixton's public spaces and infrastructure.

1.93 Delivering a high quality and coherent town centre environment will support the retention of Brixton's identity, improve external perceptions and ensure good investment is maximised in the future.

1.94 Successful places attract more people, so it is also important that partners are aware of some of possible negative impacts of growth and plan to ensure the functioning of Brixton's economy is not compromised, by factors such pollution, congestion and inaccessibility.

Why? The Evidence for Intervention

1.95 In the context of London's highly competitive town centre network, a high quality and usable environment is imperative in supporting these economic roles and in helping to further enhance Brixton's reputation for both amenity and employment activities. Strong connectivity and accessibility can play a defining role in local competitiveness.

1.96 Consultation has highlighted a number of specific areas for improvement including wayfinding, visibility of key assets, transport across all modes, public spaces and day to day town centre management considerations (including cleanliness and security).

Activities

1.97 Four broad areas of delivery activity have been identified:

1) **Town centre public realm improvements** – A clear approach to enhancing the quality of public realm in Brixton, initially via the Brixton High Street Fund project (2015-2016) and by future town centre management activities and via Future Brixton delivery.

- **LB Lambeth, GLA, TfL** and **Heritage Lottery Fund** have already invested significant resource into improvements to public realm in Brixton, including Windrush Square, Electric Avenue and Canterbury Square.
- **LB Lambeth is planning to make a bid to TfL's Major Schemes Fund** for public realm investment to Atlantic and part of Coldharbour Lane (between Brixton Village and Somerleyton Road). To ensure that these and other proposals in Brixton Public Realm Strategy and Brixton Street Markets and Open Spaces manual are realised, it will be critical that business and wider stakeholder support is sought through **Brixton BID** and **resident's groups**.

2) **Enhancing the built environment** – Ensuring that Brixton benefits from a high quality built environment – initially via the Townscape Heritage project to restore buildings on Electric Avenue but also by ensuring that Future Brixton challenges developers and architects to deliver buildings of the highest standard.

- The Local Plan and Brixton Conservation Area Statement already outlines guidance on the quality of buildings, **LB Lambeth Planning** will play an important role in ensuring that this commitment to quality is upheld.

3) **Town centre infrastructure and environment** – Ensuring that Brixton benefits from a high quality environment, facilities and infrastructure for residents, visitors and businesses. Again this will be delivered initially via Brixton High Street Fund investment in wi-fi and public conveniences, alongside ongoing town centre management activities by Lambeth Council and the BID.

- **LB Lambeth** is exploring opportunities to secure investment in town centre Wi-Fi, and hand held 'contactless' payment consoles for market traders.
- **LB Lambeth** has also recently refurbished the public conveniences on Pope's Road and has been working with **Veolia** and **Brixton BID** to secure enhanced waste collection and cleaning.

4) **Town centre movement and connectivity** – Improving movement within the town centre and connectivity to the town centre. In the longer term aspirations to secure a Brixton a new mainline station, cycle hire and click & collect services will be pursued.

- **LB Lambeth** through an upcoming bid to **TfL** will seek to deliver public realm improvements to Atlantic Road.
- **TfL** and **Network Rail** will need to be engaged in the case making for a new Overground Station for Brixton. TfL will also be key in securing cycle hire services
- The **Brixton BID** should take the lead in working with the Council and businesses to improve delivery and servicing for local shops and restaurants.
- **LB Lambeth** should to continue work with **Network Rail** to secure improvements to Brixton railway station.

Project Area 4: Supporting Brixton's businesses to adapt and grow

1.98 To support more and better quality employment, Brixton needs to become a better, more profitable place to do businesses.

1.99 This will include help for existing businesses to survive, adapt and grow; helping local residents to set up and grow new enterprises; and attracting new higher value businesses and jobs to the area.

1.100 Existing council–led borough business support activity, such as Supply Brixton, will play a key role in delivery, whilst future council led support in Brixton will need to align with the framework of more general business support provided across the Borough. It is also critical local companies are linked in to regional projects, and that partners (such as the BID and workspace providers) are supported to provide specific targeted support which meets Brixton's.

Why? The Rationale for Intervention

1.101 Business survey work and consultation has highlighted that many long-established Brixton town centre businesses are experiencing pressures relating to changing markets (local demography) and increasing commercial challenges (particularly business costs).

1.102 Evidence also suggests that Brixton currently underperforms in terms of enterprise (business start-up and self-employment) and levels of inward investment have been low in recent years (reflecting availability of commercial space and particularly modern offices).

1.103 There are a number of business representative organisations and networks in Brixton, and a range of business and employment support services are available in Lambeth, London and nationally. These include provision by local organisations (such as the BID and Tree Shepherd), support provided by the council (e.g. Supply Lambeth) and interventions supported by GLA / London LEP (e.g. the London Growth Hub) and Capital Enterprise and it members. Consultation has however, suggested that the support landscape is relatively fragmented, with a lack of coordination between the organisations providing support. Gaps have also been identified in the availability of support targeted at high growth / high value business start-ups.

Activities

1.104 Four broad areas of delivery activity have been identified:

1) **Supporting existing town centre businesses and traders** – Supporting existing town centre businesses and traders to respond to changing commercial markets and pressures. This will include building upon the support of existing traders provided through schemes such as Pivot Brixton as well as identifying new programmes to respond to newly identifies needs.

- **LB Lambeth** have already supporting targeted interventions focussed specifically on the needs of retail and market businesses. The **Brixton BID** co-ordinated

Pivot Brixton project, which targeted business development support at long-standing retail businesses in Brixton was successful. The BID could consider how it could be continued into future years and/or expanded to target a wider business base beyond retail.

- Supply chain opportunities – Linking Brixton businesses into local and Lambeth supply chain opportunities via Supply Lambeth. Focus on construction of the Future Brixton SPD, but also relating to wider economic change in the area (anticipated growth of professional service and public sector activities).
  - **Supply Lambeth** is already supporting local companies to access opportunities within the council supply chains.
  - Through **Brixton BID**, local companies need to be encouraged to buy locally, with larger companies engaging more formally with supply Lambeth.

2) **Business support signposting and referral** – Ensuring that Brixton (and Lambeth) businesses are aware of and able to connect to the range of pre-existing business support services.
   - The **GLA** and **London LEP**, already offer a range of support services through **the London Growth Hub**: these are all available to **Brixton companies**.
   - Generally, **all partners** need to ensure that they understand the broader London and Lambeth offer to ensure that more efficient referral is realised.

3) **Supporting enterprise and higher value growth** – Working with partners such as workspace providers to explore options to deliver bespoke interventions to support homeworkers, entrepreneurs and small businesses with high growth potential.
   - **Impact Hub**, has supported initial collaboration activities. This could be expanded to include the needs of homeworkers in Brixton.
   - In the future, partners need to identify opportunities to accommodate higher value collaborative platforms such as Techstars, this could be achieved through a stronger relationship with the **Future Cities Catapult**. Engaging and enabling **new inward investors such as Squires + Partners** to become leaders within their own sector will be a route to achieving this.

Project Area 5: Improve External Perceptions of Brixton as an Economic Location

1.105 Perceptions of Brixton are constantly changing and the town is increasingly seen as a value proposition for investors. This project area seeks to strengthen levels of inward investment into Brixton, including in sectors which can provide higher value employment opportunities.

1.106 This includes better marketing, working with regional partners to better communicate the Brixton offer and overarching efforts to improve the visibility of Brixton as an economic location within London.

Why? The Rationale for Intervention

1.107 Brixton is not currently achieving its economic potential and currently has a lower than (London) average proportion of higher value 'creative' and professional jobs. Reflecting this and constraints on availability of office space, inward investment in recent years has largely been limited to the retail sector. As a result, consultation has suggested that Brixton does not currently have a strong enough external identity as a key economic location within London.

1.108 Given the competitive investment environment in London, strong and consistent messaging is required to promote both Brixton's town centre and amenity offer, and its potential as an employment hub. Brixton also needs to play to its strengths, extracting more value from heritage and the culture of 'Brixtoness' which has been commonly referenced by local stakeholders.

Activities

1.109 Three broad areas of delivery activity have been identified:

1) **Formal market testing** – Ongoing sector and operator market testing with sector groups and regional promotional bodies.

   - **LB Lambeth** alongside **Brixton BID** already have responsibility for communicating positive messages to new markets.
   - In the future, it will be important that **GLA** and **London Partners** are given the information they will need to play a more significant role in doing this.

2) **Overarching commercial marketing strategy and brokerage** – Development of an agreed and consistent approach to marketing Brixton as an economic location.

   - **LB Lambeth, Brixton BID, local councillors, developers** and **delivery partners** need to coalesce around consistent, simple messages about Brixton.

3) **Target investment accelerator organisations** – Seek inward investment from one or more prominent and credible accelerators to act as a stimulus to diversification.

   - An organisation such as **Seedcamp** or **Innovation Warehouse**, will help create a support environment grow growth as well as changing perceptions of Brixton.
   - **LB Lambeth** are in the early stages of exploring which accelerator, catapult and sector representatives might be interested in collaborating in Brixton. It will be important the **local businesses, Lambeth College** and the new **Brixton Hill University Technology College (UTC)** are involved in this dialogue.

Project Area 6: Linking Brixton's Residents to Opportunities

1.110 The actions within this plan must seek to raise aspirations and improve access to opportunities for existing residents, including young people. There is a need to ensure that skills in the local labour market match emerging opportunities and assist residents in accessing existing and emerging job opportunities in Brixton.

1.111 Although this plan seeks to encourage high skilled employment opportunities in growth sectors, it is recognised that these will be not always be readily accessible to local residents facing multiple barriers to employment and/or affected by welfare reforms. It will therefore be important to focus on creating opportunities across sectors.

Why? The Evidence for Intervention

1.112 While Brixton benefits from a highly skilled and economically active labour force, significant socio-economic challenges persist. Connecting existing residents to emerging economic opportunities including in higher value sectors – presents an opportunity to address challenges around skills, unemployment and income which have been identified in Brixton for at least the last two decades.

1.113 Local policy states the importance of ensuring that Brixton and Lambeth residents are able to access opportunities and benefits generated by economic growth; this was supported by the consultation process, during which the importance of raising aspirations and helping residents to

access training and employment opportunities across the economic spectrum was emphasised.

Activities

1.114 Five broad areas of delivery activity have been identified:

1) **Removing barriers to work and getting long term unemployed work ready**– on-going support and development of new and existing services to assist those affected by multiple barriers to employment

- **LB Lambeth** has established **Lambeth Working,** to ensure Section 106 and New Homes Bonus Funding is invested in supporting local people into work.
- **LB Lambeth** is delivering its Financial Resilience Strategy supporting those affected by welfare reform or in hardship with access to advice and guidance.
- **LB Lambeth** in partnership with **Lambeth Housing Services** and **St Mungo's** is delivering Workwise and Get-Set-Go projects, which supports Lambeth social housing tenants through training and employment opportunities.
- **LB Lambeth Adult Learning** supporting Lambeth adults in non-accredited/accredited learning and skills provision.
- **LB Lambeth** offers several employment focused services both directly and through partners aimed at those with complex needs including the **First Step Trust**, **LB Lambeth commissioned 'Pathways to Employment'**, **Southside Rehabilitation Association** and **Status Employment Living Well Partnership** hosted by **Mosaic Clubhouse**
- **LB Lambeth** offers several youth focused employment services**, e.g. Youth Offending Service** works with young offenders. **St. Giles Trust**, commissioned by **LB Lambeth**, offers support to Lambeth residents involved in gang-related criminal activity. **LB Lambeth** prevents homelessness among young people with **Single Homeless Project**
- **APM** delivers 'Working Capital' programme, which supports long term unemployed, including large number of individuals with health challenges to help improve their chances of finding work

2) **Signposting to training support and employment brokerage** – Ensuring that Brixton (and Lambeth) residents are aware of and able to connect to the range of pre-existing employment and training support provision at the Lambeth, London and national levels.

- **LB Lambeth** has created a 'Provider Directory'. This will help enable more efficient identification of the right organisations to support local people. **LB Lambeth** promotes pathways for looked after children in terms of college provision, training and university through 'Children Looked After'. **LB Lambeth** is writing a new Employment and Skills Supplementary Planning Document which will aid more supported employment opportunities through future section 106 agreements**.** **LB Lambeth** also actively participates in the development of the Work and Health Programme which is being devolved to London via the 4 sub regions
- In the immediate future, links between **Lambeth Working**, the provider network and **community organisations** could be strengthened further. In the

longer term, this could to be extended to include **sector representative bodies**. Through section 106 negotiations there is a potential to secure some of the opportunities in the growth sectors for local residents who would access these through **Lambeth Working**

- In the future, **training providers, education institutions, RSLs**, and **community organisations** (alongside the **Brixton BID**) will need to engage in a more fundamental way with the population of Brixton and the issues identified in ongoing consultation.
- Promote Lambeth Working's offer to Brixton residents. This should include partnership work with **local education providers, community organisations and the BID**
- Ongoing refresh of LB Lambeth Providers Directory which includes **local and regional delivery partners**.

3) **Support for young people: careers, mentoring, work experience and apprenticeships** – Develop a consistent approach to supporting young people in Brixton, working with schools to ensure quality careers advice and continuing to work with education providers and local businesses to develop mentoring, work experience and apprenticeship opportunities.

- **LB Lambeth Education Business Partnership (EBP)** already provides careers support and advice which can be accessed by young people in Brixton. In addition,
- **LB Lambeth** are developing a programme of activity with **Lambeth Working** to link businesses in Brixton to local apprentices.
- In the future, further value would be added to these emerging activities by involving the **Young Lambeth Cooperative** and **Brixton BID** to narrow the gap between young people and opportunities.
- **LB Lambeth Careers Clusters** programme and associated work with **Lambeth College** and **LSBU South Bank University** will benefit selected Brixton schools
- **Schools Improvement & Advisory Service (SIAS)** works with schools to continually record and monitor performance in achievement and attainment.
- **Lambeth Ambassador Apprenticeship Programme** provision will continue to expand to provide apprenticeships at all levels in partnership with partners such as **LSBU** and **Lambeth College**. Y11 to Y13 will be prepared to apply for jobs at the end of each academic year via dedicated Careers Fair at LSBU.
- **LB Lambeth** NEET advisors work alongside early help practitioners offering 121 consultation and advice. Early Help delivered through a whole family service model, (part of the Troubled Families programme), offers support to NEETs.

4) **Enabling STEM and higher value skills/training** – Working with local providers and businesses to ensure that local training / curriculums are appropriately geared towards the evolving Brixton and London economy acknowledging the growing importance of higher value, higher skilled science, technology and professional sectors

- The **South Bank Engineering UTC** opened in September 2016, providing new provision in STEM subjects and Engineering specifically. It is important that **all partners** unite behind this project which provides a boost to provision locally.

- Through **Lambeth Working Apprenticeship Scheme** and **Lambeth Apprenticeship Ambassador Scheme, LB Lambeth** should continue and develop support provided to vocational routes to growth sectors and the council should continue to work with its partners such as **Iconic Steps, Reboot Camp, London Group, Capgemini, Essentia, Lambeth College, Southbank University Engineering UTC**.
- In the longer term provision at **Lambeth College** and **other FE providers** needs to reflect the emerging sector strengths within Brixton, alongside stronger links into **local schools**.
- Partners such as **MI Computer Solutions** offering vocational training/apprenticeships in growth sectors should be sought and promoted.
- **LB Lambeth** should actively participate in **Green Man Skills Zone** partnership promoting career opportunities in healthcare sector.
- **CEIAG Forum** with representatives from **LB Lambeth** could be used to promote the importance of growth sectors in Brixton and further partnership working to tackle skills challenges
- **LB Lambeth** has recently delivered Industrial Cadets accredited work placement programme which supported NEETs into work placements in STEM related areas of work. This could set an example for employers and partners.

5) **Workforce development** – Continue working with partners and employers to support people to progress from low pay work.

- **Timewise project** works with lone parents and employers to create flexible working opportunities allowing parents to work and look after their children (until January 2017). **LB Lambeth** should continue provision for this group.
- Step Up Programme by **Walcot Foundation** and **Trust for London** already supports workers in low paid jobs and tackles 'in-work poverty'. The pilot programme runs until September 2017 supporting a range of groups.

Project Area 7: Recognising and Nurturing Social Value

1.115 Brixton's ability to accommodate, inspire and generate social value is one of its defining features - something which needs to be supported if the area is to retain its distinctiveness. There is a history of social and community activity, which is now complemented by a new generation of activity (most notably Impact Hub) and partners. Stakeholders are clear that this is fundamental to the uniqueness and personality of the area.

1.116 This project area recognises the current significance of the social value economy and the important role that it can play in supporting the economic evolution of the area. It focusses on collaborating with, and giving a voice to, existing organisations, as well as supporting the development of new initiatives which can further strengthen social value and local capacity to deliver. Strong communication and engagement has a fundamental role to play in this.

Why? The Evidence for Intervention

1.117 The observational research outlined within the evidence base highlights the scale of Brixton's social value economy and the breadth of activities within the town centre whose core purpose is supporting community and raising quality of life.

1.118 This activity has a central role to play in the socio-economic evolution of Brixton – both in terms of supporting existing residents and businesses and in terms of helping the economy to evolve in a way retains a greater amount of value locally. As such, supporting social value activities is an important priority in helping Brixton to retain its identity and to enhance its competitive position.

1.119 Consultation has highlighted the importance of strong and consistent communication to ensure that the full breadth of the Brixton community remains engaged. It also outlined the importance of this activity in helping to ensure that Brixton remains an inclusive and fun place to live and work.

1.120 It is important to recognise that in supporting this theme, there is a need to again consider the Market Failure arguments for interventions (see Project Area 2). These activities are seen as fundamental Brixton's identity and hence economy, but are not given an economic value by 'the market'. Collecting evidence of success and accepting a certain level of risk will be critical to this area of work.

Activities

1.121 Five broad areas of delivery activity have been identified:

1) **Communication and community engagement** – Ensuring that a wide and representative segment of the Brixton community is engaged in the delivery of the action plan and emerging opportunities, including via day to day information giving and periodic events to provide updates and review progress.

   - Working with the **Brixton Neighbourhood Forum**, it is important that, **LB Lambeth** works establish a clearer framework for communication with local people.

2) **Retain Value Locally** – Continue to support efforts to retain local value within the Brixton economy, both from local residents but also local businesses and employers.

   - **Transition Town** and **Brixton £** already give the area a head-start in this respect, but it is important that these activities are supported to evolve with the changing opportunity in Brixton.
   - In future, these partners, alongside **LB Lambeth** should also seek to track local social value which can be measured.

3) **Information Exchange for young people** – Provide a recognised space for local young people, which also acts as a hub for information to support engagement in Brixton's evolution.

   - In the future, **Young Lambeth Cooperative** should be invited to bring forward proposals to develop a Youth Cafes, which also acts as an exchange of information for young people.

4) **Developing Brixton's sharing economy** – Exploit potential to build capacity in / scale up the local sharing economy, particularly models to share time and skills.

   - **Pop Brixton** is already embedding social value into the work that it does and (with **Impact Hub**) provides spaces for collaboration. **Brixton £** is one of the premier examples of mutual exchange in the UK, whilst organisations like **Somewhereto** flourish in Brixton.
   - In the future, these partners need to be supported to scale up these activities, building upon the emerging activities of **LJ Works** and new charities such as **Power to Change.**

5) **Promote fairness and equity** – Working with local social and community organisations to promote fairness and equity principles relating to business (e.g. fair trade) and employment (e.g. promotion of the London Living Wage).

- At the moment, there is limited coherent campaigning about fairness within Brixton. Fundamental to the future offer should be an expectation that new businesses and developers adhere to these principles, supported by local organisations such as **Transition Town.**

4. Measuring Success: Indicators and Values

In Summary

Recognising that Brixton is distinctive and the opportunity is unique, partners need think carefully about how they track change.

In part, this will be about making the best use of the available data to track change and ensuring that this information is available to illustrate the ongoing Brixton story. This will include tracking performance against **job creation, business starts, unemployment, inward investment and resident satisfaction**.

Given the importance of community and collectivism for Brixton's identity, a number of 'values' have also been identified. These are a set of less tangible touchstones which can be tracked to demonstrate partner commitment – **Positivity, Distinctiveness, Equity, Participation, Collectivism, Reinvestment and Fun**.

The plan is to monitor and report back on each of these indicators and values annually as part of the Brixton Forum.

1.122 A clear theme underpinning this plan is Brixton's distinctiveness. Its history and heritage, alongside the pace of change, make it very difficult to define exactly what makes it special and subsequently its evolution.

1.123 With this in mind, it is important that when measuring success, partners think not only in terms of quantitative targets, but also in terms of the extent to which delivery has supported the values which make Brixton distinct and to which partners aspire.

Tangible Indicators of Success

1.124 These are measures of success can be tracked and quantified using available data sets. These provide the harder economic facts which will confirm Brixton's future economic trajectory. Suggested indicators for monitoring are:

- Number of additional jobs created
- Number of businesses started
- Decrease in unemployment amongst local residents (particularly 18-24 year olds)
- Number of successful inward investment
- Number of planning applications granted
- Increase in positive external media regarding Brixton
- Increase in the amount of non-retail commercial space
- Increase in the number of visitors
- Increase in user and resident satisfaction
- Increase in business satisfaction
- Other potential indicators

1.125 The baseline position and sources of information for each of these is included in Appendix B.

Values for Consideration

1.126 In addition to using data to track success, the co-production process has helped to identify a number of shared values which make Brixton unique; ensuring that these values underpin delivery on a day to day basis will play an important role in helping Brixton to retain and strengthen its identity.

1.127 Values are intangible and difficult to measure with many of them referring to the way things feel and the way people engage with Brixton informally. They are however, no less important than statistical evidence and LB Lambeth and its partners should take stock of these at regular intervals to ensure that they are being upheld.

1.128 The value which have been identified by attendees at plan development workshops are as follows:

- **Positivity**: Are partners working collectively to sell Brixton? Are the messages broadly positive?
- **Distinctiveness and Diversity**: Does Brixton remain diverse and distinctive? Has development and intervention supported Brixton's identity?
- **Equity**: Do local people and businesses have the opportunity to benefit from Brixton's economic evolution?
- **Collective Involvement**: Are partners working well together? Does communication remain strong?
- **Participation**: Are more individuals active within their community? Is volunteering increasing
- **Reinvestment:** Are surplus revenues being reinvested locally to deliver against the objectives of the action plan?
- **Fun**: Does Brixton remain an enjoyable and exciting community, visitor and service hub?

1.129 Tracking these within ongoing partner dialogue will be critical. The aspiration should be to assess on an annual basis, to what extent these are being upheld.

Updating Partners: 'How we are Doing' Report

1.130 As part of its commitment to the Brixton community, LB Lambeth should publish a short annual 'How we are doing' report. This could be produced relatively easily in-house by LB Lambeth and would provide partners with an update on delivery progress against the Action Plan.

1.131 This could include:

- An update on delivery progress against the seven project areas listed in Chapter 3
- A quick summary of performance against the socio-economic indicators listed above
- An update on extent to which delivery has aligned with and contributed to the Brixton values.

1.132 In addition, it will be important to monitor and / or evaluate the delivery of specific projects or programmes. This will help to ensure that delivery lessons are learnt and that resource is targeted as efficiently as possible. The report itself could play an important role in the annual Brixton conference set out in the following section.

5. Partnerships, Roles and Responsibilities

In Summary

To support partners to engage in the ways set out in section four, LB Lambeth will need to enable a strong coalition. This will include businesses, developers, delivery bodies and residents to support this plan.

In doing this, it is recognised that LB Lambeth will need to play a facilitator role, managing relationships and ensure effective referral. It is also acknowledged partners themselves will need to commit to a set of roles and responsibilities including communicating positive messages about Brixton; buying locally; delivering locally; trying new things; and communicating more effectively with each other and LB Lambeth.

With so many active organisations and partners, Brixton does not need another partnership structure. There is however, a need and desire to bring partners together to communicate objectives, share experiences and develop more consistency in supporting the area's evolution.

It is proposed to use the existing Brixton Neighbourhood Forum to discuss plans, share information and celebrate achievements.

The Brixton BID should also play an important role and the Council will discuss how local business should stay involved. This could take the form of a regular update at the BID Annual General Meeting.

1.133 In section three, a range of current and future partners were referenced as playing an important role in the positive evolution of Brixton, this section outlined how this partnership can develop and specially, the role that LB Lambeth will play in supporting this.

Role of LB Lambeth and Partners

1.134 Crucial to the success of this plan (and the positive evolution of Brixton) will be ensuring that all partners are working together to the same end; more so than any specific intervention, this will drive positive outcomes for the area.

The Role of LB Lambeth

1.135 Although the development, regeneration and growth of Brixton will be a partnership effort, LB Lambeth is currently established as one of the key organisations in the investment and growth of Brixton.

1.136 Whilst this plan should seek to bring in other partners to deliver key interventions, LB Lambeth, as a key landowner, is likely to remain as lead strategic and delivery partner. In this respect, the council will have the following responsibilities.

- Administrative and day to day oversight of the plan and partnership arrangements.
- Support communication of flows of information between partners, in particular education providers, investors, businesses and community representatives.
- With partners (such as RSLs and community groups) support outreach to members of the community currently disengaged from Brixton's evolution.
- Ensure compliance with planning policies to ensure that new workspace is fit for purpose and meets the needs of a changing business demographic in London.
- Communicate positive messages and sell Brixton, particularly testing new markets amongst emerging sectors.
- Use council assets to facilitate the delivery of workspace, education and cultural infrastructure which not only furthers Brixton's offer, but also promotes affordability and inclusivity.

- Support partners to deliver in Brixton, where necessary, delegating responsibility for elements of delivery.
- Act as a conduit to the re-investment of surplus revenues in Brixton.
- Monitor and update stakeholders on performance against the masterplan objectives, indicators and values.
- Broadly monitoring partner performance against specific pledges (see below).
- Influence landowners and developers to ensure that physical development matches against shared economic aspirations for Brixton.

Greater Involvement: Expectations of Partners

1.137 As outlined previously, in Lambeth and London as whole, Brixton is a special case. The area has a history of activism and involvement which should be harnessed to form the backbone of the partnership which will deliver the actions within the plan.

1.138 It is important that new operators, investors and stakeholders coming in to Brixton also understand the responsibility of working in the town and are prepared to be active and engaged in its positive evolution. Brixton is now a valuable proposition and this plan has to facilitate partners 'putting something back'.

1.139 Through the roles outlined above LB Lambeth will facilitate this and commit to enabling partners to deliver against the objectives of this plan. In return, there are a number of responsibilities which partners need to be aware of and respond to. These are set out below:

Providers

1.140 Providers include new and existing education providers (school, HE and FE), providers of employment, skills and business support and those community groups who provide services to the broad Brixton community. This will include Lambeth College, Brixton BID, Impact Hub, Tree Shepherd, Brixton Hill UTC, Bay Tree Centre amongst others.

1.141 These organisations will play an important role realising the aspirations of this plan, tailoring delivery to meet the needs of the Brixton, Lambeth and London economies - See Section four). The aspiration is that they will:

- Communicate positive messages and sell Brixton
- Deliver support in Brixton itself
- Develop new support, responding to the needs identified within the plan, meeting the need of Brixton's evolving economy
- Engage with the business community, delivering against their needs
- Share information to enable support to be (re)profiled in line with the needs of the local population
- Continue dialogue with LB Lambeth, communicating our changing needs

Businesses

1.142 It is businesses (new and existing) who will drive Brixton's future economic growth.

1.143 The experience of other locations in London and beyond has shown that economic growth is stronger where businesses work together and there is a spirit of collaboration and collectivism. There is also plenty of evidence to support the case for businesses working more closely with their community (through Brixton BID) and have a closer connection to the location in which they operate. To this end, it is envisaged that businesses will:

- Communicate positive messages and sell Brixton
- Where possible employ local people and support local apprenticeships and work experience
- Reinforce Brixton's reputation for fairness and equality - Adopt the highest possible standards of fair trade and non-discrimination.
- Adapt our business to keep Brixton distinctive and adapt to new markets
- Support fellow businesses in their evolution
- Where possible, buy local
- Stay in Brixton, if and when their company grows
- Continue dialogue with LB Lambeth, communicating our changing needs

The Role of Brixton BID

1.144 There is potentially an enhanced role for the BID in monitoring and supporting good performance against business commitments. One model for doing this has been demonstrated in Hackney, where companies that deliver against the borough's chart received enhanced support) or kite mark for excellence.

Hackney Charter

The Hackney Business Charter was established in 2014 by LB Hackney.

Businesses sign up to the charter as a commitment to ongoing investment Hackney's economy and community. Businesses must commit to 3 principles: community, employment and environment (with set conditions) and in return receive an elevated level of business support and promotion.

http://www.hackney.gov.uk/business-charter.htm

Landowners and Developers

1.145 Landowners and developers will provide the new and upgraded spaces which will enable Brixton to accommodate more growth and a higher quality offer.

1.146 In the London context, Brixton is quite unusual as a major centre with such a high proportion of land in public sector ownership. This provides an opportunity to work side-by-side with owners and developers to support positive, diverse growth in Brixton. It is envisaged that, landowners and developers will:

- Communicate positive messages and sell Brixton
- Support the delivery of new workspaces as part of new development
- Support and promote local employment policies amongst tenants
- Support local buying and participation amongst tenants
- Promote available business support to tenants
- Continue dialogue with LB Lambeth, communicating our changing needs

Local Residents

1.147 Another major contributor to Brixton's uniqueness is its residents and specifically, the historic reputation the town has for diversity, community and activism.

1.148 Throughout the consultation undertaken for this plan, the importance of this (and the value it creates locally) has been reinforced. It is vital not only that this continues to be nurtured, but also that more residents (new and old)

play an active role in Brixton's development and evolution. The aspiration is that in the future residents will actively

- Try new things and participate in activities as the area evolves
- Show civic pride and talk positively about Brixton
- Share ideas about how the Brixton could evolve
- Buy local and support new and existing local businesses

LB Lambeth's Role in Monitoring Partners

1.149 It is not intended that these responsibilities and commitments will be fastidiously monitored or enforced, more that partners are encouraged to engage to demonstrate their commitment to Brixton and its evolution.

1.150 LB Lambeth will play a critical role in enabling partners to deliver against the pledges set out within this plan. As part of this role, it would also monitor performance at a high level and publicise where organisations and individuals make a particularly positive contribution.

Utilising the Brixton Neighbourhood Forum for Information and Debate

1.151 It is important that the forum is used to ensure the council and its partners are accountable and accessible to a wider population. The forum should help shape projects and programmes and how issues and opportunities are communicated locally.

- The Forum could provide oversight and promotion of the delivery of this plan
- It should be a positive platform for debate and discussion
- It should be a central point for dialogue regarding Brixton and a celebration of Brixton
- It should provide representation of both the current and future population (business and resident) of Brixton
- It should help establish, define and communicate clear messages on the future of Brixton
- It should help define and assess the Brixton brand messages and selling Brixton to a wider audience
- It should be provided with updates on the monitoring of indicators
- It should engage external experts to participate and share experience with a wider economic development and regeneration community.

Appendix A - Actions and Interventions

A.1 Under each of the seven project areas set out in Chapter 5, a number of actions and interventions have been identified.

A.2 These are set out over the following pages and include:

- Existing activities / projects – reflecting the delivery already taking place in Brixton and the large number of local partners, interest groups and organisations, many of actions identified are existing projects already being delivered. In some cases we have suggested new or additional actions to build upon / strengthen this existing delivery.
- Future projects – in addition, a number of additional actions / activities have identified for further exploration and development by Lambeth Council and its partners. Some of these are *pipeline* projects already planned, while others are possible *new* areas for action

A.3 It should be noted that the list of actions and activities is intended as a 'live' resource to be taken forward and updated as part of the overall delivery process.

Project Area 1: Delivering New Space for Business Growth

Table A.1 Project Area 1: Delivering New Space for Business Growth

Activity	Actions	Rationale	Measuring Success
1. Increase delivery and overall quantum of office space via the Future Brixton programme	**Future:** • Explore the feasibility of delivering a higher amount of floorspace as part of the Brixton Central project – over and above the level of office space currently proposed within the Future Brixton programme (LEAD: Lambeth Council) • Establish a Brixton landowners group to allow dialogue on development proposals to improve co-ordination and complementarity (LEAD: Lambeth Council)	• Brixton currently has a lower than average proportion of higher value employment activities; growing professional and creative sectors can help Brixton's economy to evolve in a balanced and sustainable way • Town centre currently contains a relatively small amount of employment floorspace compared to comparator town centres; availability of space is low; supply is under threat from permitted development • Failure to deliver additional space will constrain ability to secure job creation in growth sectors.	• Delivery (and success in marketing) additional commercial floorspace (sqm) • Take up by occupiers in professional, scientific and creative growth sectors
2. Increase delivery and quantum of retail and leisure space within Brixton	**Future**: • Explore opportunities to improve the quality of infrastructure within Brixton Village and Market Row, including opportunities to enhance power, heating, toilets and doors (LEAD: Lambeth Council with Groupe Geraud) • In line with the draft Brixton Central Masterplan, consider the managed expansion of the indoor market offer with the aspiration of creating a balance of retail, food & drink, leisure and workspace. Ensure that any expansion learns from the positive lessons of Pop Brixton, adopting a strong social value element. (LEAD: Lambeth Council)	• There is evidence of strong unmet demand within the indoor markets: there is a significant waiting list for space at Brixton Village; up to 450 businesses have registered an interest in recent years • Projected growth in Brixton population and employment linked to the delivery of Future Brixton; this population growth will generate a significant amount of additional household and salary expenditure in the local area annually • Additional retail and leisure capacity has an important role to play in helping to capture spend from new and emerging populations (reducing retail leakage levels).	• Delivery (and success in marketing) additional commercial floorspace (sqm) • Take up of leisure and commercial space • Vitality of the retail and food and drink offer (as measured by traders, employment and footfall)
3. Inform update to Lambeth Local Plan to further support development of commercial space in Brixton	**Future:** • Work to ensure there is increased support of commercial space development in Brixton within the Local Plan (LEAD: Lambeth Council) • Explore the potential to use Article 4 directions to protect commercial space in Brixton from permitted development rights (LEAD: Lambeth Council) • Work with Groupe Geraud to put in place a Management Plan for Brixton Village and Market Row in line with current Local Plan policy PN3 and to support the evolution of the indoor markets (LEAD: Groupe Geraud)	• There is significant pressure for housing delivery across Lambeth, and particularly focused around transport hubs • However, Brixton is one of only a limited number of locations in Lambeth that can realistically grow its commercial base to any significant extent • As such, planning has an important role to play in helping to prioritise commercial uses at key locations such as Brixton Central	• Increased support of commercial space development in Local Plan • Article 4 designation in place to protect commercial space from permitted development • Management Plan in place for Brixton Village & Market Row

Project Area 2: Provide Space for New Ideas and Experimentation

Table A.2 Project Area 2: Provide Space for New Ideas and Experimentation

Activity	Action	Rationale	Measuring Success
1. Ensure lessons learnt from Pop Brixton inform future developments	**In delivery:** • Undertake interim and full evaluation of Pop Brixton, including assessment of subsidised space, to establish impact and lessons learnt (LEAD: Pop Brixton) **Future**: • Explore options for long term future (post 2018) – including potential permanent locations and funding options (LEAD: Lambeth Council and Pop Brixton)	• Pop Brixton has been established as a temporary meanwhile use; a long term future for the project is yet to be secured • There are ongoing challenges around the availability and affordability of commercial space in Brixton • Current levels of enterprise are below average; ambitions to support local residents to start up new businesses and provide the supportive environment for these to survive and grow	• Number of new business-start-ups • Number of businesses / residents supported • Development of long term delivery plan
2. Increase the supply of flexible and affordable SME workspace	**In delivery:** • Develop Brixton Works as a vehicle for managing commercial space within Brixton which ensures an element of affordability and flexibility to tenants (LEAD: Lambeth Council) **Future**: • Prior to its redevelopment, look at International House as a potential meanwhile use for workspace once the council vacates mid 2018 (Lead: Lambeth Council with Future Brixton developers).	• Brixton contains a relatively small amount of employment floorspace; availability is low and is coming under increasing threat from permitted development • Small businesses face significant challenges in terms of the availability, cost and flexibility of workspace • Current levels of enterprise are below average; ambitions to support local residents to start up new businesses and provide the supportive environment for these to survive and grow.	• Short term: scoping and establishment of Brixton Works vehicle • Longer term: range of Brixton Works performance metrics related to the management of commercial space • Supply of SME workspace
3. Delivery of maker spaces and artists' studios	**In delivery:** • Ensure that the Brixton Works process considers the feasibility of delivering artist studios and shared maker spaces (LEAD: Lambeth Council) • Building LJ:Works, the London Regeneration Funded workspace project in Loughborough Junction (LEAD: Lambeth Council) • Continue to explore potential for use of railway arches as temporary and permanent locations for creative practices, building on Loughborough Junction Platform project (LEAD: Lambeth Council) • Deliver the London Regeneration Fund supported arch re-use prototype competition (Meanwhile Space CIC) (LEAD: Lambeth Council)	• Brixton contains a relatively small amount of employment floorspace; availability is low and cost is high • Lack of supply pricing out artists and creative companies, presenting a threat to the ongoing distinctiveness of the Brixton economy • GLA has identified a vulnerability in supply of artist workspace across London	• Ensure that Brixton Works proposals respond to the need for artist's space • Audit spaces which could provide space in the short to medium term • Liaise with GLA Culture Strategy team

	Future: • Identify buildings and spaces which could be used as permanent or 'long term temporary' spaces for artists and creative practices as part of Brixton Works (LEAD: Lambeth Council) • Explore how artists currently operating within Brixton Central masterplan area can be supported as part of the proposed new development (LEAD: Lambeth Council)		
4. Community kitchen space and other shared space	**Future:** • Delivery of shared kitchen space at LJ:Works, the London Regeneration Funded workspace project in Loughborough Junction (LEAD: Lambeth Council) • Once delivered, monitor performance and explore demand for additional shared spaces in Brixton. This could be based on sharing of existing facilities, or development of new bespoke facilities (potentially as part of Future Brixton) (LEAD: Lambeth Council) • As part of this, work with partners to explore the potential to deliver projects within shared space which can help to support development of local sector specialisms – such as the proposed South Bank University Food and Drink research project (LEAD: Lambeth Council)	• The evidence base highlights that Brixton has a strength in food and drink activities and a growing strength in creative and making activities • However, start-up rates are below average and businesses face challenges in terms of costs and availability of workspace	• Short term – further work to explore feasibility • Longer term – Delivery and usage of shared space in Brixton
5. Inform update to Lambeth Local Plan to further support development and protection of SME workspace in Brixton	**Future:** • Work to ensure there is increased support of flexible and affordable SME workspace in Brixton within the Local Plan (LEAD: Lambeth Council) • Ensure that policies exist to ensure that where workspace is included as part of mixed use development, this is fully fitted and ready to open upon completion (LEAD: Lambeth Council) • Explore the potential to use Article 4 directions to protect SME workspace in Brixton from permitted development rights (LEAD: Lambeth Council)	• Brixton contains a relatively small amount of employment floorspace; availability is low and cost is high • Loss of office space to permitted development rights (eg Piano House) • Small businesses face particularly significant challenges in terms of the availability, cost and flexibility of workspace • Current levels of enterprise are below average; ambitions to support local residents to start up new businesses and provide the supportive environment for these to survive and grow.	• Delivery of additional SME workspace • In longer term performance against a range of enterprise indicators

SME Workspace: Learning from Elsewhere

Given the financial and skills challenges many entrepreneurs face, the provision of affordable SME workspace has become a key economic policy focus across London in recent years. Brixton is already home to a number of SME workspace, operated according to a range of innovative models. Impact Hub and Pop Brixton are two particularly strong examples. However, workspace affordability remains a core concern and viable models to scale up the provision of affordable workspace locally – such as the Community Value Model - need further exploration. Successful affordable workspace models have been delivered elsewhere in London, as exemplified by the two case studies below:

COMMUNITY VALUE MODEL

↑ Project example
Bootstrap Company
Social enterprise Bootstrap Company provides affordable workspace and support for local start-ups, social enterprises, charities and businesses. Revenue is generated through workspace rental and event space hire, and any profits generated go to fund Bootstrap Campus, the charitable outreach arm of the company.

AFFORDABLE STUDIO SPACE

↑ Project example
Great Western Studios
Great Western Studios is a new build 60,000 sqft facility providing 106 affordable studios spaces. Westminster City Council helped to broker the development opportunity with landowners. Terms of the Council grant funding were that some of the available workspace be let at 50% of market rental values for 10 years.

Shared Space: Learning from Elsewhere

Shared space which is flexible and affordable can play an important role in supporting enterprise and in strengthening community links and social value: it can enable research and innovation, reduce costs, support skills and knowledge sharing and facilitate the development of new networks. The strength of Brixton's existing social economy provides an ideal platform to explore demand for the provision of shared space – the local food and drink sector and the growing local creative and making sector provide a sector specific focus for this. Successful models for share space have been delivered elsewhere, as exemplified by the two case studies below:

SHARED KITCHENS

↑ Project example
Maida Hill Place, London
A kitchen and restaurant space designed to support food entrepreneurs. The facility supports businesses in their start-up phase, hosting cookery tuition and production businesses and running pop-up restaurants. The project is run as a social enterprise, with space for hire for food production, film hire and meetings.

OPEN ACCESS MAKING

↑ Project example
Fab Lab, Manchester
Fab Lab provides a workspace for makers, product designers and entrepreneurs to build and test designs as cheaply and easily as possible. The Fab Lab offers latest digital fabrication equipment including 3D printers, laser cutters, moulding and milling equipment, electrical components, circuit boards and soldering equipment.

Project Area 3: Improvement of the Form and Function of Brixton's Public Spaces

Table A.3 Project Area 3: Improvement of the Form and Function of Brixton's Public Spaces

Activity	Projects / Actions	Rationale	Measuring Success
1. A coherent approach to enhancing the quality of public realm in Brixton.	**In delivery:** • Complete delivery of High Street Fund programme of public realm improvements across Brixton town – including a series of wayfinding improvements and public realm improvements on Electric Avenue (LEAD: Lambeth Council and HSF partners) • Complete public realm improvements to Canterbury Square, currently underway (LEAD: Lambeth Council) **Future:** • Continue delivery of public realm improvements against list identified in the Brixton SPD (2013) & Brixton Public Realm Strategy (2014) (LEAD: Lambeth Council) • Bid to TfL Major Schemes fund for improvements to Atlantic Road & Coldharbour Lane (between Atlantic Road & Somerleyton Road) (LEAD: Lambeth Council) • Improvements to public realm on Pope's Road and Brixton Station Road, including to the street markets, as part of delivery of Brixton Central masterplan (LEAD: Lambeth Council)	• A high quality town centre environment has a key role to play in ensuring Brixton remains competitive as a town centre and visitor destination, but also as an attractive location for employment investment • Evidence suggest that a number of challenges are faced in this respect as demonstrated by declining footfall levels, reductions in street market occupancy and survey evidence that over-crowding and weak wayfinding are impacting adversely on town centre performance.	• Visitor / user satisfaction • Business satisfaction • Longer term – footfall and vacancy rates
2. Ensuring that Brixton benefits from a high quality built environment	**In delivery (to 2019):** • Deliver the Townscape Heritage project. A £2.6m HLF capital project to conserve and regenerate properties in Electric Avenue and Atlantic Road. Delivery of project over the period to 2019. (LEAD: Lambeth Council and Townscape Heritage partners) **Future:** • Procure delivery partners for the Brixton Central Masterplan (LEAD: Lambeth Council)	• As above - evidence that the town centre built environment is impacting adversely on performance • Specific challenges highlighted in the Brixton Central Masterplan area and on Electric Avenue, where space is underutilised and the historic environment and streetscene has suffered neglect and lacks coherency	• Electric Avenue upper floor uses • Visitor / user satisfaction • Business satisfaction • Longer term – footfall and vacancy rates

3. Ensuring that Brixton benefits from high quality facilities for residents, visitors and businesses	**In delivery:** • Deliver the High Street Fund programme of infrastructure improvements across Brixton town centre, including investment in town centre wi-fi and public conveniences (LEAD: Lambeth Council and HSF partners) **Future:** • Deliver the relocation of the town centre waste compactors to increase capacity for collection of waste in town centre (LEAD: Lambeth Council) • Agree an improved waste collection and cleaning regime for Electric Avenue, including daily AM washdown (Veolia) (LEAD: Lambeth Council) • Close partnership working with the BID to develop and deliver effective approaches to town centre management. This could include the BID seeking Purple Flag status for the town centre, an accreditation demonstrating an entertaining, diverse, safe and enjoyable night-time and evening economy. (LEAD: Brixton BID)	• As above – evidenced regarding the important role of strong town centre environment and amenity in support town centre performance. • Challenges faced in this regard demonstrated by declining footfall levels, reductions in street market occupancy and survey evidence that over-crowding and weak wayfinding are impacting adversely on town centre performance	• Visitor / user satisfaction • Business satisfaction • Longer term – footfall and vacancy rates
4. Town centre movement and connectivity	**Future**: • Deliver improvements to Atlantic Road as part of a future bid to TfL Major Schemes fund LEAD: Lambeth Council and HSF partners). • Develop a business case for new London Overground Station at Brixton East (Lead: Lambeth Council, with TfL & Network Rail) • Develop a Brixton Town Centre Delivery & Servicing Strategy, looking at how to improve, consolidate & reduce deliveries (LEAD: Lambeth Council and Brixton BID) • Develop feasibility study for refurbishment of mainline Brixton train station (LEAD: Network Rail) • Explore opportunities to enhance cycling facilities within the town centre, including exploring the potential to deliver new cycle hubs and to secure the extension of TfL's cycle hire scheme to Brixton (LEAD: Lambeth Council) • Continue to review public/shopper car parking in Brixton and explore opportunities to enhance provision as part of future development activity (LEAD: Lambeth Council)	• In a highly competitive London town centre environment, transport and accessibility can play a key role in supporting competitiveness and economic growth – in terms of helping residents to access employment opportunities, in helping to attract businesses and employees, and in proving accessible to visitors. • While Brixton benefits from strong tube and rail accessibility, opportunities to enhance town centre movement for rail, car and cycle users have been identified.	• Visitor / user satisfaction • Business satisfaction • Longer term – footfall and vacancy rates

Project Area 4: Support Brixton's Businesses to Adapt and Grow

Table A.4 Project Area 4: Support Brixton's Businesses to Adapt and Grow

Activity	Action	Rationale	Measuring Success
1. Support existing town centre businesses and traders to respond to changing commercial markets and pressures.	**In delivery / ongoing:** • Delivery of the High Street Fund interventions to support market traders – this includes the delivery of hand held contactless card payment terminals to market traders and the delivery of the Street Markets Strategy (LEAD: Lambeth Council) **Future:** • Review / evaluate the effectiveness of Pivot Brixton – a pilot business support project providing support to existing town centre retailers. Explore options for continuation post 15/16 – including funding options, and potential for scale up or extension of services (LEAD: Brixton BID) • Review how the BID promotes / communicates support programmes to local businesses, to ensure this is effective and comprehensive. This should cover both local (e.g. Lambeth) provision, and wider provision (e.g. regional programmes such as the London Growth Hub) (LEAD: Brixton BID) • Strengthen signposting to business support projects and programmes on the LB Lambeth website. While this is a borough-wide activity, this should align with signposting activities delivered by the Brixton BID (see above) (LEAD: Lambeth Council)	• Research has identified concern from business and traders regarding changing customer markets and rising costs • In the context of wider changes in Brixton, helping longstanding town centre businesses and traders to adapt and grow can play an important role in helping to protect Brixton's unique character and heritage • While there is a large amount of business support available at the local, regional and national levels, the current landscape is fragmented and lacks coordination.	• High street vacancy • Retention of long term high street occupiers • Performance of markets and traders • Size of local business base • Enterprise performance (business start-up and survival) • Number of businesses accessing support.
2. Help Brixton businesses to access and Lambeth supply chain opportunities via Supply Lambeth.	**In Delivery / Ongoing:** • Continue delivery of the borough-wide Supply Lambeth supply chain project, linking local businesses to supply chain opportunities arising from major developments across Lambeth. Focus on the construction, health and hospitality sectors. (LEAD: Lambeth Council) **Future**: • Explore the potential to broaden sector scope of Supply Lambeth – for example public sector supply chain linkages (LB Lambeth at Brixton town hall) and emerging professional sectors supply chain linkages (LEAD: Lambeth Council) • Review / evaluate delivery at regular periods to ensure that the programme continues to align with wider sector and growth objectives and that consistent and effective referral and signposting mechanisms are in place to help Brixton businesses genuinely engage in the opportunity (see above) (LEAD: Lambeth Council)	• A large number of supply chain opportunities are expected to emerge in Brixton in coming years particularly linked to the construction and operation of Future Brixton schemes • These provide a good opportunity for local businesses to evolve / capture new markets and to deliver against strategic objectives of retaining local value • In many cases, small businesses will require support to access new supply chain opportunities – both in terms of awareness and practicalities of delivery.	• Number of local suppliers engaged • Number of local businesses accessing Future Brixton supply chain opportunities

3. Activities to support enterprise and higher value growth.	**Future:** • Explore the potential for workspace providers to deliver business support targeted at businesses with high growth potential and at businesses in higher value growth sectors (e.g. Techstars (http://www.techstars.com/), Seed Camp (http://seedcamp.com/), Truestart (https://www.truestart.co.uk/) (LEAD: Workspace providers – eg Impact Hub, Piano House, Eurolink) • Work with partners such as the Impact Hub to explore how homeworkers can be supported – eg a homeworkers 'network'. Initially this could focus on building awareness and signposting to support and events for entrepreneurs already available (LEAD: workspace providers) • In the longer term explore demand for additional 'homeworker' facilities in Brixton – e.g. central meeting facilities - potentially as part of Future Brixton developments (LEAD: Lambeth Council) • Work with Squires and Partners to explore the feasibility and value of establishing a members club as part of their development, focused on supporting the development of Brixton's professional and creative service community (LEAD: Squires and Partners)	• While evidence suggests that levels of enterprise in Brixton are below average, consultation highlighted a large 'hidden' economy of homeworkers within Brixton • Strengthening enterprise can play an important role in creating employment and generating and retaining local value	• Businesses supported and assisted to grow • Number of events held for home-workers / entrepreneurs • Local residents registered with key SME workspace providers locally • Levels of enterprise

Project Area 5: Improve External Perceptions of Brixton as an Economic Location

Table A.5 Project Area 5: Improve External Perceptions of Brixton as an Economic Location

Activity	Activity	Rationale	Measuring Success
1. Formal Sector and Operator Market Testing	**Future:** • Work with London & Partners and local agents to test the short and medium term potential for larger floor plate occupation and potential pre-let within Brixton (particularly Future Brixton). Market Testing should be made as sector and occupier specific as possible and should be reviewed on an annual basis (LEAD: Lambeth Council and Future Brixton Developers)	• Brixton currently has a lower than average proportion of higher value employment activities; growing professional and creative sectors can help Brixton's economy to evolve in a balanced and sustainable way • There has been recent growth in these activities locally, while London wide sector evolution and delivery of new space via Future Brixton programme present opportunity to support the economy to evolve • In London's competitive economic environment, a proactive approach is needed to secure investment.	• Ongoing Engagement with agents and L&P • Longer term – success in attracting occupiers
2. Commercial Marketing Strategy and Consistent Messaging about Economic Aspirations for Brixton	**Future:** • Work with partners to develop a marketing strategy for commercial space to help Brixton (building on its existing identity) to communicate its offers as a high value, diverse and accessible economic node (LEAD: Lambeth Council) • As part of the above, ensure formal marketing activities for commercial uses are supported by consistent messaging across all partners. This could include regular partner briefings and network events to provide updates and discuss ongoing approaches (LEAD: Lambeth Council)	• As above – Brixton currently has a lower than average proportion of higher value employment activities; growing professional and creative sectors can help Brixton's economy to evolve in a balanced and sustainable way • Recent growth in these activities locally, while London wide sector evolution and delivery of new space via Future Brixton programme present opportunity to support the economy to evolve to accommodate a more balanced mix of uses • In London's competitive economic environment, a proactive approach is needed to secure investment.	• Development of agreed marketing strategy or approach • Longer term success in attracting occupiers and strengthening the value / nature of the Brixton economy
3. Marketing and Communications to Support Brixton's Leisure and Retail Offer	**Future:** • Work with the Brixton BID to develop a strategy to better coordinate public relations and communications regarding Brixton's retail and leisure offer, with a focus on attracting more visitors to the town centre (both local and external) • Explore options to ring-fence income from any future town centre wifl project to provide a budget for the BID marketing activities. This should include a clear strategy for using the free wifi landing page for promotional activities, using the metrics from the wifi network to help profile and target visitors, and wider use of social media and offers to attract new visitors (LEAD: Brixton BID)	• Brixton's primary economic role is its town centre function; this supports a large number of jobs and economic value. • There is a high level of competition across London's town centres to attract visitors and spend • Brixton is home to a strong and diverse mix of retail, leisure, recreation and cultural assets, a number of which make it unique in the London context – including its specialist retail and food and drink offer, its entertainment offer and its culture offer. • However, there is currently no overall strategy for communicating these to wider audiences and to attract new visitors.	• Agreement of an approach to public relations and communications between the BID and the council • Metrics regarding wifi network usage (number and type of users, focusing on new visitors) • Longer term – number of visitors to the town centre and wider metrics relating to town centre performance (vacancy, spend etc)

Project Area 6: Link Brixton's Residents to Opportunity

Table A.6 Project Area 6: Link Brixton's Residents to Opportunity

Activity	Actions	Rationale	Measuring Success
1. Removing barriers to work and getting long term unemployed work ready	**In Delivery / Ongoing:** • Ongoing delivery of Lambeth Working, Financial Resilience Strategy, Lambeth Adult Learning team services , LB Lambeth Youth Offending Service, LB Lambeth and Single Homeless Project , Workwise and Get-Set-Go projects St. Giles Trust, work with Lambeth residents involved in gangs-related criminal activity, work with partners such as Southside Rehabilitation Association and Status Employment, Living Well Partnership hosted by Mosaic Clubhouse, First Step Trust, APM 'Working Capital' programme, 'Pathways to Employment' programme (LEAD: Lambeth Council)	• A large amount of employment / training support is available from local, regional and national organisations (see evidence base for a mapping of this) • However, consultation has suggested the current landscape is fragmented and lacks coordination	• Number of residents accessing support • Local unemployment levels
2. Signposting to training support and employment brokerage	**In Delivery / Ongoing:** • LB Lambeth 'Provider Directory'(LEAD: Lambeth Council and Providers Network) • LB Lambeth promotes pathways for looked after children in terms of college provision, training and university through Children Looked After. • LB Lambeth participates in the development of the Work and Health Programme which is being devolved to London via the 4 sub regions. The programme will focus on health and wellbeing as a barrier to work. • LB Lambeth is writing a new Employment and Skills Supplementary Planning Document which will aid more supported employment opportunities through future section 106 agreements. (LEAD: Lambeth Council and developers) **Future**: • Ongoing refresh of Lambeth Providers Directory which includes local and regional delivery partners. The Directory will strengthen referral and signposting mechanisms between the Council and providers and will be used to update Lambeth Working website (LEAD: Lambeth Council) • In the immediate future, links between Lambeth Working and provider network /community organisations could be strengthened. In the longer term, this could to be extended to include sector representative bodies. (LEAD: Lambeth Council and Providers Network) • Through section 106 negotiations there is potential to secure opportunities in growth sectors for local residents through Lambeth Working. (LEAD: Lambeth Council and the developers) • Promote Lambeth Working's offer to Brixton residents, e.g. partnership work with local education providers, community organisations and the BID to ensure residents are aware of Lambeth Working and there is a clear pathway to getting involved. Ensure there is a visible and consistent approach to online communication; could also include visits to local schools (LEAD: Lambeth Council with local education and community outreach providers)	• There are a large number of employment opportunities emerging in Brixton in coming years (both construction and long terms employment) • It is important to help local residents to engage in the opportunity given presence of significant and long standing socio-economic challenges locally (eg concentrations of unemployment, and below average skills levels) • This is particularly the case regarding recent growth in Brixton's professional and creative sectors, with further growth projected linked to delivery of new commercial space. Evidence from the young people's workshops regarding aspirations to engage with these types of activities.	• Local unemployment levels • Local residents accessing employment / training opportunities in Future Brixton

3. Support for young people: careers, mentoring, work experience and apprenticeships	**Ongoing:** • Building on Lambeth's current Education Business Partnership activities, work with existing Brixton education providers to map current careers, mentoring and work experience provision, existing workplace links, and gaps / deficiencies (LEAD: Lambeth Council) • Continue to work with Lambeth Working to link local residents into opportunities linked to Future Brixton, including liaising with developers to agree S106 targets for local training, apprenticeships and jobs, and working with local businesses to encourage apprentices. As part of these wider activities, explore opportunities to link into the GLA's Careers Enterprise Advisor Network (LEAD: Lambeth Council) • Schools Improvement & Advisory Service (SIAS) works with schools to continually record and monitor performance in achievement and attainment. Progress 8 and Attainment 8 are two new performance measures to monitor GCSE and A Levels progress and achievement. (LEAD: Lambeth Council with local schools) • Early Help delivered through a whole family service model, which is part of the Troubled Families programme, offers support to young people not in education, employment or training. (LEAD: Lambeth Council) • LB Lambeth NEET advisors work alongside early help practitioners offering 121 consultation and advice. (LEAD: Lambeth Council) **Future:** • Work with Brixton businesses (via the BID – and with a focus on professional and creative services such as Squires + Partners) to establish a work experience or mentoring model to offer to Brixton residents. Businesses could visit local schools as part of wider careers work or to communicate mentoring / work experience opportunities. This could be linked to Career Clusters or Industrial Cadets programmes. (LEAD: Lambeth Council with the Brixton BID) • As part of the above, explore opportunities to work with the Street Market Traders Association and Group Geraud to prove structured opportunities for young people to engage with the markets (eg by running temporary stalls – *see case study overleaf*) (LEAD: Lambeth Council with Brixton market partners) • Work with the Young Lambeth Cooperative to ensure that aspirations and perspectives of young people are understood and taken into account when designing future responses and interventions. This could be achieved by visits to local schools, or by establishing a formal group focused on young Brixton residents (see also Youth Café under Project Area 7) (LEAD: Lambeth Council with Young Lambeth Cooperative) • In the future, further value would be added to these emerging activities by involving the Young Lambeth Cooperative and Brixton BID to narrow the gap between young people and opportunities. (LEAD: Lambeth Council with BID and Young Lambeth Cooperative) • Explore potential to hold the Lambeth careers fair in Brixton – aimed at local young people and with a focus on professional careers. Work with Brixton BID to ensure a good	• Consultation highlighted demand for additional mentoring and work experience opportunities within Brixton – particularly for professional careers. Brixton's growing professional sector represents an opportunity to do this. • Consultation highlighted a demand from young people for more local information about aspirational careers – including university options and professional sectors	• Number of local residents being mentored by local businesses • Number of local residents accessing work experience opportunities / internships

	representation of local businesses and opportunities (LEAD: Lambeth Council with the Brixton BID). • Young Lambeth website, which focuses on 14 to 25 year olds, could be used to promote Vocational Career Pathways to schools and partners. (LEAD: Young Lambeth Cooperative) • Careers Clusters programme will benefit selected Brixton schools with dedicated support for Careers leads, projects involving key employers, Lambeth College and LSBU in curriculum related activities, work experience and internship opportunities, staff CPD, parental awareness sessions and a school personalised employer endorsed individual career strategy. • South Bank University will write a research paper outlining all key issues relating to progression of young people into the workforce. (LEAD: Lambeth Council with local schools, SBU and employers) • Lambeth Ambassador Apprenticeship Programme provision will continue to expand to provide apprenticeships at all levels in partnership with partners such as LSBU and Lambeth College. Y11 to Y13 will be prepared to apply for jobs at the end of each academic year via dedicated Careers Fair at LSBU.		
4. Enabling STEM and higher value skills/training	**In progress/ongoing:** • The South Bank Engineering UTC provides new provision in STEM subjects and Engineering specifically. It is important that all partners unite behind this project which provides a boost to provision locally. (LEAD: UTC) • Through Lambeth Working Apprenticeship Scheme and Lambeth Apprenticeship Ambassador Scheme, LB Lambeth should continue and develop support provided to promote vocational routes to growth sectors. (LEAD: Lambeth Council) • Partners such as MI Computer Solutions in Brixton which offer vocational training and apprenticeships in growth sectors should be sought and promoted. (LEAD: Lambeth Council) • CEIAG Forum with representatives from LB Lambeth and schools could be used to promote the importance of growth sectors in Brixton and further partnership working to tackle skills challenges (LEAD: Lambeth Council) • LB Lambeth has recently delivered Industrial Cadets accredited work placement programme which supported NEETs into work placements within the council in STEM related areas of work. In future Lambeth Council's Industrial Cadets work placement programme could be promoted amongst Brixton STEM related businesses to offer work placements and stimulate interest (LEAD: Lambeth Council and employers) • LB Lambeth should actively participate in Green Man Skills Zone partnership. The council should also continue and strengthen its established relationships with the Trusts to facilitate their contribution to local economic growth. (LEAD: Lambeth Council, GMSZ and the NHG Trusts) **Future:** • Work to secure the delivery of the proposed Brixton Hill Engineering University Technical College. This provides Brixton with an opportunity to develop a unique specialism and	• The evidence has noted the potential for growth in higher value sectors in Brixton in coming years • As above, it is important to help local residents to engage in the opportunity given presence of significant and long standing socio-economic challenges locally (eg concentrations of unemployment, and below average skills levels) • Consultation (particularly with young people) has suggested that current curriculums provided locally do not fully match the aspirations of young people.	• Engagement with Lambeth College and local schools • Evolution of curriculum • Local skills levels (in the long term) • Local residents accessing jobs in professional / higher value sectors

	opportunity for its residents. In the short term, close partnership working will be required to communicate aspirations and to put in place plans for future collaboration (LEAD: Lambeth Council with Brixton Hill UTC) • As above, work with Brixton professional and creative businesses (via the BID) to establish a work experience or mentoring model(LEAD: Lambeth Council /Brixton BID) • As part of the Borough wide activities and Career Clusters continue to work with local schools and Lambeth College to ensure that curriculums delivered meet the aspirations of Brixton residents, and emerging employment opportunities – relating to both Future Brixton (construction), but also wider specialisms in the local economy (eg food and drink and increasingly professional activities). S*ee 'Open Kitchen' case study overleaf* (LEAD: Lambeth Council with local education providers) • In the longer term provision at Lambeth College and other FE providers needs to reflect the emerging sector strengths within Brixton, alongside stronger links into local schools. (LEAD: Lambeth College and other FE providers) • In longer term, use evidence regarding the aspirations of Brixton residents and the evolving nature of the Brixton economy to explore potential to shape the sector focus of Lambeth Working towards local growth sectors (e.g. growing professional and creative sectors in Brixton). (LEAD: Lambeth Council) • Provision of apprenticeships in business support sector could be strengthened through Lambeth Working Apprenticeship Scheme and Lambeth Apprenticeship Ambassador Scheme. There are opportunities in media and broadcasting and creative sectors. (LEAD: Lambeth Council) • Work to identify need and potential to deliver additional employment and training support in Lambeth – including via use of European Social Fund (ESF). In Brixton, scoping and delivery should be undertaken in partnership with local organisations / partners such as Tree Shepherd (LEAD: Lambeth Council with local providers)		
5. Workforce development	**Ongoing:** Timewise project works with lone parents and employers to create flexible working opportunities allowing parents to work and look after their children (until January 2017). • Step Up Programme by Walcot Foundation and Trust for London already supports workers in low paid jobs and tackles 'in-work poverty'. The pilot programme runs until September 2017 in four strands supporting those low paid young people in creative/cultural, restaurant and hospitality sectors, low paid workers in Tulse Hill, Latin American workers, and lone parents. **Future:** • LB Lambeth should evaluate Timewise project and continue provision of support to workforce development programmes which tackle in-work poverty and facilitate employers' leadership. (LEAD: Lambeth Council)	• Investment and Opportunity Strategy recognised in-work poverty as an important issue that needs addressing.	• Local residents progressing in work

Skills Development for Young People: Learning from Elsewhere

Successful examples of skills development projects which could be relevant in the Brixton context are provided below. The first example recognises the important role that the markets play in the functioning of the Brixton economy; engaging young people in this is an opportunity to provide business experience, improve community links, and help support the ongoing vibrancy of the markets. The second example recognises the strength of Brixton's food and drink sector and the opportunity for local education providers to engage with this; this could be delivered in tandem with the delivery of shared kitchen space (see project area 2).

SKILLS DEVELOPMENT FOR YOUNG PEOPLE

↑ Project example
Teenage Market, across the UK
A free platform for young people to run their own stall at their local market and test product and business ideas. Markets also focus on promoting young local performers by providing performance platforms at markets. The scheme builds connections between young traders and established independent retailers.

SKILLS DEVELOPMENT FOR YOUNG PEOPLE

↑ Project example
Open Kitchen, Hackney
A training restaurant for Hackney Community College operating as a restaurant and cookery class venue. Open Kitchen boasts two state-of-the-art kitchens, equipped with the latest industrial equipment. Students take an active role in promoting their culture and passion for food and assist all courses offered at the kitchen.

Project Area 7: Recognising and Nurturing Social Value

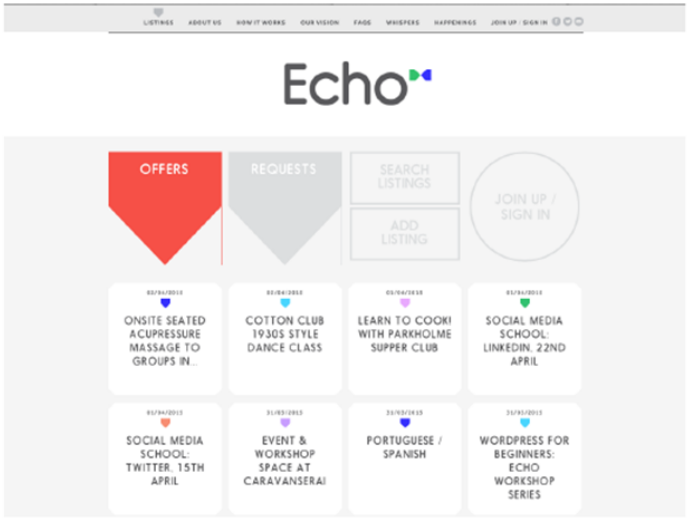
Table A.7 Project Area 7: Recognising and Nurturing Social Value

Activity	Action	Rationale	Measuring Success
1.Communication and Community Engagement	**Future:** • Establish a clear framework for engaging the community. This should include: strong communication on a day to day basis via online activities; ensuring that the Future Brixton Team regularly attend the Brixton Community Forum meetings and the Brixton BID Board; and the establishment of an annual Brixton conference to give all citizens the opportunity to engage with and influence the agenda of the Brixton Partnership Board (LEAD: Lambeth Council).	• Need to ensure participation from all parts of the Brixton community as per LB Lambeth's "ambition and fairness" values • Consultees noted lack of coherency in communication and information giving in Brixton.	• Metrics regarding number of community groups and residents engaged and participating • Hits on websites • Events held and number of attendees
2. Retain local value	**Ongoing / short term:** • Continue to support efforts to retain local value by supporting and collaborating with local partners including Brixton £ and Transition Town Brixton (including delivery of Brixton £ Cash Machine) (LEAD: Lambeth Council) **Future:** • Work with local social impact organisations to explore additional ways to support local spend – both in terms of supply chains but also 'lunch time' spend by employees. This could initially focus on large employers (particularly Lambeth Council), and incomers to the area (including temporary construction workers as part of Future Brixton and longer term business occupiers). An initial action could be the development of a marketing campaign to support local traders and to perpetuate 'Brixtonness' (*see I Love Hackney case study in Chapter 5*) (LEAD: Social Value partners such as Brixton £ and Transition Town Brixton)	• Local employees and residents generate a large amount of spend; increasing the proportion of this retained locally can play an important role in supporting local businesses and in generating additional local wealth	• Delivery of HSF project and any subsequent marketing activities • Performance and adoption of Brixton £ • Longer term - overall performance of local independent traders
3. Brixton Youth Café and Information Exchange	**Future:** • Support the Young Lambeth Cooperative to explore the potential to deliver a community café on the high street, acting as a hub for engagement and for information sharing. In the short term this should focus on: reviewing other charity and CIC cafes which are run by specific groups (eg Hackney Pirates http://www.hackneypirates.org , Nanna's Cafe https://www.facebook.com/wearenana); identifying a suitable building to	• There is an acknowledged challenge of engaging young people in the evolution of Brixton • There was a clear articulation of the need for 'somewhere to call their own' within the young people's workshop	• Number of young people actively engaging in discussion regarding Brixton's future • Number of young people accessing services and support.

	accommodate a youth café; and developing a clear business plan to run the facility at zero net cost (LEAD: Young Lambeth Cooperative) • Once operational, work with partners to plan for information which can be displayed and services which could be offered through the space (LEAD: Young Lambeth Cooperative)		
4. Further Develop Brixton's sharing economy	**Future**: • Explore the potential to build capacity / scale-up sharing economy activities in Brixton, in particular models to share time and skills. *See overleaf for case studies of successful sharing economy models delivered elsewhere.* This activity area should be developed in tandem with exploring the feasibility of delivering shared kitchen and maker space and also building on the further development of the *Community Lease Model (see project area 2)* (LEAD: Lambeth Council in partnership with workspace providers and social value partners)	• Local enterprise performance is currently below average; the sharing economy can play an important role in supporting enterprise and delivering wider social value	• Short term – further exploration • Long term – performance measures (people signed up, value of shared activities)
5. Continue to Promote Fairness and Equity	**Future**: • Work with local social value groups / organisations to promote fairness and equity – this should including working with local businesses to promote fair trade principles, and working with local employers to encourage adoption of London Living Wage and other positive working practices (LEAD: Social value partners such as Brixton £ and Transition Town Brixton)	• Fairness and equity is a key part of LB Lambeth's ambition and fairness for all principles and can play a direct role in supporting local residents via higher earnings and greater levels of mutual respect and trust	• Adoption of fair trade and London Living Wage standards by local employers

Sharing Economy: Learning from Elsewhere

The sharing economy can play an important role in supporting enterprise and in strengthening community links. The strength of Brixton's social value economy provides an ideal platform to explore scaling up mechanisms by which local residents and businesses can share their time, skills, expertise and assets. While the space focused community value model deployed at Pop Brixton provides an interesting base from which to start, a number of larger scale models for sharing time and skills have been deployed elsewhere in London, as exemplified by the two case studies below:



TIME-BASED CURRENCY

↑ Project example
Economy of Hours, East London
Marketplace where members buy and sell skills, services and resources using a time-based currency called Echoes (1 hour = 1 Echo). Businesses, organisation or individuals create online profile which includes listings of what members can offer and what they are looking for.

TIME-BASED CURRENCY

↑ Project example
Waltham Forest LETS, Waltham Forest
Scheme for local people to exchange skills, goods and services through alternative currency called Beams (1 Beam = approx. £1). Members trade a variety of services, including DIY, IT and the loan of equipment. The system offers opportunities to save money, to improve skillsets and to build relationships within the community.

Appendix B - Information on Proposed Measures of Success

B.1 This section introduces a set of indicators which could be used to help track the performance of Brixton and the areas positive evolution. The information below outlines where this information can be sourced from and what the baseline position is at the time of writing this report.

Number of additional jobs created

Baseline	11,300 workplace jobs in 2014
Data Source	Workplace employment – Business Register and Employment Survey (BRES)
How Collected	Secondary data - publically available via ONS Nomis – https://www.nomisweb.co.uk/
When	Released annually - October
Potential issues/considerations	There is a one year time lag in the data, so long term approach to monitoring required

Number of businesses started

Baseline	• Size of the business base – 1,500 businesses in town centre • Number of micro-businesses (0-4 employees) – 1,065
Data Source	UK Business Count dataset
How Collected	Secondary data - publically available via ONS Nomis – https://www.nomisweb.co.uk/
When	Updated annually in October
Potential issues/considerations	There is a one year time lag in the data, so long term approach to monitoring required

Decrease in unemployment amongst local residents (particularly 18-24 year olds)

Baseline	625 JSA claimants, Oct 2015; 190 claiming for over 12 months, 85 claimants aged 18-24
Data Source	Job Seekers Allowance (JSA) claimants
How Collected	Secondary data - publically available via ONS Nomis – https://www.nomisweb.co.uk/
When	Local level data published quarterly
Potential issues/considerations	Note that JSA only represents a proportion of all unemployment; one year time lag in the data so long term tracking needed

Number of successful inward investments

Baseline	n/a
Data Source	Local intelligence on retail investments and commerce investments
How Collected	Working with Brixton BID and Brixton Works to keep a track of investment into the area.
When	Ongoing
Potential issues/considerations	Will also need to take into account natural change (i.e businesses leaving and being displaced by new ones)

Increase in positive external media regarding Brixton

Baseline	n/a
Data Source	Social media, local and national press
How Collected	Monitoring of social media and print and electronic media
When	Ongoing basis
Potential issues/considerations	Important to define an approach up-front and scope out the likely sources of information.

Increase in the amount of non-retail commercial space

Baseline	n/a
Data Source	Local monitoring of space delivered via Future Brixton and other development
How Collected	Local monitoring working with LB Lambeth development management team
When	Ongoing
Potential issues/considerations	Need to take into account potential loss of non-retail space (e.g due to permitted development)

Increase in the number of visitors

Baseline	• Footfall – 20.5m pedestrians in year to Oct 2014 • Tube entries and exits – 29.37m in 2014
Data Source & How collected	• LB Lambeth operated footfall cameras • Tube entries and exits – publically available data from TfL
When	• Footfall cameras – ongoing monitoring • Tube entries and exits – annual release
Potential issues/considerations	• Footfall cameras – need to ensure cameras fully functional for full duration of year • Tube entries and exits – need to take into account any potential changes in activity (e.g escalator works at Brixton Underground in 2015)

Increase in participation in community and voluntary activity

Baseline	n/a
Data Source	In absence of statistical data, work with like social enterprises, civil society groups to monitor levels of participation and volunteering
How Collected	Collaboration between LB Lambeth and local providers
When	Data collected on an ongoing basis by individual providers / organisations; periodic review of this by LB Lambeth
Potential issues/considerations	Need to understand approach taken to monitoring by partner organisations to ensure is used correctly (particularly where using time series data and where aggregating information from different providers).

Increase in user and resident satisfaction

Baseline	TBC
Data Source	Results from local resident / town centre surveys
How Collected	Survey work commissioned by LB Lambeth BID – either Brixton focused or as part of Borough wide intelligence gathering
When	Periodically - to be decided
Potential issues/considerations	Need to ensure survey work reaches a representative sample residents; consistency in approach from one survey to the next (both in terms of questioning and method)

Increase in business satisfaction

Baseline	65% of businesses rate Brixton as a good or very good place to do business (2014).
Data Source	Local business survey
How Collected	Survey work commissioned by LB Lambeth BID – either Brixton focused or as part of Borough wide intelligence gathering
When	Periodically - to be decided
Potential issues/considerations	Need to ensure survey work reaches a representative sample residents; consistency in approach from one survey to the next (both in terms of questioning and method)

Appendix C - Broad Typology of Small Business Space

C.1 Business space for small businesses can encompass a number of different business accommodation types and delivery models – from small enclosed business premises, to spaces which are specifically targeted at providing flexible and or affordable space for small businesses. This latter category can itself cover a range of models and mechanisms.

C.2 For the purposes of this study, we have taken an inclusive and broad definition of SME workspace, and have defined the following typology to broadly help distinguish between different types of space:

1. Incubator, Accelerator and Co-working spaces (IACs)

- Typically catering to start-ups and small-to-medium sized enterprise, these workspaces offer deskspace(s) on flexible monthly leases or membership schemes. Business support, networking events and channels to investment or other start-up support usually incorporated into the workspace offering.

2. Managed workspace

- Premises of mixed use of offices (usually unfurnished), light industrial workshops, studios and co-working. Premises often have ancillary uses let such as cafes and gyms, and typically provide a limited number of meeting rooms and reception services on site, but no additional business support.

3. Serviced offices

- Dedicated serviced office spaces, usually private or enclosed for individual businesses to let, on flexible or shorter-term contracts. These workspaces are serviced to a high level at a minimum (cleaning, staffed reception, conference rooms, virtual offices) but typically no additional business support services are included.

4. Creative studios

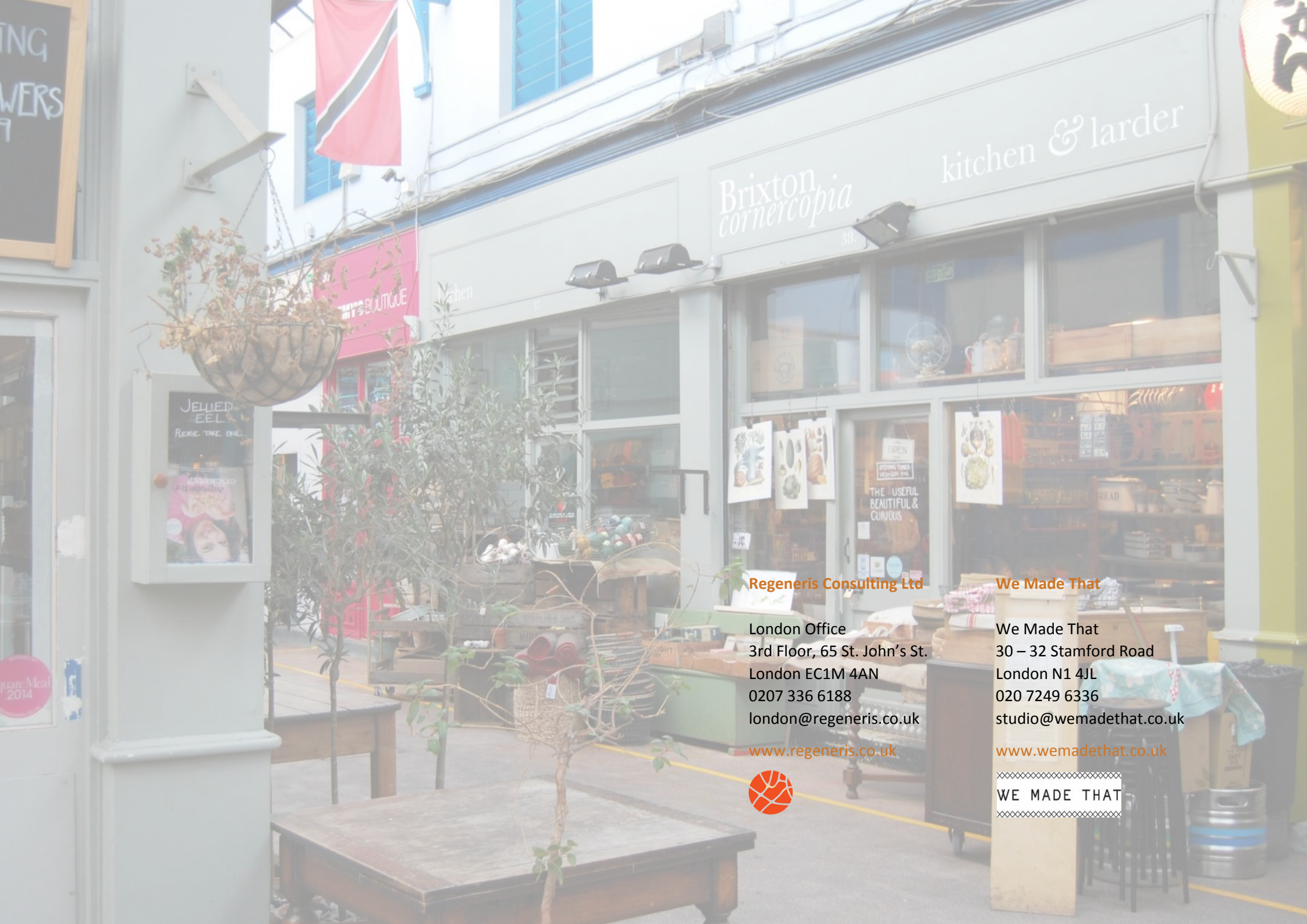
- Creative studio provide workspace for creative practice and artistic activities. This typology spans workspace for creative uses that may have additional spatial requirements above and beyond those of office-type work places. Spaces are usually offered with minimal fit out as users adapt spaces to suit production processes as needed (some of which may include 'messy' or noisy uses). Specialist studio providers work to safe-guard these workspaces to enable them to offer spaces at affordable rates.

5. Makerspaces

- Makerspaces offered open access workshops, shared workbench space, equipment and machinery, typically through membership schemes, for users for design, prototyping or production activities. Equipment offered ranges from digital design facilities to messier woodwork and metalwork workshop space. Workspaces are managed by on-site staff and typically offer classes and training on-site for regular users and the general public.

6. Deskspace in offices/studios

- This final typology is the least structured or defined of the flexible workspace offerings in the borough, with individuals or businesses letting out excess deskpace(s) in existing office or studio set ups. These offerings allow for short-term and short notice desk use in workspaces that are already operating office spaces. Typically these leasing arrangements are managed directly by the business or individual offering the space (usually working in the same space).



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