

Growing Brixton's Rec Quarter - 49 Brixton Station Road/6 Canterbury Crescent - Development Objectives and Delivery Partner Procurement Exercise

Equalities Impact Assessment

Q1a. What is changing?

Proposal

In March this year the Council launched a competitive procurement process advertised via the Find a Tender Service (FTS) to find a development partner to deliver the redevelopment of two existing council owned sites at 49 Brixton Station Road and 6 Canterbury Crescent, located within the Coldharbour ward/Brixton town centre. At cabinet in February 2021 a Competitive Procedure with Negotiation (CPN), was considered the most appropriate procurement route for delivery of a development and the council's requirements.

A partnership with the Council and the winning bidder F through a Development Agreement (DA) is to be agreed at a cabinet decision to secure the best possible outcomes from the site for the council and local community. This contractual arrangement will allow the council to benefit from private sector delivery of a mixed-use housing led development on sites currently providing temporary workspace, retail, food and beverage uses. The experienced development partner is expected to secure, and if necessary, enforce, the council's development requirements through the terms of a development agreement while retaining a stewardship role as a landowner.

Overall, this report finds that by entering in to a DA with Bidder F the proposed change considered will be notably positive for the majority of groups with Protected Characteristics as well as local stakeholders who will be affected, directly or indirectly as follows:

- The project will create 240 homes. 50% of these will be affordable with 70% at council rent level and 30% shared ownership. New affordable and high-quality housing for local residents from Black, Asian and Minority Ethnic backgrounds and people with disabilities.
- Retention and refurbishment of International House retaining 6500sqm of employment space and re-provision of market trader infrastructure. Provision of 7867sqm of workspace. Over 20 % affordable rents set below market value. Workspace provided across 3 floors(1813sqm) over the minimum requirement. Providing a dedicated ground floor multi-use Occupier and Community Hub space for approved community groups will benefit the local community particularly those from BAME backgrounds, young people, and people with disabilities.

- A robust Employment and Skills strategy with focused apprenticeships, training, employment and skills workshops and initiatives. Creating 800 new jobs along with employment opportunities in Green skills, Internships/Traineeships and Apprenticeships. Protected groups have been identified as key beneficiaries for these opportunities.
- Local young and working age people stand to benefit from the London Living Wage guarantee that is expected as are Black, Asian and Minority Ethnic-led and female-led businesses who will be identified as target beneficiaries for local supply-chain opportunities.
- Robust engagement strategy with a broad cross section of the local community to ensure meaningful co- design of the proposals. Through 4 phases of a co design process Bidder F will select 50 residents to reflect the demographic profile of Brixton. From this group focused training for young people, black and disabled residents will be undertaken to become group facilitators.
- Commitments to promoting and delivering an EDI strategy securing a diverse workforce in the delivery team, through supplier packages pre construction through to delivery. Further to this a social or community enterprise as part of the proposals will be established for local residents to obtain training and work experience opportunities. The clear focus on protected groups will address the long-term skills and employment inequalities that many residents face particularly from Black, Asian and Minority Ethnic groups.
- Bidder F is an accredited LLW employer. Contractually committing all supply chains to pay LLW and creating co-working spaces as a LLW building.
- Proposals for the new public realm will be delivered through the 'Urban Carpet Concept.' Public Realm improvements will be achieved through participatory co design of the public realm with the local community targeted at local businesses owners, workers, young people and families. Protected groups identified as key beneficiaries of the project are Black, Asian and Minority Ethnic-led and female-led businesses, young people and those with disabilities. Through Phase 3 of the co design process – Participatory Budgeting Bidder F will reach out to community groups and creatives to generate ideas and bid for funding from the budget to deliver projects in the new public realm.
- Net zero carbon commitment will be achieved through realising real social, economic and environmental benefits for all stakeholders. The proposals will maximise renewable energy and energy efficient design retaining International House to meet net zero carbon targets. Provision of high-quality restorative public spaces designed with resilient blue and green infrastructure to maximise health and wellbeing benefits for all the local community and visitors to Brixton.

Some short-term negative impacts could be experienced by the current tenants occupying the sites on a temporary basis (vacant possession needs to be assured by September 2023). However, the Council and Bidder F will both work to establish a relocation strategy working group with representatives from Property, Neighbourhood Regeneration and Economy and Skills to identify a pipeline of spaces which may be suitable for existing tenants.

- The Council and Bidder F will both work to deliver a strategy that supports the relocation and retention of businesses in Pop Brixton and International House in the Brixton area as well as the uses currently supporting the operation of the street market.
- Mitigation measures will be explored with Bidder F to extend the Pop Brixton lease (which expires in November 2022) and identify detailed relocation options to support tenants following the decision.
- Relocation support, guidance and assistance will be provided by Bidder F to safeguard existing businesses on the sites.

The Sites

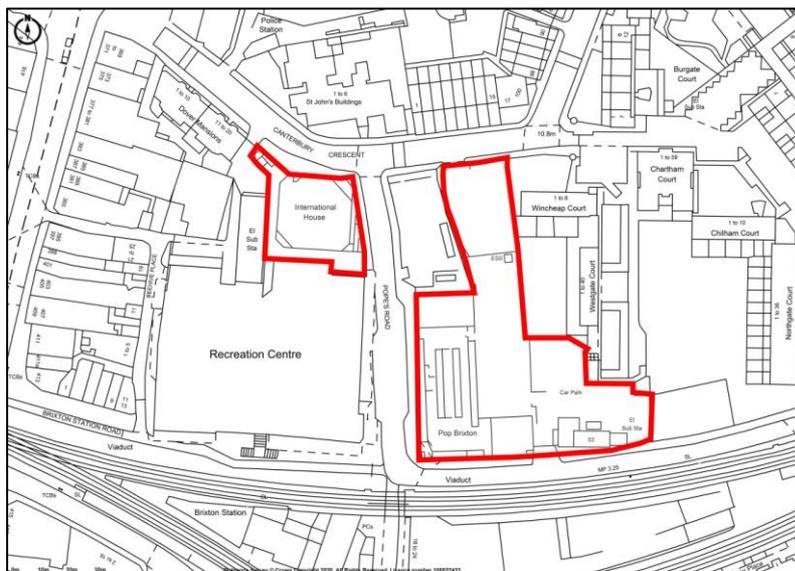


Figure 1 - Location Map: 49 Brixton Station Road/6 Canterbury Crescent

The sites currently provide temporary meanwhile uses including workspace at International House and a mix of food and drink, retail and workspace at Pop Brixton (shown outlined in red above) alongside a temporary car park and facilities supporting Brixton's streets markets. The leases for the meanwhile uses are due to end for Pop Brixton in November 2022 and International House in September 2023. The success of both projects has further demonstrated the potential of these sites to contribute to the resilience and long-term economic development of Brixton town centre.

Informed by the policies of the Lambeth Local Plan adopted September 2021 (including Policy PN3 - Brixton and Site Allocation Policy 15), the Lambeth Economic Resilience Strategy (2020), the draft Affordable Workspace SPD (2020) and the aforementioned strategies and action plans. The Council has now selected a delivery

partner through the procurement process to bring these sites forward for development as a mixed use residential and commercial scheme. This scheme will support the social and economic needs of the local community by providing high quality and affordable workspace and a range of new homes, half of which will be affordable. Affordable homes is defined as council rent level and shared ownership and affordable workspace is defined as affordable rents set below market value. 50% of the homes will be affordable with 70% at council rent level and 30% shared ownership and 20% of the proposed affordable workspace will be provided at affordable rent 35% below market value.

Further to this, these sites will provide the council with the opportunity to use its assets to support the recovery from the Covid-19 pandemic, address the housing crisis directly and respond to the Climate Emergency with a net zero carbon development in the heart of the borough.

This project forms part of the council’s wider and ongoing programme of investment focused on Brixton’s Rec Quarter as well as the wider town centre and adjacent neighbourhoods, aimed at supporting a better, fairer Brixton which entails assisting local priority groups who have faced socio economic inequality access much-needed quality employment and skills opportunities in the area and gain access to quality housing ,public realm and infrastructure that supports inclusive growth of the area.

Procurement process - evaluation criteria

To ensure the proposals made by Bidder F deliver on the council’s minimum requirements, values and aspirations, the evaluation criteria for the procurement exercise has been weighted as follows:

Table 1 – Proposed Evaluation criteria

| | | | |
|------------------------------|--|-----|------------|
| Section A – Quality | | | 55% |
| | A1 – Economic Strategy | 25% | |
| | A2 – Partnership, engagement and co-design | 10% | |
| | A3 –Equalities, Diversity & Inclusion | 10% | |
| | A4 - Land Use, Sustainability, Urban Design and Architectural Approach | 10% | |
| Section B – Financial | | | 35% |

| | | | |
|--------------------------|-------------------|-----|------------|
| | B1 – Land Payment | 30% | |
| | B2 – Overages | 5% | |
| Section C – Legal | | | 10% |

Next steps

Following the cabinet decision to award contract to authorise the Council entering in to the DA with Bidder F the winning delivery partner. The development proposals will be subject to a planning application to be determined by the Local Planning Authority in accordance with the Lambeth Local Plan adopted on the September 2021. The contractual relationship between the council and the delivery partner will be set out and controlled via the Development Agreement and subject to the minimum requirements set out above. These include ensuring that the partner delivers activities and outcomes in line with the strategies submitted as part of the procurement exercise as follows:

- A Workspace strategy;
- An Employment and skills strategy;
- A Partnership, engagement and co-design strategy;
- An Equalities, diversity and inclusion strategy;
- A Land Use, Sustainability, Urban Design and Architectural strategy

Bidder F will commence pre-application engagement on concept proposals with the LPA in Spring 2022.

The council will retain the freehold of the sites and granting Bidder F a long leasehold of at least 250 years on practical completion of the development.

Q1b. Who is approving the decision?

Full Cabinet decision on the 7 February 2022.

Q2a. What do we know about the people who will be impacted by this change?

Wider Brixton Context

The following summary sets out a general demographic analysis of Brixton, incorporating data for the aforementioned wards and in some cases, adjacent wards such as Herne Hill.

Brixton is an extremely diverse place comprising of 4 wards namely:

- Coldharbour Ward

- Brixton Hill Ward
- Ferndale Ward
- Tulse Hill Ward

This data has been drawn from a variety of sources, including Office of National Statistics data, the Black Caribbean Community Research (*Equinox Consulting, 2013*), Lambeth Commercial Office Baseline, Report Department for Work and Pensions, HM Revenues ,Local Data Company and data from the Greater London Authority. The four wards have a combined population of around 66,800 (*GLA Population Projection data and Mid-year estimates, 2015*).

Lambeth is an extremely diverse borough, with roughly 60% of its population coming from a Black, Asian and Minority Ethnic (BAME) background. Brixton shares the same trend with 49% of Brixton's population classed as BAME, which exceeds the average for the borough (GLA 2015). More specifically, 33% of these residents come from Black/African/Caribbean/Black British background (*ONS 2011*). As reported in the 2011 census, other large minority ethnic groups within the area identified as 'Brixton' are Other White, mixed ethnicity including white and Asian, white and black Caribbean, white and black African and other mixed and Asian/Asian British (*ONS 2011*).

As shown in Black Caribbean Community Research, Black People (including Black Caribbean, Black African and Other) are known to disproportionately experience challenges such as income deprivation, employment deprivation and barriers to housing and housing services (*Equinox 2013*). The pandemic has been widely cited as exacerbating these pre-existing issues.

Brixton's population, like Lambeth, is overwhelmingly made up of working age people – aged 16-65. The four wards average 76% of people of working age, higher than the Lambeth (74%) and London averages (67%). Children (0-16) make up an average of 17.5% of the population of 'Brixton' as referenced, lower than the Lambeth and London Average (GLA Mid-Year statistics 2015).

Religion is prominent within Brixton's communities, with over 60% of residents in the 5 wards identifying as having a religion. This can be broken down to 52% identifying as Christian; 7.1% identifying as Muslim and less than 1% identifying as Buddhist, Hindu, Jewish and Sikh (*ONS 2011*).

Equalities Data

People - Deprivation

The key sites identified as part of the procurement process at 49 Brixton Station Road and 6 Canterbury Crescent are located within the Coldharbour ward. Much of the Coldharbour Ward and the entirety of the sites fall within a 'Strategic Area of Regeneration' as classified by the Mayor of London in the London Plan (Draft London Plan Intend to Publish version December 2019, Policy SD10), meaning there are concentrations of deprivation that rank amongst the worst 20% in England. Levels of deprivation in Coldharbour are particularly acute with the ward containing 40% of

Lambeth's LSOA's that rank amongst the most deprived 10% in England (*Indices of Multiple Deprivation, 2019*).

People - Employment

Residents in Coldharbour Ward faced significant employment challenges before the Covid-19 crisis. In 2015, the claimant rate of key out-of-work benefits for those at working age was 18.4% compared to 12.6% for the wider borough. The claimant rate of employment allowance support was at 6.2% in comparisons to 4.7% for the borough and the rate of job seekers allowance claimants was at 5.6% compared to 3.4% in the rest of the borough (Department for Work and Pensions, 2015). These figures have increased significantly in Coldharbour since then, exacerbated by the COVID-19 pandemic and widening existing levels of social and economic exclusion experiencing by local people.

In March 2020, Coldharbour ward had the largest number of out of work benefits claimants (740) and highest percentage of the population claiming out of work benefits (5.9%) of all Lambeth wards.

December 2020 figures show that 5850 people were recorded as job seeking claimants in the wider Brixton area (including Coldharbour, Ferndale, Herne Hill, Tulse Hill and Brixton Hill). This number that has continued to rise month on month from 2435 in January 2020 [Nomis/ONS].

More generally, it has been recently noted in the Lambeth Economic Resilience Strategy (2020) that specific groups of local residents are more likely to experience challenges in accessing good quality employment opportunities, including:

- Lambeth's black residents are four times more likely to be unemployed than their white neighbours
- Less than half of disabled residents are in employment
- The proportion of Lambeth residents starting an apprenticeship is only half the national average
- Almost 1 in 5 working residents are in low paid jobs
- Start-up businesses were more likely to secure investment to grow if they were run by men rather than women

People - Age

20% of the Coldharbour are children, higher than the Lambeth average (17.8%) and in line with the London (20%) average (GLA 2015).

In contrast, the population of older people (65+) is relatively low (6.4%) in the wider Brixton area and lower than the Lambeth (7.7%) and London averages (11%) (GLA 2015).

People - Income/Housing

Household deprivation is another challenge evident in Coldharbour ward. The percentage of dependent children in out of work households is at 27.6% in comparison

to 20.9% in the borough (*HM Revenues, 2014*) and the percentage of lone parent's not in employment is at 51.7% in comparison to 47.3% in the borough (*HM Revenues, 2014*). Experiencing a jobless household in childhood is viewed as a marker of disadvantage with potential short and long term challenges for those children accessing health, housing, education, justice and other private services such as culture, sport and leisure, as well as lack of role models.

It is also evident that affordability of housing is a particular challenge in Coldharbour compared with the rest of the borough. The median household income in Coldharbour is £32,220 lower to the Lambeth average of £48,610 (2013). However, the median house price in Coldharbour ward is £560,000 (to year end Dec 2017, London Data Store, GLA) – more than 13 times the median annual gross full-time salary in Lambeth which has dropped from 2013 levels to approximately £42,000 (provisional ONS figures for 2020). This makes accessing local housing challenging for local residents.

As of the 1st December 2020 there were 12,431 active bidders on the council's housing register, including over 3,000 in the wards of Ferndale, Coldharbour, Herne Hill, Tulse Hill, and Brixton Hill. With just over 24% of people on the housing waiting list in Brixton, there is a clear need for provision of high-quality affordable homes to meet this local demand.

Private rental value relative to income levels in Coldharbour ward are further issues facing residents. Median rent levels range between £1768-£2395 (Valuation Office Agency – Lettings Information Database, Office for National Statistics 2020) suggesting this is an unaffordable area for private renters on more modest salaries.

People - Business

The diversity of local economies in terms of sectors, alongside the affordability and the availability of commercial space all have a knock-on effect on the opportunities available to local residents and a lack of diversity alongside issues with availability and affordability of commercial space mean fewer job opportunities can be created/sustained.

Brixton's economy is currently characterised by a narrow range of sectors including retail, food and drink and the night-time economy as set out in the Brixton Economic Action Plan (2017). Following the first Covid lockdown, it was recorded that Brixton had the largest number of units which remain temporarily closed (62 units), accounting for 17.5% of total units, (*Local Data Company Oct 2020*). This demonstrates the vulnerability of the local economy to economic shocks.

In terms of the wider economic context, Lambeth has consistently seen a reduction in office space and the associated jobs over the last 10 years and suffers especially from a lack of variety in office accommodation across the borough into which businesses can stretch and grow. Brixton (like Lambeth) has low vacancy rates at 2.1% over the last 10 years, which indicates a lack of supply and consistently strong demand (as set

out in the JLL Lambeth Commercial Office Baseline Report, October 2020). The current office stock in Brixton is relatively low quality, with constrained space.

People – Existing site tenants/occupants

The 49 Brixton Station Road site currently accommodates several temporary uses including Pop Brixton, a market trader car park, a 'Pay and Display' car park and a waste compactor compound.

Pop Brixton is a temporary hub for local innovation and entrepreneurship, the food & beverage businesses, creative businesses and a venue for local community activities, events and markets. It is subject to a lease with Makeshift until November 2022. Recent Pop Brixton data states that 37 businesses were currently operating with 200 FT/PT jobs. 40% of member enterprises originate from Brixton and 63% of members reside in Lambeth (Pop Brixton Quarterly Report: Makeshift March 2020)

The car parks to the north and east of the site comprise general car parking provision as well as spaces specifically leased to support the operation of Brixton's street markets. The market trader area is currently leased to the Brixton Market Traders Federation. Additionally, a waste compound facility ran by the council and its contractors to the east of the site ensures the town centre and street markets benefit from a clean and attractive trading environment.

6 Canterbury Crescent, known as International House, is an 11/12-storey office block built in the 1980s and is part of the Brixton Recreation Centre complex. It is subject to a 5-year lease with 3space, an affordable workspace provider, who will operate it until September 2023. It is London's first 'Living Wage Building' providing a range of workspaces focused on the creative and digital industries which host several successful and growing social impact businesses and local social enterprises. 3space undertook a recent survey covering the period June 2019 - December 2019 - this indicated that there are 337 individuals working within the building of which 117 are Lambeth residents.

Q2b. How will they be impacted by the change?

The impact of the decision to partner with Bidder F to deliver the redevelopment of the two council owned sites in line with the council's objectives and minimum requirements is twofold. Firstly, whilst the proposals will reprovide more than the required 6500sqm of employment space of which 1,813sqm would be affordable. There will be a potential medium-term impact on the current tenants/occupants of the sites occupying the sites on a temporary basis. To mitigate against any negative impacts the Council and Bidder F will initiate conversations with tenants to discuss options for relocation. Current tenants will be offered relocation options as vacant possession needs to be assured by September 2023. Secondly, there will be medium to longer-term public benefits that will result for the wider local community through the scheme that will be developed by Bidder F.

Overall, medium to longer-term impacts are expected to be positive for a wide range of local stakeholders and the objectives of the procurement exercise have ensured

that the proposals put forward by Bidder F have been shaped to respond positively to the challenges and equalities data set out in Q2a. The procurement exercise has been designed to secure a delivery partner that will work with the council and local community to deliver and secure a range of public benefits which will have a direct and indirect impact on levels of deprivation as well as create new opportunities for residents and businesses.

In terms of the wider economic context, Lambeth has consistently seen a reduction in office space and the associated jobs over the last 10 years and suffers especially from a lack of variety in office accommodation across the borough into which businesses can stretch and grow. Brixton (like Lambeth) has low vacancy rates at 2.1% over the last 10 years, which indicates a lack of supply and consistently strong demand (as set out in the JLL Lambeth Commercial Office Baseline Report, October 2020). The current office stock in Brixton is relatively low quality, with constrained space. Current tenants/occupants on the sites may experience temporary disruption as the sites will need to be vacated and existing tenants relocated to sites within Brixton and the wider area in order to allow for development to take place. However, appropriate mitigations to alleviate potential impacts on existing tenants are set out in Section 3b which demonstrates how the Council and Bidder F will deliver a strategy that supports the relocation and retention of businesses in Pop Brixton and International House in the Brixton area. Further to this, Bidder F's proposals will provide high quality office/employment space for local businesses along with an Employment and Skills strategy with focused apprenticeships, training, employment and skills opportunities for local residents. The provision of 50% affordable homes will benefit families particularly the social level rent which will benefit females as they are more likely to head family homes.

Development Objectives/Council's Minimum requirements

As part of the delivery partner procurement process, the Council developed a robust set of development objectives/minimum requirements that the delivery partner is expected to meet to secure a range of public benefits.

Table 2- Project Development Objectives

| | |
|---|---|
| 1. A new permanent home for Brixton's small businesses including an affordable workspace hub | 6. Meaningful community involvement at all stages, from design to operation |
| 2. A 'built for Brixton' employment and skills package with good quality jobs and apprenticeships for local people | 7. Supporting Brixton's street markets to thrive through improved market infrastructure including storage & parking |
| 3. A London Living Wage jobs guarantee for all jobs based in the new workspace | 8. Safer and healthier streets - improvements to Pope's Road (north) and Brixton Station Road (east) |
| 4. Around 240 new homes including 50% affordable with 70%/30% split - council rent/intermediate | 9. Supporting climate emergency action with a sustainable, net zero development |
| 5. Prioritising an equalities, diversity and inclusion strategy – including initiatives for Black, Asian & Minority Ethnic groups | 10. Securing income to support further investment in public services and projects |

The selected bidder F has responded to the development objectives/minimum requirements against equalities impacts and how they advance equality, promote cohesions or have negative/positive impacts as follows:

- **Council Objective** - The delivery of a minimum of 6,500 square metres (Gross Internal Area) of employment floorspace which is equivalent to the floorspace within International House.

Bidder F will reprovide 7,867sqm (GIA) of employment floorspace of which 1,813sqm would be affordable, over and above the required 6,500sqm. Additional commercial space on the ground floor across the development total to 732 sq. m (GIA).

- **Council Objective** - Supports Brixton's economic resilience by strengthening and diversifying the local economy through the delivery of new or refurbished commercial and affordable workspace.

The Selected bidder F provides a suitable and diverse range of office space that will attract new employment and investment opportunities - supporting Brixton's local economic resilience. Providing an

employment space for local businesses and dedicated 'Occupier and Community Hub' space for approved community groups that will benefit the local community particularly those from BAME backgrounds, young people, and people with disabilities.

- **Council Objective** - Allocates 20% of the workspace to be provided as Affordable Workspace (defined as having a discount of 35% on market rents over a 25 year period or, alternatively a smaller proportion of affordable space could be delivered with a higher discount in line with the Draft Affordable Workspace SPD policy) which is double the amount required to be provided by planning policy;

The Selected bidder provides 1813sqm of workspace approximately 246sqm over the required 20% affordable workspace defined as having a discount of 35% on market rents over a 25 year period or, alternatively a smaller proportion of affordable space could be delivered with a higher discount in line with the Draft Affordable Workspace SPD policy)

- **Council Objective** - Supports relocation of existing tenants either through the phasing strategy or through a wider relocation strategy to be secured through the development agreement. This objective will also be supported through the council's work to help businesses to progress on to different spaces in Brixton and the wider borough.

The Selected bidders primary aim for the Relocation and Retention strategy will ensure that the businesses within these buildings are relocated back within the future development proposals or within Brixton wherever possible. This will be secured through workspace and engagement strategies, with Bidder F and the Council and existing tenants to support relocation efforts and ensure continuity for businesses.

- **Council Objective** - Guarantees all jobs related to the delivery and ongoing operation of the development are required to pay the London Living Wage;

The Selected bidder is an ethical employer and contractor committed to paying the London Living Wage to all workers working across the development and further supporting Bidder F's own social commitment of reducing poverty in the Capital.

- **Council Objective** - Secures the delivery of significant employment and skills benefits including providing jobs, paid work experience, internships and apprenticeships during the planning, construction and operational phases of the development as part of a locally relevant employment and skills strategy.

The Selected bidder will commit to prioritising 25% of the total number of jobs and apprenticeships during the operational phase for Brixton residents targeting low-skilled, young people, ex-offenders, women, Black, minority ethnic, and underrepresented groups) in the following sectors: Hospitality, Commercial, Landscaping Facilities Management.

- **Council Objective** - Ensures 25% or more of the construction and end-user jobs/apprenticeships are prioritised for local people in line with Lambeth Local Plan requirements.

Bidder F's supply chain will commit to prioritise 25% of onsite construction jobs for unemployed Lambeth residents. This equates to approximately 300 newly created jobs for the benefit of the local community with employment opportunities in Green skills.

- **Council Objective** - Maximising local community benefits and participation through commitments around engagement and co-design in respect of the planning, delivery and operation of the scheme.

Bidder F will deliver a robust 4 stage process engagement strategy with a broad cross section of the local community to ensure meaningful co-design of the proposals. The winning bidder will select 50 residents to reflect the demographic profile of Brixton. From this group focused training for young people, black and disabled residents will be undertaken to become group facilitators. This strategy will address key issues of skills and employment to strengthen and support the community/improve resilience, and support younger people into employment.

- **Council Objective** - Commitments to a range of initiatives which will reduce inequalities including those affecting Black, Asian and Minority Ethnic groups in the local area by creating opportunities and driving the delivery of benefits for these groups through the development, e.g. through appointing a diverse project team and sub-consultants as well as supporting BAME-led businesses to benefit from supply-chain opportunities.

A Social Sustainability and Community Manager will oversee the development of activities and create partnerships with existing organisations in Brixton e.g. We Rise with the aim of improving Equality, Diversity and Inclusion outcomes for the planning, design, delivery, and operation stages of this development. Further to this: Bidder F will ensure communication between contractors and sub-contractors is undertaken smoothly. Contractors are clear about employment, training and apprenticeship obligations and support recruitment initiatives and career fairs. Report and monitor skills and employment outcomes to Lambeth Council at regular intervals

- **Council Objective** - The delivery of around 240 homes of which 50% will be delivered as affordable housing (70% social rent/ 30% shared ownership/London Living Rent) in line with Lambeth Local Plan requirements. A high proportion of these homes will be of family sized accommodation in line with Lambeth Local Plan requirements and local housing need.

Bidder proposes to meet the council's objective to deliver 240 new homes that will accommodate more than 900 new locals, including 100 new families and 300 children, from toddlers to teens with elevated streets and gardens.

- **Council Objective** - The delivery of street market infrastructure to support Brixton's street markets including a market trader car park/storage space and the re-provision of a waste compound facility.

The Selected bidder will reprovide like for like market trader facilities including vehicle parking, storage, waste and recycling with welfare space

- **Council Objective** - The delivery of street improvements including tree planting and soft landscaping on Brixton Station Road and Popes Road that will contribute to the council's wider efforts to support active travel and the wider network of safer and healthier streets as well as climate change adaptation.

Proposals will transform of Pope's Road into a destination –with both a landscaped street and a square - that serves as a vital inner-city green public space for people of all ages and abilities, and which prioritises pedestrian and bicycle-use.

- **Council Objective** - Supporting the council's targets for carbon neutrality and tackling climate change by achieving a net zero development.

In January 2019 Lambeth Council became the first council in London to declare a climate emergency. Bidder F proposes to retain International House, the refurbishment of this building will retain the embodied carbon of the building and provide the opportunity to add additional floor. Overall, proposals for the scheme will minimise built form and heights to achieve the lowest possible form factor and efficiency along with appropriate material choices built to be long lasting and adaptable, with circular economy principles implemented to ensure reduction of greenhouse gas emissions.

- **Council Objective** - Securing a capital receipt in consideration for a long leasehold interest in the sites which will be directed to the council's capital programme.

The Council will secure a capital receipt from Bidder F of £25 million which will be directed to the council’s capital programme.

- **Council Objective** - The council will also secure Community Infrastructure Levy funding, s106 contributions, council tax and business rates income as part of the development of the sites.

Community Infrastructure Levy funding, s106 contributions, council tax and business rates income will be levied by the council from the proposed new development through the planning process.

With regard to groups with Protected Characteristics (as set out in the Equality Act 2010), likely high-level impacts of a successful procurement exercise are set out in table 2 below.

Table 3 – Overview of impacts on Protected Characteristic Groups

| Group | positive | neutral | negative |
|--------------------------------|-----------------|----------------|-----------------|
| Age | | | |
| Disability | | | |
| Gender reassignment | | | |
| Marriage and civil partnership | | | |
| Pregnancy and maternity | | | |
| Race | | | |
| Religion | | | |
| Sex | | | |
| Sexual Orientation | | | |

Language

Overall impact: Positive impacts

Lambeth is an extremely diverse borough with around 150 different languages spoken overall. Aside from English, the main languages spoken are Spanish, Portuguese and African languages. Households where English is a second language tend to be less well informed of changes and opportunities in their local areas. Therefore, it is expected that the Partnership, engagement and co-design Strategy set out as part of the bid from Bidder F will address these requirements and ensure that engagement and communications activities and materials are made accessible as required.

Q3a. How do you plan to promote and deliver any positive impacts of your proposal?

As this decision relates to identifying the right delivery partner who demonstrates a strong understanding of the socio economic context of Brixton and its local community. The selected bidding partner F has been selected for demonstrating that the proposed future redevelopment of the sites will promote and deliver positive impacts throughout the development process with a focus on partnership working and community engagement.

Community Engagement

The future development of the sites has been the subject of public consultation exercises, alongside other key sites in Brixton town centre, through successive versions of the Lambeth Local Plan, the Future Brixton Masterplan (2009), Brixton SPD (2013), Brixton Central Masterplan (2014/2015), Brixton Economic Action Plan (2018) and the Brixton CEZ Action Plan (2019). Including proactive Council led engagement activities and workshops (Phase 1) undertaken this year focused at the local community, key local groups, residents, businesses, young people and underrepresented groups. To understand, develop and support inclusive socio economic growth that will inform Phase 2 of the developer led co design and engagement process:

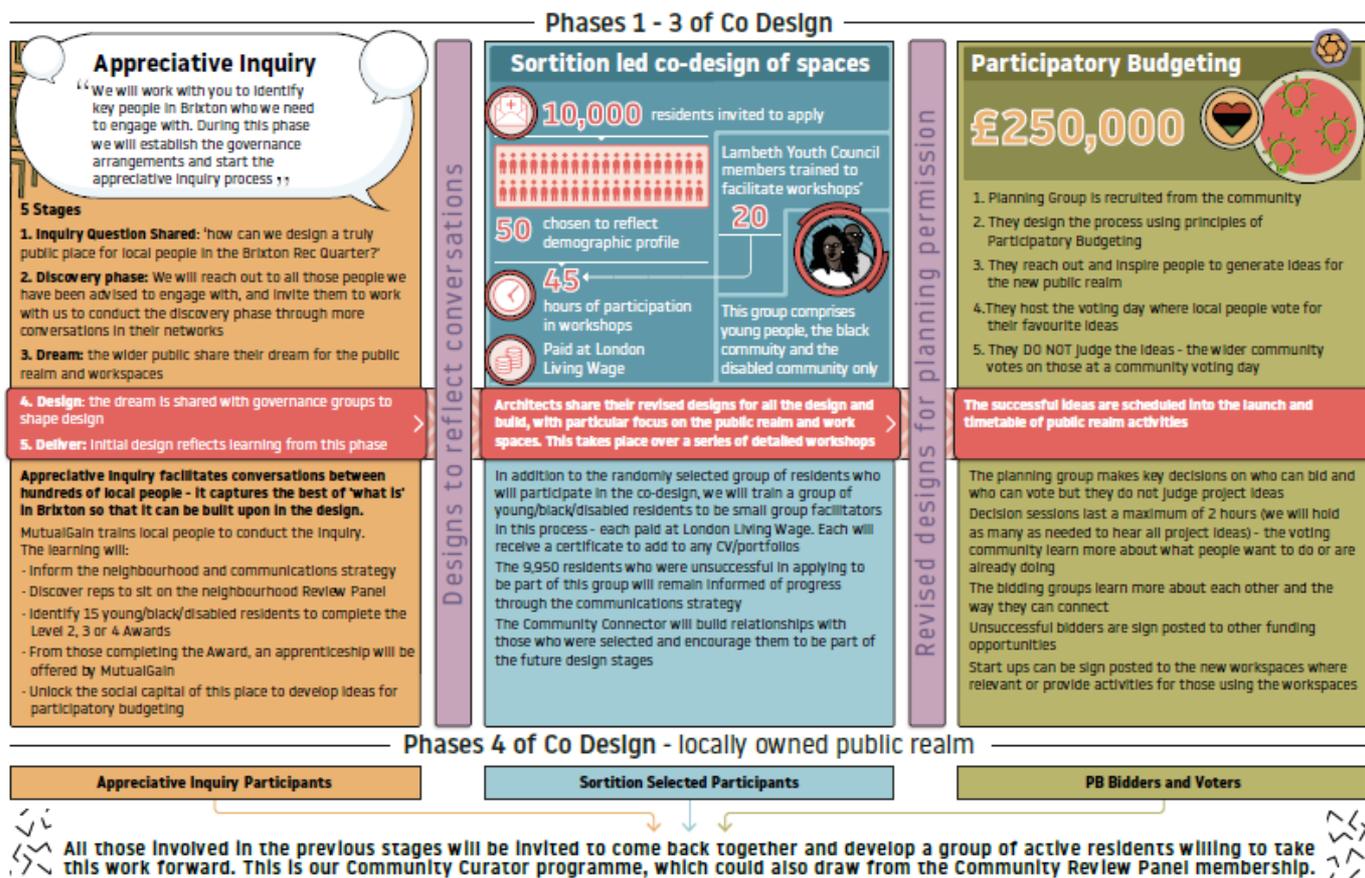
Phase 1 – Partner procurement

This has involved council-led engagement activities by the Council's GBRQ project team. Engagement work undertaken over the last year has helped understand, develop and support the potential of Brixton's local economy and reach a broader cross section of the community engaging with all Protected Groups through targeted workshops and the events.

Phase 2- Design Development

Bidder F proposes focussed co design with the local community led by Bidder F during the planning phases and delivery of the development. The Council assessed the strength of the bids in relation to each bidders approach to engagement and co design at different stages of development, including planning, construction and during the operation of the workspace, as well as their ability to demonstrate their approach to partnership structures at these different stages. Bidder F demonstrated a clear strength in its proven abilities and track record in community engagement and partnership building, as well as a very good understanding of the make-up of the local community in Brixton. Their approach to this section demonstrated a clear commitment to delivering a meaningful engagement strategy with a focus on co design with all Protected Groups through a 4 stage process below:

Table 4- Bidder F: 4 Phase Co design Process



Bidder F has set out clear commitments and a convincing strategy for ensuring successful and inclusive consultation, engagement and co-design in both the development of the scheme and in its later operation. The proposed strategy, engagement and consultation events and workshops identified by the delivery partner to develop the two sites as set out above in section Q1a and section 5 of the main Cabinet report, will maximise local community benefits and participation through commitments to meaningful engagement and co-design. Group focused training for young people, black and disabled residents will be undertaken to become group facilitators. This strategy will address key issues of skills and employment to strengthen and support the community/improve resilience and support younger people into employment. In line with the development objective of 'Maximising local community benefits and participation through commitments around engagement and co-design in respect of the planning, delivery and operation of the scheme'

Where neutral impacts on groups with Protected Characteristics have been identified in Table 3, they have not been addressed again in the tables below.

Table 5 – Economic Strategy: Overview of support for Protected Characteristic Groups

| Group | How does the selected bidder approach support those with protected characteristics? |
|--------------|--|
| Age | <p>Bidder F prioritises the delivery of new workspace, jobs, apprenticeships and training and skills opportunities for local people with young people, care leavers and the long-term unemployed through a requirement for workspace and employment and skills strategies.</p> <p>Those claiming job seekers allowance, out of work benefits are all more likely to be working age (as set out in section 2a), therefore supporting employment opportunities for these groups is a key priority and expected benefit.</p> <p>Bidder F proposes to engage with local social enterprises, charities and social value tenants already delivering employment programmes for local young people and the long-term unemployed.</p> |
| Disability | <p>People with disabilities will be a key target beneficiary group for proposals set out in respect of the future workspace and employment and skills strategies. Bidder F proposes to will train a group of young/black/disabled residents to be small group facilitators in the Sortition stage of the co design process - each paid at London Living Wage.</p> |
| Race | <p>Bidder F proposes targeted employment and skills schemes for BAME groups as well as long-term unemployed across construction to end development jobs are expected through the workspace and employment and skills strategies.</p> <p>25% or more of the construction and end-user jobs/apprenticeships are prioritised for local people in line with Lambeth Local Plan requirements.</p> <p>It is recognised that BAME-led businesses should benefit from targeted opportunities and support within the Workspace and Employment and skills Strategies including supply-chain opportunities.</p> |
| Sex | <p>It is recognised that females and female-led businesses are groups that should benefit from targeted opportunities and Bidder F provides support within the Workspace and Employment and skills Strategies. Working with organisations e.g. Women in Construction and other established organisations that improve employment outcomes amongst single-parent families is also likely to be included as part of a comprehensive approach.</p> |

Table 6 – Partnership, Engagement and Co-design: Overview of support for Protected Characteristic Groups

| Group | How does the bidder approach support those with protected characteristics? |
|--------------------|---|
| Age | Young people and older people as well as representative groups will be identified as key target groups to be supported to take part in engagement and co-design activities. |
| Disability | People with disabilities as well as representative groups will be identified as a key target group to be supported to take part in engagement and co-design activities. |
| Race | People from BAME backgrounds as well as representative groups will be identified as a key target group to be supported to take part in engagement and co-design activities. |
| Religion or Belief | Faith groups will be identified as a key target group to be supported to take part in engagement and co-design activities. |
| Sex | Engaging with stakeholders that work to support groups disproportionately impacted by socio-economic exclusion is encouraged. This is likely to include groups working with single-parent families. |
| Sexual Orientation | Groups that work to support inclusion for the LGBTQI+ community will be identified as a key target group to be supported to take part in engagement and co-design activities. |

Table 7 - Equalities, Diversity and Inclusion: Overview of support for Protected Characteristic Groups

| Group | How does the bidder approach support those with protected characteristics? |
|--------------------|---|
| Age | <p>Bidder F proposes broad based initiatives to support young people set out in the Equalities, Diversity and Inclusion Strategy.</p> <p>Jobs created in the construction and end development will be required to guarantee the London Living Wage.</p> |
| Disability | <p>As above.</p> <p>Bidder F has provided evidence of good practice/relevant accreditations in their own internal EDI approach with reference to people with disabilities.</p> <p>Bidder F demonstrated throughout their bid their commitment to promoting and securing diversity within their own organisation and in the core delivery team of consultants and sub-consultants in the future proposal, with reference to specific organisations EDI practices and policies within the lead organisations and relevant workplace accreditations.</p> |
| Race | As above in relation to BAME groups. |
| Sex | As above with reference to creating and encouraging balanced gender representation. |
| Sexual Orientation | As above with reference to supporting LGBTQI+ inclusive employment practices |

Table 8 - Land Use, Sustainability, Urban Design and Architectural approach: Overview of support for Protected Characteristic Groups

| Group | How are positive Sustainability & Design impacts to be promoted? |
|------------|---|
| Age | The concept scheme proposals will deliver high quality public realm improvements that provide healthy streets and improves the pedestrian experience and provide inclusive spaces for all users including children and young people and older people. |
| Disability | <p>Bidder F proposals for the propose future development will be expected to comply with London and Local Plan policies seeking to ensure well designed, safe, accessible infrastructure and built environments for all users including those with disabilities.</p> <p>The proposed development will benefit those with a range of disabilities by providing inclusive access to public realm, communal and residential amenity spaces, disabled parking and Lifetime Homes.</p> |
| Race | Bidder F has proposed a scheme that will provide 50% new affordable homes of which 70% are social rent and 30% shared ownership. It is expected that social housing will benefit those from BAME backgrounds who make up the significant proportion of the population in Brixton and Lambeth. |

Q3b. How do you plan to address and mitigate any negative affect of your proposal?

The main potential area for negative impacts from the proposals will be through temporary disruption caused to the current tenants and occupiers of the sites as well as wider local stakeholders during the actual construction process that would follow a successful procurement exercise and grant of a future planning application.

The Council would like to see the legacy of diversity, inclusiveness, and innovation which has been championed by both Makeshift at Pop Brixton and 3space at International House to continue within the new development at 49 Brixton Station Road and 6 Canterbury Crescent. The procurement process requires Bidder F to set out a business relocation strategy as part of its workspace strategy and commit to supporting the relocation of existing tenants from Pop Brixton and International House wherever possible. Bidder F proposes to work with the council taking a leading role in supporting relocation of existing tenants. By working with tenants to understand their needs and aspirations e.g finding solutions to overcome any disabilities or language barriers and better align these businesses with existing and future workspace opportunities within the Council's portfolio and the private offer. In addition, tenants will be extended legal support to contribute towards commercial conveyancing fess required to arrange relocation.

Bidder F has also committed to reproviding the street market facilities within the new development – including a market trader car parking/storage facility and waste compound. This will support wider and continued efforts being led by the council to improve the immediate environment of the street markets and ensure it has the right supporting infrastructure to operate sustainably. Bidder F will work collaboratively with the council and market traders to develop proposals to support this ambition and contribute toward the realisation of the Brixton Street Markets Masterplan & Action Plan.

Any negative impacts that may result from the future development proposed as a result of the procurement process will be mitigated through the planning decisions process. A planning submission for development on this site will be evaluated against the relevant planning policies, including the Local Plan, Affordable Workspace SPD etc, each of which have undergone a robust equalities analysis to review the impact of development on communities.

Any potential temporary negative impacts/ disruption caused to existing tenants, business and residents by the development during construction will be controlled via planning conditions, e.g. a construction management plan that demonstrates arrangements for accessible alternative routes, for residents, businesses and vehicles including construction traffic arrangements and how environmental and amenity impacts will be minimised.

The council will also monitor progress of the delivery of the scheme through a Joint Delivery Board to support timely scheme delivery.

Q4. How will you review or evaluate your proposal and/or mitigations actions and who will be responsible for this?

Work to review and evaluate the proposals and mitigation actions can be divided into three distinct time periods – those occurring during the procurement process, those related to the contract management provisions that will be put take place following a successful procurement exercise and on-going monitoring work.

Contract Management

Following contract award, Council officers will continue to play a key role in ensuring the effective monitoring and delivery of the provisions and mitigations contained within Bidder F's bid, including the implementation of the various strategies which will have been secured through the contract/Development Agreement.

Bidder F will be required to work with the council through a Joint Delivery Board, this will serve as a partnership working body for both the partner and council representatives. It will monitor progress of the delivery of the overall requirements in the development agreement as well as its associated strategies. It will be required to sign off certain contractual matters and meet on a bi-monthly basis throughout the life of the project and five years into the operational development phase of the finished development to ensure effective delivery of the desired public benefits.

A council appointed and partner funded Project Monitor is also required to monitor progress toward delivery of the requirements of the development agreement.

KPI's will be developed in relation to proposed strategies/council's minimum requirements and these will be reported by the partner on a quarterly basis through the Council's electronic contract management system and monitored through the Joint Delivery Board and an identified Project Monitor.

Ongoing Monitoring

It is expected that the Neighbourhood Regeneration will also work alongside wider corporate teams to collate equalities data for the Brixton area and Coldharbour ward in order to better understand the impact of its wider programme of activity. Bidder F will monitor and report EDI data as part of the Employment and Skills Plan at monthly intervals during the construction phase and every six months thereafter at operational phase, for a period of 10 years following practical completion. EDI monitoring requirements will be incorporated into all lease arrangements to ensure a consistent approach to data collection. During the operational phase Bidder F will rely on self reporting of commercial and workspace users and occupants and the quality assurance methods applied by Bidder F. Data collected in the process of managing the contract will feed into this monitoring to ensure EDI commitments are being met.

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