

Lambeth Business and Inward Investment

Creative & Digital Industries Study and Sector Growth Strategy

Request for Quotation – Ref: BII0003

Summary

1. Lambeth Council is seeking requests for quotation from experienced economic development and inward investment specialists to support the Business & Inward Investment team to deliver a Creative and Digital Industries¹ Study (CDI) and Growth Strategy.
2. This brief sets out:
 - Context and further information about the opportunity.
 - The process and next steps.

Context

3. The creative and digital industries are one of Lambeth's largest and most important sectors. In Lambeth, 12,700 jobs are directly generated by the creative, digital media and design sectors. These sectors provide significant support and fuel growth in other parts of the economy – for example, the world class performing arts cluster on the South Bank underpins the success of the wider visitor economy (hotels, bars, restaurants etc.).
4. Research at a London level demonstrates the creative industries are 25% more productive than the average for London's economy as a whole². This also means that workers in London's creative economy tend to be paid more than the average across all sectors of London's economy. The creative and digital sectors have strong potential to deliver 'good growth and jobs' – one of the key aims of 'Future Lambeth', the council's new Community Plan. However, whilst there has been employment growth in Lambeth's creative and digital industries in recent years, this growth has occurred at a slower rate than the London average. What can be done to accelerate this growth is the core question posed by this piece of work.
5. The council currently lacks a detailed understanding of Lambeth's 'creative and digital DNA'; the opportunities and threats to existing creative and digital sectors; the benefits of growth that these industries can deliver for Lambeth's residents and places; and how the council and partners can seek to positively affect change.
6. As part of the NHB 'Lambeth in Business' programme (co-financed by the Greater London

¹ It is anticipated that the researchers will propose appropriate definitions for the CDI sectors. The widely used DCMS Creative Industries definition could be starting point. As of 2015 the DCMS definition recognizes nine creative sectors, namely: Advertising and marketing; Architecture; Crafts; Design: product, graphic and fashion; Film, TV, video, radio and photography; IT, software and computer services; Publishing; Museums, galleries and libraries; Music, performing and visual arts

² GLA [The Creative Industries in London, GLA Economics, October 2015](#)

Authority), the council has committed to commissioning a CDI Study and Growth Strategy that, together with other private and public sector partners, can be signed up to as a shared agenda and framework for delivery. This work is likely to be of genuine interest to many of Lambeth's business communities (including Business Improvement Districts (BIDs)). A key advocate and funding partner for the CDI Study and Growth Strategy is the South Bank BID.

7. At a London level, the new Mayor of London has already signalled that the capital's creative and digital economies are priority sectors for support, and recently announced the appointment of a new Deputy Mayor for Culture and the Creative Industries. London is also home to many of the UK's key support bodies for the creative and digital economy, including the Tech City UK, the IPA, Film London, British Fashion Council, PACT, RIBA, Capital Enterprise and many others. The study and the strategy will involve engagement with these organisations to establish how best the council can fit into a wider network of support that seeks to grow the CDI economy.
8. At borough level we expect a CDI Study & Growth Strategy to influence the evolution and delivery of the council's business and inward investment support programme. It will enable a solid understanding of local companies, sectors and local clusters and their detailed needs, and Lambeth's strengths and competitive position in the wider context of London. It is expected that this work can also help to influence the council's area based regeneration programmes, planning policy review, workspace and employability programmes. The Study will provide robust data, evidence and guidance to use in future applications for finance and funding to help deliver the strategy and recommendations.
9. The Study will take account of the slightly wider economic geographies and clusters that exist across borough boundaries and which will have an influence on CDIs in the borough: organisations and institutions like the South Bank University and University of the Arts in Elephant and Castle, the Tate Galleries, the Soho cluster across the river and the developments at Battersea (eg Apple HQ) It should identify opportunities for future collaborations with neighbouring local authorities.
10. The results will also support Lambeth BIDs in sustaining and encouraging CDI growth. The process and results of the Study and Growth Strategy should also generate new ideas and recommendations that will be met with enthusiasm by other key local stakeholders.
11. Appendix 1 provides an overview of the council's Business & Inward Investment Team work programme as a whole. Please note that this document provides wider context for the activities below ('Requirements of the brief') and contains important information for potential contractors to consider when developing a quotation.
12. Funding for the CDI Study and Growth Strategy is being provided by the council's 'Lambeth in Business' programme, which is part funded by the Greater London Authority. In addition, the South Bank BID is also making a financial contribution to the project.

Method

13. The selected contractors delivering the CDI Study and Growth Strategy will be required to

collaborate closely with a small team currently working on several strands of the Business and Inward Investment work programme detailed in Appendix 1. The interdependencies between these strands mean that there is an imperative for information sharing and coordination, entailing, for instance, joint approaches and interactions with stakeholders where appropriate, to avoid duplication and ensure integration.

14. A good deal of information and data is available within Lambeth's existing knowledge base, and will be made available to the contractors at the outset. It is envisaged that some parts of the research will be undertaken through interviews, surveys, workshops, idea generation and knowledge sharing processes, with both internal and external stakeholders, to be co-designed and delivered with the wider team. The involvement of South Bank BID will also help the consultants to engage with local business communities, alongside other BIDs within the borough.
15. Lambeth and London CDI business communities will be involved in the study through surveying and in depth interviews taking account of early stage, small, medium (e.g. Squires and Partners) and large businesses (e.g. ITV, National Theatre, BFI, Ogilvy and Mather, Southbank Centre). Proposed methodology should include interviews with relevant industry bodies and policy makers, for example: BPI, D&AD, Film London, UK Screen, PACT, NESTA, Creative England, RIBA, IPA, Tech City UK, Capital Enterprise, GLA Regeneration and Culture teams; London and Partners, Sector Skills Councils and discussion with Lambeth's BIDs via the Lambeth BIDs Forum.
16. At the kick off meeting with the selected contractor there will be a discussion about the amount of time to be allocated to each element of the research outlined in the brief below.
17. It is envisaged that the findings and progress of the study will be shared and analysed at regular intervals with the wider team as well as with CDI stakeholders, to develop the results and strategy recommendations in an iterative, collaborative way. An Advisory Group made up of Lambeth Council staff, South Bank BID and key external stakeholders will provide a support mechanism to give oversight, sector and geographic focused guidance, and advocacy.
18. We expect the selected contractor to draw on the expertise of London or national level bodies supporting creative and digital industry growth.

Requirements of the brief

19. Support is being sought to assist with the development of a new Study and Growth Strategy to support economic development and inward investment, targeting the CDIs. The project will engage business communities and other stakeholders and help prepare the council and partners for implementation.
20. Important stakeholders for this work will include (but are not limited to):
 - Lambeth Council
 - South Bank BID and the GLA as co-sponsors
 - Prominent local creative and digital businesses (from start-ups to Lambeth's largest CDI employers)

- Other Lambeth BIDs (e.g. WeAreWaterloo BID, Brixton BID)
- Creative and Digital Sector Trade bodies and other representative organisations

Main Outputs

- 1) A Creative and Digital Industries Study and Executive Summary to provide a detailed and engaging insight into Lambeth's existing CDI economy and potential for growth.
- 2) A Creative and Digital Industries Growth Strategy. This should include both borough wide and local level recommendations and practical steps that can be taken by the Council and its external partners to safeguard and encourage CDI job growth and agglomeration. The strategy should also provide guidance on how the council can work with industries and education providers to help reduce inequality in the borough.

Study components

21. The key study components required are outlined below. There is overlap between sections and elements and the selected consultants will be required to take an integrated approach.

a) Lambeth's Creative and Digital Industries DNA

- Quantification, mapping and trends analysis of the borough's creative and digital businesses (e.g. age, size and location of sectors; economic contribution of the creative and digital industries to Lambeth; awards won by companies.)
- Graphic presentation of key Lambeth CDI sub-sectors, and geographic profiles based on the research undertaken. The council recognises that clusters spread across borough boundaries (particularly the South Bank) and the engagement and results of the work will need to reflect this.
- Identification of the range, strength and gaps in Lambeth's ecosystem of CDI clusters.
- Identification of London level trends that present opportunities and threats to growing Lambeth's creative and digital sectors³.
- Commentary on the impact of Brexit on CDI sectors
- Identification of business support and skills gaps / needs of the CDI sectors e.g. access to finance as reported by businesses⁴.

b) Rationale for public sector intervention

- Drawing on the substantial evidence base that exists at a local London (e.g. The Creative Industries in London GLA Report) and national level (e.g. the Government's Culture White Paper) definition of a socio-economic rationale (benefits to Lambeth) for supporting Lambeth's creative and digital economies, taking account of the council's Community Plan – 'Future Lambeth – the borough plan', London Plan and Local Plan objectives and the Mayor

³ The selected consultants should draw on what existing research exists to fulfil this part of the brief.

⁴ We expect the selected consultants to draw largely on research already undertaken in this regard, which could be supplemented by survey and interview information gathered through this work.

of London's economic development objectives

- Identification of push and pull factors for large, medium and small businesses CDI businesses locating in Lambeth. Push factors need to be robustly evidenced and verified through facts and statistics. If issues are identified in relation to business premises, the council may use this work to inform the partial review of the Lambeth Local Plan.
- Definition of the place making benefits particular to CDI sectors.
- Conclusions with regard to the rationale for public sector intervention and the key areas of focus required to address these needs.

c) Place branding and positioning

- Analysis of the role of messaging and place branding to support CDI growth both at borough and local level, (with particular regard to South Bank and Waterloo, Vauxhall, Brixton, West Norwood). This should include successful and less successful examples to guide Strategy recommendations.
- Definition of Lambeth's competitive advantages in growing its CDI sectors, and analysis to inform the Inward Investment strand which sectors and sub sectors in particular to target. At a London level, an analysis of the key competitors and where their competitive advantages lie.
- Description of which organisations and features are seen as being key to CDI clusters, what could be improved and where else businesses would consider locating.
- Commentary on the role of festivals and events in attracting and sustaining CDI clusters and the effectiveness of different festivals and event models in supporting different aims.
- Description of existing business and investor perceptions of Lambeth's growth areas and the extent to which these places are associated with CDI or not, incorporating real business and developer views rather than desk research.

d) Supply of space

- Alongside the Business & Inward Investment team, consultation with developers, landowners, and agents, ascertaining local opportunities and their willingness to work with the council and stakeholders to encourage the growth of the CDI sectors within the borough. This should include those active within Lambeth (e.g. Southbank Centre; Lambeth Council; Mount Anvil; CLS Holdings; Canary Wharf Group; Coin Street; Network Rail) and those who are not but have a notable track record of commercial development focussed on attracting creative and technology occupiers (e.g. Derwent London; The Office Group).
- Consideration of the major pipeline opportunities for new B1 and D1 space that could be geared and / or promoted towards CDI sector, which will involve discussion with existing property owners and developers in the area, and the council's own pipeline of development opportunities. The council maintains information on the development pipeline across the borough and particular spaces coming forward.
- Case study examples of relevant developments and developers that have successfully attracted CDI growth that can be used to inform the Brixton Central initiative, which has the potential to bring forward 7,000 sq.m of B1 floorspace in Brixton town centre.
- Market intelligence on the types of premises currently occupied by different sub-sectors

and on rent levels and leases that companies have across these sub-sectors, also related to forecasts for growth and space for expansion. Assessment of the extent to which access to appropriate premises is a barrier to growth; and if so, information about which sub-sectors and/or parts of the borough are affected and why.

- Examples of start-ups and businesses originating in Lambeth, and how the council can support their continued presence and growth in the borough in relation to workspace.
- Consideration of potential next steps that the council and key stakeholders would need to undertake to help unlock already identified under-utilised spaces with potential to provide effective, mid-long term supportive workspace facilities. Existing studies including the Southbank Centre Undercroft Study and Brixton Recreation Centre Underused Spaces report point to the potential locally for new supportive workspace projects in currently underutilised spaces.
- Examples of Section 106 agreements used to secure less than market rent affordable workspace geared towards support to CDIs.
- Initial commentary on the potential impact of business rates re-evaluation on workspace and workspace policy for creative and digital business in Lambeth; highlighting any business rate related studies and campaigns which the council and local partners could consider alignment with. Initial commentary on the opportunity presented by the potential localisation of business rates, and discretionary business rate powers, in supporting CDI growth.
- In discussion with the council's Planning Strategy and Policy team, assessment of existing Lambeth Local Plan strategy and policies in relation to business premises and their impact on the growth of creative, cultural and technology sectors in the borough. This needs to take place in the context of the emerging London Plan policy position and evidence on workspace for the CDI sectors and on business premises generally.

e) Employment, education and skills

- Highlighting of the key labour market, employment, education and skills issues affecting the CDI sectors (drawing on existing research and the relevant sector skills councils).
- Identification of high performing employment and training programmes that break down employment and training barriers for people looking to enter into the creative and digital labour market. The council is interested to see how much scope there is for Lambeth and its partners to 'join-up' or add value to the work of existing programmes and institutions creating pathways into CDI sectors (e.g. Higher and Further Education Providers including Morley College, London South Bank University, Kings College, Lambeth College, Lewisham Southwark College, The Creative Society, IPA Creative Pioneers, Stephen Lawrence Trust, WorkPlace Coordinators) particularly where there is potential for programmes to contribute to the council's 'Future Lambeth' Reducing Inequality theme.
- Commentary on the education outreach activity of major cultural institutions in encouraging Lambeth young people and residents into employment in CDI sectors.

f) Highlighting good practice

- Case study examples of across a range of topics, pulling out key lessons and transferability, drawing on all above sub themes, including but not limited to: (a) local or regional

examples of best practise in public and private sector strategic approaches to cluster growth and CDI agglomeration; (b) Best practise labour market initiatives that are geared towards tackling under representation of some groups within specific industries, (e.g. BAME groups in film) that the council and partners could be aligned with; (c) highly effective business support programmes of relevance to CDI; (d) world class creative clusters and the key factors underpinning their success.

Strategy framework

22. The findings of the Study will be shared with the council, South Bank BID and Advisory Group, to develop a Growth Strategy that the council and local stakeholders can potentially support and deliver together. It is envisaged that this will be an interactive process, building the recommendations and Strategy together with the key stakeholders, as the research findings emerge and are shared.
23. In particular, the Strategy is required to provide clear recommendations and specific actions on the best ways to:
 - Develop the CDI support ecosystem.
 - Work with landowners and developers to support CDI sector growth.
 - Encourage inward investment.
 - Communicate Lambeth's ambitions to attract and grow these sectors within the borough
 - Specify key messages and campaigns to grow CDI in Lambeth with regard to existing business community perceptions and the Council's emerging campaign work.
 - Encourage particular sub-sectors and target anchor institutions.
 - Involve BIDs to support sector growth within their respective areas.
 - Develop place branding to support creative and digital industry growth both borough wide, and locally, building on the council's existing work programme with 3Fox International.
 - Align with and support festivals, events and networks that support CDI growth
 - Specify opportunities for collaboration with other London boroughs
 - Support the council's 'Reducing Inequality' Community Plan agenda, for example in making better links between young Lambeth residents and employment and training opportunities, building on and tapping into existing successful programmes.
 - Suggest pilot activities to bring the strategy to life
 - Add values to employer led skills development activities.
 - Engage with educational institutions in and around Lambeth with strong associations with culture, arts and creativity, to reinforce skills pipeline and start up support.
 - Support sector growth through planning policy approaches to inform potential revisions to the Lambeth Local Plan.
 - Resource delivery of the strategy, including funding, roles of different stakeholders (e.g. GLA, BIDs, developers, businesses) and partnerships.
24. The Strategy should include appropriate mechanisms to evaluate and monitor results and performance, such as targets for growth over 5 years, results and outputs, aligned with the existing 'Future Lambeth' plan and other targets.

Approach, look and feel of the Study and Strategy

25. The way the Study and the Strategy is framed and conducted should be engaging, easily

understood, and lead to commitment of key stakeholders to take the plan forward. Good practice examples include Tech Nation 2016, IPA Annual Reports and ADAPT Good Practice reports.

26. The selected contractors will need to have an understanding of local authority financial constraints and the work needs to be understanding of this context. Potential contractors will be asked how this context would influence their approach to the Strategy and in particular the section that will address approaches to resourcing the Strategy.
27. There is a good deal of existing research on the UK's creative and digital industries already undertaken. The selected contractor needs to be already familiar with the issues and opportunities facing the CDI sectors in London. This will allow for more time to be spent working up the best way the council, South Bank BID and other stakeholders can work together to support CDI growth in the borough.
28. The Study, Strategy and recommendations should take account of and build on the existing documents listed in the Appendices, add value to other current knowledge, as well as elucidate the next level of detail. The research must be sufficiently detailed and rigorous to provide a robust evidence base for the actions and Strategy.
29. The final Study and Strategy should be exemplar as a way of both arriving at and presenting a sector based growth strategy for local government.

Responding to the brief, budget and programme

30. The proposals presented should not exceed £57,000 (excluding VAT).
31. It is anticipated that the successful contractor will be able to start at the beginning of November. The Kick off meeting will take place on 14 November.
32. The length of contract is subject to the proposal presented by candidates and any other commitments they may have (which should be outlined in the proposal). Key delivery deadlines are outlined below:

Stage	Deadline
Kick off meeting	14 November 2016
Interim report	10 January 2017
Final report, executive summary and strategy	15 March 2017 tbc

33. During the course of this project the council may wish to add a new component or related research project for the successful consultant to undertake. This would be subject to another detailed brief and appropriate budget allowance.
34. Individual agency and consortium proposals are both welcome.

Timescales

35. Proposals should be sent by email to Sally Kneeshaw (details below) by **12noon on Monday 31st October 2016**. Please request an email confirmation of receipt to ensure the email has arrived on time.

Sally Kneeshaw, London Borough of Lambeth
 skneeshaw@lambeth.gov.uk
 020 7926 3343

36. A timetable for the selection process is detailed below:

Stages	Components	Indicative timescale
Request for quotation	Request for quotation distributed	10 October 2016
	Briefing day	18 October 1130-1400
	Proposal submission deadline	31 October (12noon)
Selection	Proposals shortlisted	2 November (5pm)
	Shortlisted candidates interviewed	4 November

	Successful applicant selected and confirmed	7 November
Delivery	Successful applicant begins	Kick off meeting 14 November

Queries

37. An Open Day Briefing Session will be held on Tuesday 18th October 1130-1400 at Morley College, 61 Westminster Bridge Road, London SE1 7HT where interested consultants will be able to meet the commissioning team and discuss the work requirements in greater detail. Participants will need to register in advance on this Eventbrite link:
<https://www.eventbrite.co.uk/e/lambeth-cdi-study-and-strategy-briefing-for-potential-contractors-tickets-2837947564>
38. Please submit any queries by email to Sally Kneeshaw (skneeshaw@lambeth.gov.uk) by the 21st October 2016 and responses will be supplied on 24th October 2016.

Information Requirements

39. Proposals should cover the components identified in the table below. It is recommended that proposals are kept to a maximum of 12 pages, excluding CVs.
40. In addition to proposals, bidders are required to complete and submit two additional forms:
- BII0003 - RFQ Quotation Form
 - BII0003 - Supplier Self Certification Form

Tender Evaluation

41. The standard ratio that will be used to evaluate the tenders is as follows:
- Price – 30%
 - Quality – 70%
42. Evaluation of quality
- The proposal components, along with; the minimum acceptable score, maximum score available, and weighting are set out below:

Proposal Component	Weight 0-5	Max Score	Max Score Available	Minimum Acceptable Score
Methodology <ul style="list-style-type: none"> • Understanding of the brief • Specific proposal to guarantee robust results and statistical significance (i.e. sample size for surveys, numbers of interviews and case studies to be delivered) 	5	5	25	4
Timetable <ul style="list-style-type: none"> • Availability and capacity to start work and deliver in these timescales 	2	5	10	3
Partnership Working <ul style="list-style-type: none"> • Methods proposed to engage key stakeholders • Experiences of engaging stakeholders at all levels • Communication plans for stakeholders 	5	5	25	3
Project management <ul style="list-style-type: none"> • Methods proposed in regards to project management 	3	5	15	3
Project team <ul style="list-style-type: none"> • Strong, recent experience in creative and digital sectors • Track record in developing sector growth strategies, including examples that have galvanised organisation to successfully implement them • Project management skills • Quality of proposal based on project team experience and team member day rates and committed days 	5	5	25	3
Total			100	

43. The components which are indicated with appropriate weightings will be evaluated by the panel and the appropriate score will be agreed and added to form the total Quality Evaluation Mark. The score achieved for this section, Quality Evaluation Mark, will be weighted at 70% to give the final score for quality (Quality Score)

44. The council reserves the right to challenge any information provided in response to the RFQ and request further information in support of any statements made therein.
45. Potential Providers must achieve the minimum acceptable score, as described, for each of the component areas in Table1 above. Only those responses which achieve the minimum acceptable Quality Score will be included in the Price Evaluation Process.
46. Where only one (1) submission is received which does not meet the minimum acceptable score, the council reserves the right to enter into dialogue and seek assurances regarding the delivery of the requirement.
47. Potential Providers' responses must clearly demonstrate how they propose to meet the requirements set out in the question and address each element in the order they are asked.
48. Potential Providers' responses should be limited to, and focused on each of the component parts of the question posed. They should refrain from making generalised statements and providing information not relevant to the topic.
49. Whilst there will be no marks given to layout, spelling, punctuation and grammar, it will assist evaluators if attention is paid to these areas including identifying key sections within responses.
50. Potential providers will be marked in accordance with the marking scheme
51. The scoring matrix:

0	Failed to address the question/issue.
1	An unfavourable response/answer/solution. There is limited or poor evidence of skill/experience sought; a high risk that relevant skills will not be available.
2	Less than acceptable. The response/answer/solution/information lacks convincing evidence of skill/experience sought; lack of real understanding of requirement or evidence of ability to deliver; medium risk that relevant skills or requirement will not be available.
3	Acceptable response/answer/solution/information to the particular aspect of the requirement; evidence has been given of skill/experience sought.
4	Above acceptable – response/answer/solution/information demonstrates real understanding of the requirement and evidence of ability to meet it (based on good experience of the specific provision required or relevant experience of comparable service or supply.
5	Excellent – response/answer/solution provides real confidence based on experience of the service or supply provision required. Response indicates that the supplier will add real value to the organisation with excellent skills and a deep understanding of the service or supply requested.

52. The weighting of each criterion is based on a scale of 1 – 5; 1 being low importance and 5 being highest in importance:

1	Low Importance
2	Not Very Important
3	Important
4	Very Important
5	Extremely Important

53. Price Evaluation Process

For price, each submission will be assessed on the total cost of delivering the programme, using the following equation:

$$\text{Bidder Score} = \frac{A - C}{A - B} * 30$$

Where A represents the Upper Price Limit, B the Lower Price Limit or the cheapest that anyone could deliver this project for and C represents the submitted price quote.

The Bidder Score (30% weighting applied), is added to the overall Quality Score (70% weighting applied), to give a final score for each Potential Provider (Final Score)

The contract will be awarded to the supplier with the highest Final Score. Feedback will be supplied to unsuccessful bidders.

Useful links and reading

For those publications listed below that are not currently publicly available, copies will be made available to the selected contractor. The description below summarises the content.

Public documents	
1	Business and Inward Investment Team Work Programme (Appendix 1)
2	The Creative Industries in London, GLA Economics, October 2015
3	Culture White Paper, DCMS 2016
4	Digital White Paper
6	Tech Nation Report 2016, Tech City UK; NESTA
7	Westminster City Council Creative Industries report, BOP Consulting and GVA, 2006 (background for the subsequent development of Great Western Studios, Sohocreate etc)
8	Business Improvement Districts. The role of BIDs in London's regeneration, London Assembly, February 2016
9	Evolution of London's BIDs Future of London, March 2016
10	Visioning Vauxhall , Lambeth Council
11	London Plan 2015
12	Lambeth Local Plan 2015
13	Vauxhall SPD , Lambeth Council date?
14	Waterloo opportunity area planning framework , GLA date?
15	Future Lambeth (Community Plan) 2016
14	West Norwood Tulse Hill BID Business plan

Internal / non-public which will be shared with the selected contractor		Summary
1	Lambeth commercial development pipeline reports	These documents provide up to date information on consented development schemes and schemes as pre application stage
2	Waterloo development framework CMB paper	This paper sets out the current context for the Waterloo Opportunity Area, including opportunities and threats in relation to regeneration and growth in the area.
3	Southbank Centre Undercrofts study	This is an emerging piece of work commissioned by the Southbank Centre with support from the GLA
4	Brixton Economic Action Plan (BEAP)	A study commissioned by the council and recently completed by Regeneris Consulting. Part of the BEAP highlights the growth potential and recommends actions in connection with CDI growth.
5	Brixton Works Feasibility Study	This document provides information and steer to the council in connection with the provision and growth of affordable and supportive workspace facilities within Brixton.
6	Brixton Central master plan and executive summary	A masterplan commissioned by the Council with input from Network Rail, which sets out potential for new development within Brixton on land owned by the council and Network Rail. The masterplan supports the provision of more commercial space within Brixton Town Centre.
7	Brixton Central cabinet report	A draft report which will provide recommendations to the council to take forward the Brixton Central masterplan.
8	Loughborough Junction LRS submission and supporting documents	A successful funding application (£1.2m) to the GLA for a new affordable workspace facility in Loughborough Junction. The project is being taken forward by the Council and Meanwhile Space CIC.
9	Visioning West Norwood and Tulse Hill evidence base and summary	A masterplan re-fresh and economic vision in development for West Norwood and Tulse Hill.
10	Supporting Growth in the South Bank: Summary Report	A report by Voltera (2012) for Southbank Employers Group which quantifies economic activity in the South Bank, future growth potential and barriers to growth.

Appendix 1

Lambeth Business and Inward Investment Team Work Programme

This document provides information for organisations considering the opportunity to submit a response to the request for quote BII0003. The document provides context and an overview of the Council's Business & Inward Investment Team work programme.

1. Context

- 1.1 A new Business & Inward Investment Team was recruited by Lambeth Council, who took up posts towards the end of 2015. The team is currently comprised of two officers – a Business & Inward Investment Delivery Lead, and a Small Business and Enterprise Officer.
- 1.2 The Business and Inward Investment team is part of a wider Investment and Growth group, which also contains 3 area focussed regeneration teams. In early 2016, a high level focus for the Business & Inward Investment Team was agreed as follows:
 - Positioning the borough for investment
 - Developing inward investment propositions at a borough, local and sector level, informed by existing work to develop local economic visions (e.g. Brixton Economic Action Plan; Visioning West Norwood) and planned cluster development strategies (e.g. Creative, Cultural and Technology)
 - Supporting existing businesses to grow and thrive
 - Evaluating the councils assets and driving forward income generating opportunities
 - Providing a framework for affordable space so that future businesses can thrive
- 1.3 The draft Lambeth Plan 2016 also helps to provide a high level framework for Business and Inward Investment work. The Lambeth Plan contains three strategic priorities:
 - Reducing inequality
 - Building sustainable neighbourhoods
 - Driving inclusive growth and regeneration
- 1.4 The Lambeth Plan recognises that supporting the growth of our local economy and business rate tax base will be vital to generate the resources we need to run services, and invest in our neighbourhoods. By 2020 Lambeth, along with other councils in England, will no longer be funded by a central government grant and instead will be reliant on local business rates and council tax.
- 1.5 This document sets out a work programme for the Business & Inward Investment Team which has recently been endorsed by the Cabinet Member for Business, Regeneration and Culture. The suggested work programme is primarily focussed on the 'Driving inclusive growth and regeneration' theme within the Community Plan. However, it also has

relevance to the 'Reducing Inequality' theme (for example with a focus on attracting more 'good jobs' growth) and 'Building Sustainable Neighbourhoods' theme (for example by supportive vibrant and varied business communities through affordable workspace).

- 1.6 The recent referendum and the decision to leave the European Union is already negatively effecting the local economy, casting uncertainty over investment decisions in the north of the borough. It is likely that economic uncertainty and reduced growth will occur over the course of the work programme period 2016-18.
- 1.7 Competition for inward investment is likely to become more intense, as developers and occupiers proceed with greater caution than has been the case during the period of economic recovery we have recently benefited from. 'Brexit' also makes the discretionary funding for economic development, s106, and CIL funding outlook more challenging.
- 1.8 In this context, the Business and Inward Investment Team has an increasingly important role to play, working with colleagues across the council and external stakeholders to support economic development.
- 1.9 During 2016/17 and into 2017/18, the team requires additional capacity from experienced economic development, policy, and inward investment specialists. The request for quotes being issued will enable the Business & Inward Investment team to expand its capacity, enabling the team to manage and deliver its work programme. This will also provide the additional capacity required to consider new opportunities to support business growth and investment in the borough, and future income generating opportunities.
- 1.10 The work programme outlined in this document demonstrates how the Business and Inward Investment team will positively respond to a challenging economic outlook. The table over the page provides an 'at a glance' summary of the team's work programme.

Business & Inward Investment Team Work Programme Summary

Key Activities	Timescales
Work Programme 1: Inward Investment Service	
Lambeth investment web-portal	Q3 2016/17
Lambeth investment magazine	Q3 2016/17
Programme of events within Lambeth and attendance at future investment conferences (LREF, MIPIM)	2016-18
Establish a dedicated account management resource	Q2-3 2016/17
Production of sector and area marketing brochures	Q3 2016/17
Increased partnership working with L&P, UKTI & others	2016-18
Work Programme 2: Business Support & Networks	
Signposting to business support - Lambeth Working website & Business Helpdesk refresh	2016 onwards
Supply chain support	2016-18
Attracting business accelerator programmes	Q1 2017/18
Establish 7 th Lambeth BID in West Norwood Tulse Hill	Q3 2016/17
NHB capacity building support programme for business networks	Q2 2016/17
Supporting BIDs – Lambeth BIDs Forum, Ballot renewal process (e.g. Vauxhall BID re-ballot Autumn 2016)	2016-18
Work Programme 3: Strategy & Policy Development	
Input into a range of feasibility, policy & strategy focussed projects (e.g. Visioning West Norwood; CIL Review)	2016-18
Creative and Digital Industries Sector Growth Strategy	Q4 2016-17
Workspace Policy development	Q3-4 2016/17
Lambeth Works Delivery Plan	Q4 2016/17
Brixton Economic Action Charter	Q4 2016/17
Business rates devolution	2017/18
Work Programme 4: Enterprise Space	
Lower Marsh meanwhile space	Q2-3 2016-17
Waterloo Incubator space	Q2-4 2016-17
Guys & St Thomas' enterprise space	tbc
Your New Town Hall	2016-18
Miles Street / Rudolph Place	tbc
Gresham Road feasibility	Q2 2016-17

2. Work Programme 1: Inward Investment Service

- 2.1 A targeted and adequately resourced inward investment service will enable the council to better promote Lambeth's position as a location of choice for growing, new and relocating businesses in key sectors. The council has the opportunity to shape and influence future business investment, attracting high-value sectors and jobs.
- 2.2 At present, there is no outwardly-promoted inward investment service in Lambeth. This does not mean that inward investment activities do not occur, but rather presents a clear opportunity to develop a programme to ensure activities are undertaken in a proactive and strategic way. Area regeneration colleagues within the Investment & Growth Team currently do, and will continue to play a pivotal role in supporting inward investment, through their knowledge and contacts within key areas and industries.
- 2.3 There are two key audiences for inward investment; occupiers for 'occupier investment' and developers for 'developer investment'. The Lambeth inward investment service will seek to market the borough as an attractive location for both investment strands. There is particularly significant scope to increase our drive for 'occupier investment' and to support the attraction of more office developer investment in all of our key growth areas (Waterloo; Vauxhall; Brixton).
- 2.4 Currently there is only a reactive approach taken to occupier investment. The team must move to a position that is proactive, actively generating and supporting interest from high quality businesses that fit with the qualities and needs of different parts of the borough.
- 2.5 Whilst we will continue to engage with existing businesses in the borough, especially those who are seeking to expand, the inward investment service will start to target medium and large employers who are able to bring significant job increases and stimulate local multiplier effects.
- 2.4 During Q1 2016/17, the Business & Inward Investment team commissioned a service enhancement report which has provided the basis for further development of the inward investment service. The report highlighted the levels of team resource required to deliver an effective inward investment service are greater than the current size of the team with 2 FTE. For example Bristol+Bath, in addition to a core team of 6 FTE, employ a Sector Specialist 2 days per week for each of their key sectors in order to manage key accounts and drive investment. This work has informed the drive to expand the capacity of the team to bring in additional specialist support. And it has informed the following draft work programme:

Geographic focus

- 2.5 Consistent with the areas identified as having the largest growth potential in the 2014 Lambeth Local Economic Assessment, and in light of the small size of the team, it is proposed that the service is focused primarily on Waterloo, Vauxhall and Brixton, and to a lesser degree on other town centre areas. The table below sets out some of the key challenges:

Area	Key challenges
Waterloo	<p>A key challenge is to promote and build the perception of Waterloo as a world class commercial and office location. There is still a large amount of untapped potential to improve the business environment, attract new commercial development, and support high value job growth in Waterloo. It is uncertain whether some key consented developments including Elizabeth House will be implemented in the area. The Shell Centre redevelopment alone will be insufficient to help redefine Waterloo as a major commercial office district.</p> <p>The area's position as a world class cultural and visitor destination will also be challenged by major investment and new cultural institutions in competitor parts of London including Stratford, Covent Garden and Battersea.</p> <p>During 2016-17, there is already a significant programme of work for the team in supporting the establishment of 3 new start-up facilities in the area, including the 'Granby Place' creative hub project on Lower Marsh; the Waterloo Incubator project; and the forthcoming Guys & St Thomas Health Tech incubator.</p> <p>The Creative and Digital Industries study will involve close working with some of the borough's major creative and digital companies, and can help to set a more detailed framework for the team's future work in support of investment and growth in Waterloo.</p>
Vauxhall (and OAKDA)	<p>The key challenge in Vauxhall remains the need to establish and define a new town centre for London, ensuring the gyratory and pace of change in the area continues.</p> <p>A tall buildings cluster will become a recognised part of the London skyline. It is important that the perception of Vauxhall as an increasingly prime residential location is challenged, particularly in the current economic context. Vauxhall is very well connected, commercial space is relatively affordable in central London terms, and the area is set to benefit from major planned infrastructure investment.</p> <p>Whilst there are several major housing-led developments in the area, many of these still contain significant amounts of commercial space currently being developed. The team has a role to play over the coming year in connecting with landowners and developers to support the attraction of high value businesses and flagship organisations such as the London Philharmonic Orchestra.</p> <p>In addition, major development anticipated at 8 Albert Embankment, OAKDA, and Miles Street all offer the opportunity for significant new workspace projects, and to demonstrate the council's ability to broker and secure inclusive growth and regeneration.</p>

	The potential de-designation of the Newport Street KIBA provides an opportunity to work with planning colleagues, Network Rail, and Vauxhall BID to attract a high quality and mixed occupier market that supports the development of the area's creative and cultural sector.
Brixton	The team's work programme in connection with Brixton will be guided by the findings and recommendations from the Brixton Economic Development Action Plan. Brixton already has a vibrant food and drink, retail, and night time economy offer. There is increasing demand for office space which can reinforce the area's existing economy, but growth is constrained by the lack of office space. There is the need to attract more office space investment and growth, and the development of spaces and networks that will help to underpin the growth of key target sectors.
Other town centres	<p>The Visioning West Norwood project will help to define an economic vision and strategy to unlock the untapped commercial potential of Lambeth's largest 'Key Industrial Business Area' (KIBA) and Site 18 within the heart of West Norwood. The key challenge is to find ways to intensify employment on the KIBA. However, with low vacancy rates, this may demand a creative and very proactive approach to unlock the area's potential.</p> <p>The current challenge is to work with colleagues and the consultant team to develop an appropriate economic vision and explore the viability of different ways in which greater employment densities could be achieved. Crucially, the work programme includes the development of a potential new Business Improvement District (BID) which would cover the KIBA and neighboring retail centre. Interventions to achieve significant job growth within the KIBA are likely to require public subsidy and so the team and the prospective BID may have an important role to play in leveraging funding to achieve the ambitions set out through the Visioning West Norwood project.</p> <p>In Clapham and Streatham the team has a role to play in continuing to support the evolution of the BIDs in these areas, and to direct appropriate inward investment enquiries to the relevant area based regeneration leads.</p>

Sector focus

- 2.6 The service will focus on four key business sectors in relation to attracting occupier investment into the borough (see next page), but will also consider the potential to engage more with the **higher education** sector to support the growth and vibrancy of our local economies:

Sector	Background	Lambeth context
Creative and Digital Industries	Research at a London level ⁵ demonstrates the creative industries are on average 25% more productive than London's economy as a whole. The creative and digital industries offer high-value jobs; 36% higher salaries than the advertised national average and a 2.8x faster rate of job creation ⁶ .	<p>In Lambeth, 12,700 jobs are directly generated by the creative, digital media and design sectors and represents one of our largest sectors. Whilst the total percentage of employment within the creative and digital industries in Lambeth is in line with the London average, the rate of growth within these industries between 2009 and 2013 was significantly below average (13.4% growth in Lambeth compared with 26.2% across London), signifying the potential for future growth.</p> <p>The creative and digital industries are identified as a key future growth sector within the Brixton Economic Action Plan. The Southbank BID, WeAreWaterloo BID, and Vauxhall BIDs are all enthusiastic about the potential to work more closely with the Council in supporting the growth of the Creative and Digital sectors.</p>
Professional and Financial Services	Professional and financial services account for around a third of all foreign direct investment into the UK – more than any other sector. In London, the sector accounts for 15% of employment and contributes around £75bn to the London economy (nearly a quarter of the overall London GVA).	In 2013, employment within professional and financial services accounted for 37.4% of jobs in Lambeth compared to an average of 48.1% across inner London. This presents an opportunity to narrow the gap and work towards a more representative percentage of employment within these industries in Lambeth.
Life Sciences and Healthcare	The life science sectors comprise of around 4,500 firms, employing 183,000 staff, with an R&D spend of nearly £5billion and an annual turnover of over £56 billion across the UK.	Capitalising on the already high employment within the health sector in Lambeth (linked to a number of large employers such as Marie Curie Cancer Care, MacMillan Cancer Support and Kings College and Guy's and St. Thomas' hospitals) we will target the life sciences for occupier investment. Connecting with initiatives such as MedCity, which is aimed at driving growth in life sciences and healthcare sectors across London, in order to raise awareness.
Hospitality and Tourism	London is the world's most popular visitor designation, attracting 16.8 million overseas visitors per year and generating a spend on £11.3bn.	We will work with significant cultural anchors to find ways in which they can be incorporated and located within growth areas in order to provide a key attraction which will further support the local economy. Examples of institutions we are currently engaged with are the London Philharmonic Orchestra and the London Transport Museum.

⁵ 'The Creative Industries in London', GLA Economics, October 2015

⁶ 'Tech Nation: Transforming UK Industries', TechCity, 2016

- 2.7 In addition to the sectors outlined within the table above, we also understand the importance the construction sector currently holds across Lambeth. With up to 22,000 jobs being created in relation to the Vauxhall Nine Elms developments alone, this sector provides a great opportunity to get local people into related employment. We will continue to work closely with the Lambeth Working team to ensure they are engaged with new developments and able to assist residents across the borough to access employment opportunities.
- 2.8 The supply chain opportunities in relation to the construction sector are also valuable to the borough's businesses, and we will provide support to access these (more information in paragraphs 3.6 & 3.7).

Positioning

- 2.9 In June 2016, Lambeth accepted a free-of-charge presence at the London Real Estate Forum (LREF). LREF is an annual conference and exhibition event, providing an opportunity to promote the borough to a global audience and connect with developers, investors, commercial agents and occupiers.
- 2.10 To prepare for LREF, the team worked on refining the key messages for Lambeth, producing graphics for the stand area and the production of a leaflet to showcase the borough's strengths and future investment opportunities. Through securing speaking positions on several high-profile panels and hosting a 'borough briefing' presentation at the stand area, we were able to relay key messages on investment and showcase future opportunities to potential investors.
- 2.11 LREF provided a strong basis on which to grow the service's presence at future events (including MIPIM 2017). Key lessons learnt from attending LREF was the importance of securing speaking slots on high-profile panels, having several 'active' opportunities to present and ensuring all delegates representing the council are briefed on key messages.
- 2.12 In order to deliver a successful inward investment marketing campaign, and to co-ordinate how we promote Lambeth across all platforms, we were required to define our key messages on investment and growth in Lambeth. These messages will be able to change and adapt depending on the audience and area, and will serve as a guide for the service. Using the borough strengths, and overarching core themes from existing documents and material, the following key messages will be used:
- a) The number of development opportunities
 - b) Lambeth as a growth borough
 - c) World class talent base
 - d) Level of investment in transport infrastructure
 - e) Sector strengths (including highlighting existing anchor businesses)
 - f) 6 Business Improvement Districts
- 2.13 The team have identified 3Fox International as a potential supplier of highly efficient inward investment services. Through working with a multi-disciplinary provider of services, it will allow the team to quickly develop a strategic approach to the service and utilise the existing expertise and networks they bring. 3Fox International has worked with over 100 councils on inward investment campaigns, specialising in strategic marketing to attract inward investment. Their services are largely sponsored by private sector sponsors, significantly

reducing costs to the council, to as much as £5,000 per annum for the following 3 key strands within the team's proposed work programme:

A Lambeth investment web-portal

- 2.14 Presented as a collaboration between developers, investors and the council, the web-portal will provide a platform for promoting the borough, raising awareness of investment opportunities, promoting events and the council's presence at exhibitions and trade shows (such as MIPIM and LREF) and for enquirers to register their interest. The portal will be funded by sponsorship from the private sector and updated weekly by 3Fox International. The portal will primarily promote the borough to an audience who are not currently familiar with the borough, but should also play a role in giving confidence to existing investors that Lambeth remains a pro-growth borough. Audience segmentation and targeting will be done in a way that is sensitive to our ambitions for the different focus areas across Lambeth.

A Lambeth investment magazine

- 2.15 The magazine will be used to promote place-based regeneration initiatives, investment opportunities and market the borough to an extensive audience of developers, investors and occupiers both in the UK and overseas. Produced by 3Fox International, and in line with the web-portal, it will be funded through advertisement and sponsorship income from the private sector and partners. The council's commitment to this magazine would be £5,000 per issue which would pay for a one-page advertisement. The design process and key editorial messages would be formed in partnership between the Council's Business & Inward Investment Team, 3Fox International, and the local business community engaged as sponsors.

A programme of events

- 2.16 3Fox International are able to organise a programme of events guided by the Business and Inward Investment team; providing a platform for the council and partners to engage with investors and build relationships. For example, they recently coordinated a 'Harrow regeneration tour', attracting 84 delegates to an investment magazine launch event which was followed by a borough tour of investment opportunities.
- 2.17 The service requires a strong, unique identity in order to compete and stand apart from other similar services. A new brand will be created in order to be used alongside the council's and will represent a wider, partnership based approach to inward investment.
- 2.18 Marketing brochures will be developed which will relay key messages from the investment web-portal and magazine to potential developer and occupier investors. Through the NHB Lambeth in Business programme, we have dedicated funding and targets to deliver 3 area or sector-based brochures.
- 2.19 Following a successful presence at LREF 2016, the team will continue to seek representation at future exhibitions and conferences. The team will co-ordinate the council's presence at MIPIM 2017, working with 3Fox International to raise private sector sponsorship and funding which would not require the council to contribute financially.

Account Management

- 2.20 In order to improve our inward investment service we need to take a more procedural approach to relationships with investors. Utilising our shared CRM with the Economic Inclusion team, we will track and record engagement with investors in order to evaluate the

service and evidence outputs; including targets such as jobs created.

- 2.21 The creation of presentation and proposal templates will allow for timely, profession and bespoke responses to be produced and presented to possible investors based on their requirements.
- 2.22 A collection of case studies of existing businesses who have located into the borough will be created; providing marketing material to form a wider offer and proposal for enquiring businesses.

Partnerships

- 2.25 We will utilise existing partnership relations, and develop new relationships to ensure that the service operates in an effective and joined-up way:

Organisation	Information
London & Partners	Building on an already established relation with London & Partners, the need now is to communicate our strategy and particular objectives for growth in different sectors and areas within the borough. This will help us to maximise the potential value we can achieve from London & Partners, and will aid them to filter referrals appropriately. Later this year we will hold a business breakfast with L&P to brief their global teams and sector specialists on our key messages and investment aspirations. Providing regularly updated information on the borough's opportunities will ensure Lambeth remains at the forefront of their thinking when receiving new investment enquiries.
UKTI	We will build and maintain a strong relationship with UKTI, in order to attract further foreign direct investment and access key global business intelligence in order to influence service delivery.
Sector-focused organisations	By working closely with organisations and partnerships established to promote key growth sectors, we will be able to market the borough to potential investors. For example, by working with London Design Festival and Brixton Design Trail, MedCity (life sciences), Tech City UK (creative and digital) and TheCityUK (professional and financial services).
Local commercial agents	We will strengthen links with commercial agents who operate within the borough. Through the development of a network of contacts, this will enable property enquiries to be circulated, responses collated by the team and presented to the enquirer.
Existing Investors	We will continue to maintain and nurture key relationships with existing investors, for example Mount Anvil, CLS and Berkeley. Due to their significant investments and developments, organisations such as these take a long-term view on supporting an area and provide greater opportunities to work collaboratively on public realm and place-making projects.
Existing business community	Our existing business community can be one of our best promoters, and we shall create networks and stronger sectors focused partnerships to advocate investment into the borough.

BIDs	We shall formalise a procedural approach to sharing inward investment enquiries with BIDs. This will be increasingly important for enquiries interested in the geographical areas which the service will not be focused on. In this instance, the enquiry will be passed to the BID to capitalise on their extensive contacts and area knowledge.
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‘Unlocking Development’ Asset Mapping Project

- 2.26 The team is supporting the next phase of the NHB funded asset mapping project. Following the orders placed for land registry data and aerial photography, the council now has a mapping tool which is capable of providing a detailed view of land and property ownership across the borough, including land within the council’s control. The next phase of work is to develop a range of search criteria in order to arrive at a set of maps that reveal overlooked strategic regeneration opportunities, as well as sites within council ownership that could provide opportunities for more employment-led development. This work will allow the council to better demonstrate to potential investors up-to-date data on development opportunities across the borough. This work will greatly assist the council’s efforts to proactively generate new inward investment activity within our own portfolio.

3. Work programme 2: Business Support & Networks

- 3.1 Promoting quality business support initiatives and developing strong business networks / ecosystems is an important part of an effective economic development strategy.
- 3.2 With limited funding for business support beyond the current NHB programme, it is important that our NHB resources are used efficiently and targeted at initiatives that have the potential to outlast our initial support or are low cost to maintain.
- 3.3 Within this work stream, the suggested work programme is as follows:
- Signposting**
- 3.4 Utilising the existing Lambeth Working website, we will continue to provide a signposting function to business support available across the borough. Following a review of business support providers, we are able to effectively signpost businesses to opportunities and this information is provided on the business support pages of the website. The team will ensure that new business support opportunities are promoted to businesses through the website and shared via business networks.
- 3.5 The council’s Business Helpdesk function is provided through the council’s arrangement with Capita. The Business Helpdesk Workbook is a document used by Capital in order to provide advice and signposting to callers, and it is the responsibility of the Business & Inward Investment Team to ensure that this workbook is updated. The Business Helpdesk has received an average of 82 enquiries per month during 2016 to date. The team will ensure the workbook is kept up to date and improved.

Supply chain support

- 3.6 Through existing s106 commitment, we are able to continue our support for supply chain 26

programmes; enabling the borough's SMEs to access contract opportunities. The supply chain support will continue to have a focus on the opportunities within the Vauxhall Nine Elms area and aim to maximise the socio-economic benefits of large-scale investment. Working with partner organisations, such as the South London Procurement Network, we will deliver targeted and planned support to enable businesses to access these opportunities.

- 3.7 Supply Nine Elms is the current supply chain support programme and is jointly funded between Lambeth and Wandsworth councils. A thorough review of the effectiveness of the current programme will take place ahead of a possible contract extension in October 2016. The review will analyse the value for money, benefits and additionally provided by the programme and consider alternative approaches to supporting local businesses to access and win contract opportunities.

Accelerators and business incubators

- 3.8 London has a vibrant and growing ecosystem of accelerators geared at supporting high-growth potential early stage companies. In particular, these have become a key part of London's technology sector ecosystem, helping to make the capital Europe's most vibrant start-up economy. But there are no accelerator programmes based in Lambeth currently, and very few business incubation facilities. Through our inward investment work programme, the team will reach out to existing accelerators to position the borough as an ideal place to relocate or grow provision.
- 3.9 There is an increasing trend for large businesses (including major landowners) to support new accelerator provision in London e.g. Canary Wharf Group sponsored Level 39 Fin Tech Accelerator and Telephonica's Wayra accelerator. This trend will be explored and promoted to Lambeth's big business and landowner community through the Creative & Digital Sector Strategy work and our Inward Investment communications activity.

Capacity Building Business Improvement Districts (BIDs) and Other Business Networks

- 3.10 The work programme includes a significant amount of work in support of existing and new business networks in the borough.
- 3.11 The team are supporting the establishment of a West Norwood Tulse Hill (WNTH) BID. In late July the ballot concluded and delivered a 'yes' vote for a WNTH BID, which is now set to become Lambeth's 7th BID. This makes Lambeth the first borough to have a BID across each of the major town and district centres; a BID-borough collective.
- 3.12 The Business & Inward Investment Team play an integral role in supporting existing BIDs from influencing, approving and getting council sign off for renewal proposals to acting as the key point as contact within the council. Sometimes this involves trouble-shooting issues that arise between BIDs and different parts of the council.
- 3.13 BIDs have well established work programmes that typically include a strong focus on a clean and safe business environment agenda. Whilst important to maintain, in line with recommendations made by the London Assembly⁷ and Future of London⁸ we propose to support Lambeth's BIDs to identify how they can expand their offer and make a stronger contribution to local economic development and regeneration. For example:

⁷ 'Business Improvement Districts. The role of BIDs in London's regeneration', London Assembly, February 2016

⁸ 'Evolution of London's BIDs', Future of London, March 2016

- Working with WeAreWaterloo to develop their Waterloo Business Incubator
- Supporting Brixton BID to strengthen their service offer, including encouragement to partner with high quality business support providers and invest in the establishment of a dedicated marketing resource for the Brixton Indoor Markets
- Encouraging Southbank BID to sponsor the Creative and Digital Industries Study

3.14 Through co-ordination of the **Lambeth BIDs Forum** we will continue to bring the BIDs together in order to explore collaboration opportunities and share best practice. We will ensure the Forum is utilised to enable the younger BIDs within Lambeth to benefit from the experience of the more established BIDs. The Forum will also continue to provide a platform for different council services to engage more with the BIDs collectively.

3.15 Through the Lambeth in Business NHB programme, we have a budget allowance (£47,000) to build the capacity and breadth of Lambeth's key business networks through small performance based contracts. Through the Lambeth in Business NHB programme we are contracted to the GLA to deliver the following outputs:

Output	Number
Businesses accessing support	450
Businesses better linked into business networks	200

3.16 Our NHB business networks expenditure will be geared at enabling new and established networks (including BIDs) to trial new ways of supporting their members where they can demonstrate strong cost benefit potential through interventions that aim to grow employment in our primary target sectors. This is likely to include (but not limited to) supporting the newly established Brixton Village and Market Row Traders Association to implement a shared marketing strategy; and sponsorship of the Brixton Design Trail 2016. We expect there may also be a strong rationale for utilising some of our NHB business networks budget to match-fund some early KIBA focused interventions if the WNTB BID becomes established, picking up on recommendations being made through the Visioning West Norwood project.

3.17 Support could also be given to key business networks to work up new project concepts and to highlight target funding sources. By identifying projects and pre-preparing outline funding proposals, we will enable key business networks to become increasingly proactive and efficient in leveraging finance to support growth. We will explore streamlined ways in which we can collate and promote funding opportunities to business networks to maximise external funding being allocated within Lambeth.

3.18 It is important to note that, whilst the team has allocated funding through the Lambeth in Business NHB programme, this will end in March 2017 and the council will need to seek alternative sources of funding to continue any financial for support business networks. The team will ensure that our efforts in 2016-17 are focused on projects that can deliver a lasting impact, and that business networks are fully aware the Council's support can only be time-limited.

4. Work programme 3: Strategy & Policy Development

- 4.1 The Business & Inward Investment Team has an important role to play in strategy and policy development in connection with investment and growth in Lambeth. Over the course of 2016-17 and 2017-18, the work programme involves several projects – some requiring support whilst others require the Business & Inward Investment Team to take a lead role, as outlined below:

Strategy and policy work requiring input

- 4.2 The team will continue to support colleagues by providing economic development input on a range of different feasibility, policy and strategy focused projects including:
- Visioning West Norwood and Tulse Hill
 - Brixton Works Feasibility Study
 - Brixton Economic Action Plan
 - Brixton Central Masterplan
 - OAKDA Masterplan
 - Street Markets Strategy
 - Community Infrastructure Levy Rates Review
 - Contributing to Pre Applications and commenting on and responding to planning applications
- 4.3 The range of projects requiring the teams input is likely to evolve over 2016-18. For example, Investment and Growth officers are currently considering potential new master planning studies for the UK Power Network and King's College Hospital sites in Camberwell, and Vauxhall 'Hinterlands' area.

Business and Inward Investment Led Strategy and Policy Work

- 4.4 Over 2016-18 the team intend to lead the progression of five new strategy and policy projects:

Project	About
Creative and Digital Industries Sector Growth Strategy	This research and strategy development project will provide the council and its partners with a detailed understanding of Lambeth's 'creative and digital DNA'. The work will culminate in the production of a growth strategy for Lambeth's creative and digital economy. The adoption and delivery of the strategy will be shared between the council and a wide range of stakeholders.
Workspace Policy Evidence Base and Workspace Policy Development.	Consultants will be commissioned to capture a qualitative and quantitative evidence base that will provide a detailed picture of town centre specific issues in connection with affordable and supportive workspace. The team will client this study, working closely with colleague in Planning Policy and Development Management. The study will be used to

	<p>inform the drafting of issues and policy options, with a view to the implementation of a new affordable workspace policy within a revised Local Plan.</p> <p>Working closely with the Principal Planning Policy Officer, this project will help the council to understand what planning policies are required to ensure that Lambeth can maintain and grow the number of affordable and supportive workspace facilities that cater to start-ups and growing businesses, as well as 'low threshold' enterprise space which provides affordable accommodation to lower value but economically important business activity.</p>
Lambeth Works Delivery Plan	<p>Following the Brixton Works Feasibility Study, officers recommend the development of a Lambeth Works Delivery Plan to capture (a) the types of workspace projects the Council wants to enable across Lambeth to support an innovative, varied and high growth economy (b) the Council's role in promoting workspace schemes; (b) the role other partners can play in promoting affordable workspace schemes; and (c) the targets and outcomes that the council will aim to achieve through the Enterprise Space work stream.</p>
Brixton Economic Action Charter	<p>Officers propose to translate the Brixton Economic Action Plan into a 'Brixton Economic Action Charter' format, with the aim of getting different stakeholders signed up to helping deliver the key recommendations and actions set out in the BEAP document. The intention is to move to position of aligned and shared responsibility in connection with the delivery of actions, in a way that is sensitive to the council's increasingly constrained financial position.</p>
Business rates devolution	<p>Whilst finance officers have previously commissioned forecasted impacts of potential changes to business rates legislation, they have not been satisfied with the results of this work. Subject to available resources, officers believe the council should investigate the implications and opportunities presented by the localisation of business rates. This work could also usefully explore how business rate incentive mechanisms have been applied successfully elsewhere to assist employment and business rate growth, suggesting potential models that could be applied to encourage growth where such a stimulus might be effective e.g. KIBAs with low industrial employment density.</p>

5. Work programme 4: Enterprise Space

- 5.1 As detailed above, officers believe a 'Lambeth Works' Delivery Plan is required to provide the strategic context, framework and targets to guide the council's efforts to deliver the Community Plan objective to enable more supportive and affordable workspace in the borough.
- 5.2 Whilst this Delivery Plan document is being produced, work will need to continue on a range of existing workspace projects. The current workload for the Business & Inward Investment Team includes:

114-118 Lower Marsh Phase 1	Enabling a temporary creative hub project in the space vacated by Waterloo Library. This will support more than 30 people to benefit from affordable workspace and bring Granby Place courtyard into use, making a positive contribution to the regeneration of Lower Marsh. The team are working closely with Meanwhile Space CIC to ensure the facility opens in September 2017.
Waterloo Incubator Space	The team have been supporting WeAreWaterloo BID on the appointment of external project support and the business planning exercise for the facility. In addition the team is working to ensure the Tenant Management Plan provides a good basis for securing local benefit.
Miles Street / Rudolph Place	The team have put forward a request for a 5 year affordable workspace commitment in line with the Vauxhall SPD, in connection with the planning application that has been made for a major new student accommodation and commercial space development. This could give rise to a new workspace facility within Vauxhall, and potentially a fee to meet the costs that could be incurred by the team in assisting the developer to successfully implement an affordable workspace condition.
Your New Town Hall Basement Enterprise Hub	In Q2, the team will run an Expression of Interest process to establish (a) interest from potential enterprise space operators; and (b) what income generating potential exists from the use of the basement as an enterprise hub. This initial work will inform the next stage of discussions with Cabinet Members.
Gresham Road Feasibility	The team have commissioned a viability and business case assessment, exploring the potential to acquire commercial space in partnership with a high growth co-working space operator, within the recently consented Taylor Wimpey development on Gresham Road. This work is helping to scope out the different ways in which the council could potentially generate income whilst meeting the challenge of ensuring there is more enterprise space within Brixton geared towards high growth potential sectors.

Brixton Central	The team are working with colleagues in Investment & Growth to explore how Brixton Central can meet the need identified in the Brixton Economic Action Plan to provide more commercial space, as well as a component including spaces geared at providing a flexible and affordable offer.
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6. Measuring Success

- 6.1 Officers are working with the council's Head of Performance to establish a new set of KPIs in line with the Community Plan which will enable the Business & Inward Investment Team, and wider Investment & Growth Team, to measure performance of work programmes. Current draft Lambeth Plan 2016 objectives that will require the setting of targets include:
- *Increased the number of 'good jobs' in the borough above the trend forecast by 2021(draft Lambeth Plan 2016 objective by 2021)*
 - *A larger business base with an increase in small and medium size enterprises, and concentrations of business in creative, digital, higher education and clean technology sectors. Increased the amount of affordable workspace in the borough, to support small businesses and entrepreneurs in the early stages of development (draft Lambeth Plan 2016 10 year objective).*
- 6.3 Officers also propose to establish a new measure and process for capturing external perceptions of the council with regards to our role in supporting development and investment. Monitoring how the council is viewed externally will inform the messaging of the team and provide recommendations for services across the council.
- 6.4 Using the findings and recommendations from the 2015 Lambeth Business Survey, we will seek to improve on several measures highlighted from this. Including:
- Increasing on the percentage of businesses in Brixton who rate the 'extent in which Lambeth Council is business friendly' as 'a large extent/some extent' (30% in 2015 business survey, considerably lower than other areas of Lambeth)
- 6.3 It should be noted that many of these measures rely on user experiences of services across the council, and although the Business & Inward Investment Team can seek to influence these services, success will reply on a collection of service areas interacting with business. Additionally, it is common for businesses to perceive the council as directly responsible for business issues for which we have limited influence (for example, the cost of business rates and private commercial rental levels).

END