

**Passmore Edwards Old Library,
Bath and Washhouse**
Redevelopment Feasibility Study

Issue 2.0b (Redacted)
15th March 2017

Passmore Edwards Old Library, Bath and Washhouse Redevelopment Feasibility Study

Explanatory Note on Feasibility Study Report Redactions

This Feasibility Study has been edited in order to remove those elements of the report that have the potential to be prejudicial to future stages of the redevelopment process.

For this reason, some information pertaining to redevelopment costs and to forecast building income and operating costs has been removed from the report so as to preclude the possibility of this information having an adverse influence on any future tender process(es), whether tenders for a building operator partner or for contractors to undertake capital works.

We have also removed the names of third party organisations with whom we consulted where appropriate to do so.

We have sought to minimise the number of redactions and to maintain the readability of the report to the greatest extent possible.

Michael and Partners

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1. Introduction

Michael and Partners (“MandP” hereafter) have been working with Southwark Council (“Southwark” hereafter) to develop a Buildings Masterplan for Burgess Park.

The Masterplan proposals include, amongst other significant initiatives, a proposed scheme that would see the redevelopment and modernisation of the Grade II listed Passmore Edwards Old Library, Bath and Washhouse building (“OLBAW” hereafter), transforming this building into a multi-use cultural and/or commercial hub featuring some or all of: artists’ studio space, rehearsal facilities, office and co-working space, space for public and private events and functions and a cafe/bar/restaurant.

In relation to the redevelopment of OLBAW, a feasibility study was previously commissioned by the Friends of Burgess Park (funded by an HLF Start Up grant) and was carried out by consultants Plincke, with a final report delivered in June 2016. Although extremely valuable, the scope of the Plincke study did not allow for the development of architectural concept drawings, and thus a full analysis of development costs was not possible, although estimated costs were provided. As such, Southwark require more robust building refurbishment costs to be developed. In addition, there are some material differences between the vision for OLBAW set out by Plincke and the vision set out in the Burgess Park Buildings Masterplan.

The objective of this study is therefore to explore the viability of the various proposals for OLBAW in greater depth to establish whether they are feasible and, if they are, to develop a recommendation as to how the project might be taken forward. The study therefore includes:

- A brief survey of the relevant background and surrounding area regeneration context.
- Consideration of an architectural concept scheme that would see the building brought back into use in a manner consistent with the redevelopment objectives.
- Market testing of possible building uses and development of an associated business case and operating model.
- An assessment of the capital investment required to restore and modernise the building and make it fit for purpose.
- An exploration of funding approach, with a particular focus on an assessment of HLF grant opportunities.
- An assessment of the feasibility of the OLBAW redevelopment, taking into account the findings of the study.
- A set of recommendations and proposed next steps in the form of an implementation plan.

Michael and Partners have worked with the following specialists in order to undertake this study:

- Gundry & Ducker Architecture Limited (Architects)
- Ridge and Partners LLP (Property & Construction Consultants)
- Edmond Shipway LLP (Construction Consultants)
- Feres Limited (Structural Engineers)
- Chloe Bird (Heritage Participation Consultant)

2. Executive Summary

This section provides a summary of the content, key findings and recommendations of this study.

2.1 Redevelopment Objectives

Through dialogue with Southwark and other stakeholders, we have identified the following eight OLBAW Redevelopment Objectives.

Objective 1

Safeguards OLBAW Building Heritage

Given the dilapidated state of the OLBAW building, any plan must include a refurbishment and modernisation of the building, making it fit for purpose for the long term and executed in a way that safeguards the heritage of the building.

Objective 2

Community Focussed

OLBAW must continue to be a community asset and, as such, the building's future uses must be relevant to the local community by providing activity that the community benefits from and/or housing activity that the community has expressed a desire to see within the building.

Objective 3

Establishes OLBAW as 'The Heart of the Park'

OLBAW must be established as the 'heart of the Park, and thus must be relevant to its Park setting. This means that some elements of the building's offer must be relevant to Park users. In addition, the architectural changes that are made should include some element of re-orientating the building towards the Park.

Objective 4

Consistent with the Park Masterplans

The functions that OLBAW houses in the future must be consistent with the wider Park Landscape and Buildings Masterplans.

Objective 5

Consistent with Emerging Wider Regeneration Initiatives

The regeneration of the local area will introduce new kinds of community facilities to the local area as well as bringing about changes in resident demographics. The plan developed for OLBAW must take account of these forthcoming changes.

Objective 6

Fundable

The initial costs of the project and the redevelopment of the building must have a realistic chance of being met from identified sources of funding.

Objective 7

Financially and Operationally Sustainable

It must be possible to operate the building in a financially sustainable manner. The building should be income generating for Southwark to some degree, and certainly should not require any ongoing subsidy or further investment for the foreseeable future. There must be a clear plan for the ongoing management of the building and the vision must be operationally viable.

Objective 8

A Home for Culture

The Building Masterplan identifies OLBAW as the most suitable location for cultural activity within the Park. A cultural focus has also emerged from recent consultation activity as a key desire of the local community.

2.2 Vision

We have set out a vision for the future of OLBAW that builds on the previous work carried out as part of the Burgess Park Landscape Masterplan (LDA) and Buildings Masterplan (Michael and Partners), and the work undertaken by consultants Plincke and the Friends of Burgess Park. Our vision also takes account of the market testing and other work we have undertaken as part of this study.

We have summarised this vision with the following aspirational statement:

The Passmore Edwards Old Library Bath and Washhouse is a vibrant community and cultural hub in the heart of Burgess Park. The Grade II Listed building was recently refurbished and modernised with the help of an HLF Enterprise Grant and now houses an exciting mix of events and activities and is home to a number of artists and creative businesses.

The Old Library has been transformed into a beautiful multi-purpose activity and events space with a terrace that opens out to wonderful views of the Park. The space is now used for range of varied activities, from participatory arts and performances, to community meetings and fitness classes, as well as weddings, parties and occasional corporate meetings and training days.

The Bath and Washhouse is now a hive of artistic and cultural activity housing artists' and makers' studios, an informal exhibition space and a vibrant café bar. During the daytime, the café bar serves both users of the building and visitors to Burgess Park with customers spilling out onto the terrace during the summer months. By night, good food and drink and a programme of evening events provide a focal point for the emerging evening economy – and a favourite hang-out for local residents, both new and old.

This much loved but recently rather derelict and desolate building is now truly the 'heart of the Park'.

We suggest that this vision is one way of meeting the Redevelopment Objectives and securing the future of the building.

However, we have also sought to be clear that the vision we have set out is not the only way of meeting the Redevelopment Objectives, and a modified vision might ultimately be preferred by Southwark Council or, equally crucially, by those with whom Southwark may elect to partner in order to manage and operate the building in the future. As such, we recommend that, whilst MandP has had to 'take a view' on the particular mix of functions and activities that the building might house in the future (for the purposes of space planning, architectural planning and financial modelling), any such vision should be seen as provisional and should be left flexible until operating partners have been selected, further consultation has taken place, and the vision is able to be refined to the point where all relevant stakeholders are agreed.

Please see Section 7 for a full discussion of the building vision.

2.3 Market Testing

The market testing work we have undertaken suggests that:

- There is a viable future for the Old Library as a flexible, mixed use activity and events space. We envisage the following combination of uses:
 - Daytime and evening community hires (community groups, fitness classes etc.)
 - Small scale performance and cultural events of various kinds
 - Occasional rehearsals
 - Weddings and civil partnerships (ceremonies and receptions)
 - Other medium and large scale social gatherings and parties
 - Children's parties
 - Daytime corporate events and meetings
- There is significant unmet local demand for artist studio space and thus the Bath and Washhouse building should be configured to meet this need.
- Whilst there is a level of risk associated with the pace of economic and demographic change as part of the forthcoming regeneration, OLBAW can support a new café bar designed to serve users of the building, visitors to the park, and the local community.
- Whilst there is some local demand for the provision of hot desking and co-working space, this is best met by the capacity already planned to be made available as part of the Chumleigh Gardens refurbishment.

2.4 Architectural Concept Scheme

Working with Gundry & Ducker Architecture, we have developed an architectural concept scheme in order to:

- Bring the vision to life;
- Enable a full assessment of space planning and space allocation; and
- Provide sufficient design detail to enable the creation of a budget setting out estimated building refurbishment and redevelopment costs.



Please see Section 8 and Appendix 02 for further detail of the architectural concept scheme.

**2.5
Building
Redevelopment
and Other
Project Costs**

We assess the total costs of taking the OLBAW redevelopment project to completion to be as follows. Costs are shown exclusive of VAT.

<p>Professional fees to further develop plans and complete funding process, in accordance with suggested Implementation Plan.</p> <p><i>This is an indicative sum provided as a guideline. The final figure will depend on the mix between tasks performed by Southwark Council and/or chosen building operator partners and the tasks outsourced to consultants, and the precise scope of those tasks.</i></p>	<p>██████████</p> <p><i>See Section 2.10 below for a breakdown of this expenditure.</i></p>
<p>Design and build cost including preliminaries, contingency and associated professional fees</p> <p><i>Professional fees included: Architect, Structural Engineer, Mechanical and Electrical Consultants, Project Management and Quantity Surveying Services.</i></p> <p><i>This is the estimated design and build cost for the architectural scheme set out within this report.</i></p> <p><i>Whilst we believe the chosen scheme to be 'representative', other schemes will differ in the precise cost of implementation.</i></p>	<p>██████████</p>
<p>Provision for delivery of Heritage Engagement activity</p> <p><i>This is an estimate of the costs of delivering the 'during project' Heritage Engagement activity, an important requirement of the Heritage Enterprise Grant process.</i></p> <p><i>The costs of planning this activity are included in the professional fees set out above.</i></p>	<p>██████████</p>
<p>Building fit-out costs</p> <p>This is an indicative estimate but is subject to change once a full internal specification is developed.</p> <p><i>Building fit-out costs may be shared with incoming building operators, dependent on the commercial agreement reached.</i></p>	<p>██████████</p>
<p>Indicative Total Project Budget</p>	<p>██████████</p>

Some project costs are excluded from this estimate. Please see Section 10 for details. These exclusions include the cost of any landscape changes implied by the OLBAW development. Relevant areas for consideration are noted in Section 9.7 but it is outside the scope of this study to assess, design or cost landscape works.

A full discussion of project costs can be found in Section 10.

2.6 Post- Redevelopment Management Approach

We recommend that, post-development, OLBAW is managed by a master tenant, supported by a catering contractor to run the Café Bar (assuming the master tenant does not have this expertise).

We have further recommended that the management of OLBAW be combined with the management of the event, meeting and co-working facilities at Chumleigh Gardens West and Chumleigh North. We believe this makes sense given the similarities between the functions being performed as well as providing much needed economies of scale.

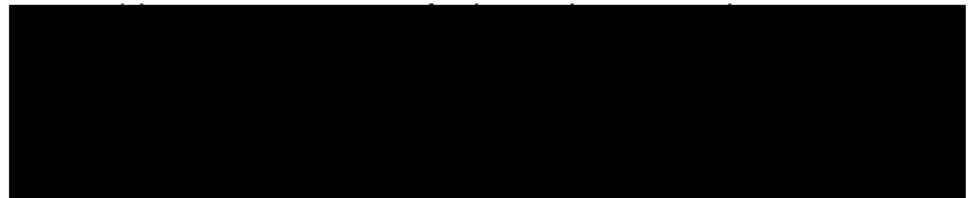
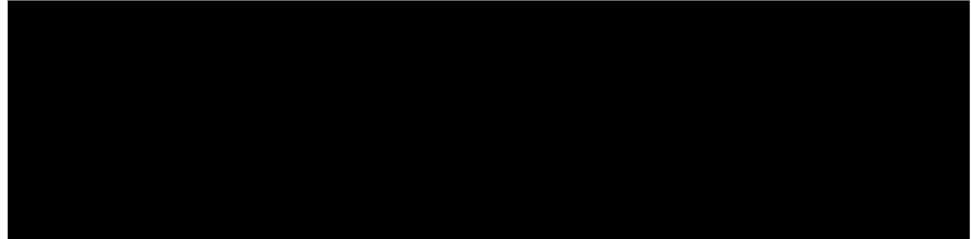
We have suggested a range of commercial structures that could be applied to the master tenant relationship. These range from fixed lease terms to revenue share arrangements and combinations thereof.

We have suggested that a tender process be initiated at an early stage to find preferred partners to whom Southwark can entrust management of the building. This process will serve to both refine the project vision and having an operator in place on a provisional basis will strengthen the proposed application to the HLF for a portion of the capital funding.

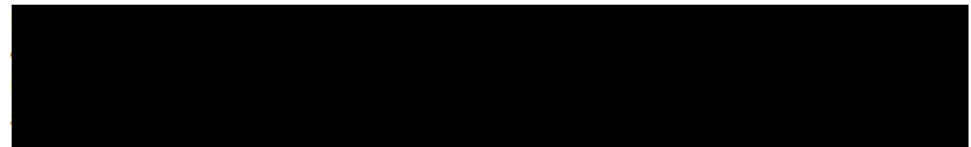
2.7
**Post-
Redevelopment
Financial
Sustainability**

MandP have developed a financial model to forecast the likely outlook and income generation associated with the operation of OLBAW (Option A) and for a combined OLBAW / Chumleigh operation (Option B).

Both plans deliver the non-commercial Redevelopment Objectives but there are differences between the plans when assessing the risk profile and the levels of resulting income for Southwark.



In the circumstances our recommendation is that the Option B approach is pursued.



2.8 Funding Approach

We propose that the required project investment [REDACTED] is financed as follows:

- a £2,000,000 HLF Heritage Enterprise Grant

The proposed application is set at this level as applications above £2 million are decided by the HLF national rather than regional committee and are subject to much greater competition. HLF guidance received is that the narrative around OLBAW is a 'London story'.

PLUS

- a [REDACTED] contribution from a consortium of Southwark Council and chosen building operator partner(s), perhaps augmented by other sources of funding relevant to the building operator's particular identity, activity or planned vision for OLBAW and this should be explored as part of the operator tender process. Notwithstanding any such contribution, it will be necessary for Southwark Council to provide the vast majority of this portion of the funding requirement if the project is to be able to proceed.

2.9 Feasibility Assessment

The initial capital required to enable the building redevelopment [REDACTED] is substantial, particularly when viewed in the context of (i) the post-redevelopment market value of the building; and/or (ii) the resulting level of income generating potential which, if the Redevelopment Objectives are to be respected and fully delivered, remains modest.

However, the 'do nothing' scenario also carries a real cost. It is not within the scope of this study to quantify forthcoming building maintenance costs but, in the absence of a significant refurbishment, it is clear that these costs will be substantial and ongoing. The derelict basement area will also remain unused in this scenario. Moreover, OLBAW will remain a 'gap' in the otherwise coherent masterplan for the park and its buildings, and indeed the wider regeneration of the local area. In this context, there is a strategic cost in allowing such a visible and high-profile building to continue along a path towards dilapidation and under-use.

The prospects of securing an HLF Enterprise Grant appear to be reasonable, but success is by no means guaranteed, and care would need to be taken to ensure any Round 1 application was as well constructed as possible. The project's chances would be further improved if OLBAW came to be categorised as formally 'at risk' by English Heritage, and if a building operator was identified at an early stage in order to give the best possible definition to the post-redevelopment narrative.

The potential operators with whom MandP undertook dialogue as part of this study were enthusiastic about the project and the prospects for the building. We are confident any tender process to find an operator for the building would generate significant interest.

Once the redevelopment is completed, the operating model appears to be financially sustainable, although levels of income generation for Southwark will be modest. Our assessment is that the project is most financially viable, and has the least risk, if the management of OLBAW is combined with the meeting, event and co-working facilities within Chumleigh Gardens in order to harness the maximum possible benefits of scale.

The residual uncertainty around the impact and pace of change associated with the local area regeneration is a significant project risk and means that, for the time being, the vision should be left sufficiently flexible to be able to respond to a change in the regeneration context, or alternatively to harness the more bespoke, entrepreneurial approaches to mixed usage that may emerge from the proposed operator tender process.

Subject to the points set out above, our conclusion is that, if capital funding is provided, the identified Redevelopment Objectives can be achieved and thus the project is feasible.

Redeveloping OLBAW would undoubtedly deliver significant benefits to local residents and to Burgess Park users, and would complete the vision of a revitalised Burgess Park. Progressing the project now, rather than later, would enable OLBAW to stake a claim for the functions it seeks to perform, enabling the wider regeneration to develop in a way that takes into account that positioning. In this sense, there is a window of opportunity to secure the building's future that will not exist indefinitely.

2.10 Implementation Plan

Should Southwark elect to proceed with the project, we have set out a phased Implementation Plan in Section 15.

Given the residual risks that remain, the implementation plan is designed to provide a series of gateways with success criteria associated. Thus, if the success criteria are not met, the project can be suspended with a view to it being re-thought or abandoned, with the minimal level of further investment being put at risk at each stage.

The Implementation Plan is configured in nine phases as follows:

- Phase 1 – Secure Key Stakeholder Support for Vision
- Phase 2 – Secure Funding for Phase 3 (Provisional Tender)
- Phase 3 – Run Provisional Tender for Master Tenant and Catering Contractor
- Phase 4 – Refine OLBAW Vision and Plans with Chosen Operator
- Phase 5 – Prepare HLF Enterprise Grant Round 1 Application
- Phase 6 – Prepare HLF Enterprise Grant Round 2 Application
- Phase 7 – OLBAW Redevelopment Final Planning
- Phase 8 – Redevelopment Works
- Phase 9 – OLBAW Launch Planning

The timetable concludes with the OLBAW re-opening following the redevelopment in Spring 2021.

Implementation Phase	Estimated Phase Cost (£k)	2017				2018				2019				2020				2021				
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Phase 1 - Secure Stakeholder Support																						
Phase 2 - Secure Funding for Phase 3																						
Phase 3 - Provisional Tender																						
Phase 4 - Refine OLBAW Vision																						
Phase 5 - HLF Round 1																						
Phase 6 - Development Phase / HLF Round 2																						
Phase 7 - OLBAW Final Planning																						
Phase 8 - Redevelopment Works																						
Phase 9 - Launch Planning																						
Total Cost																						

2.11 Alternative Ways Forward

We note the following options which could be further explored in due course if Southwark Council either (i) elect not to proceed with the proposals for OLBAW set out in this report for whatever reason, or (ii) require an appraisal of other options prior to electing how to proceed. None of these alternatives meet the Redevelopment Objectives as fully as the vision set out above but they have other potential advantages, as noted below.

Alternative Option 1 – Building Meantime Use

Allocate the whole building (or all of it except the derelict basement) to ‘meantime use’, possibly alongside a defined level of investment to perform essential maintenance and repairs. The purpose of this approach would be to further test aspects of the model prior to making a final decision to proceed with the larger refurbishment / vision.

Advantages:

- Much lower level of initial investment needed
- Allows testing of some of the proposed building uses

Disadvantages:

- Testing of building uses could be undermined by poor state of the building (affecting its attractiveness to customers / hirers etc.)
- Testing of building uses and management approach could be undermined by short meantime lease term which prevents significant investment from operator.
- Attractiveness to potential operators may be reduced by short meantime lease term.
- Any expenditure on maintenance is unlikely to reduce future refurbishment costs if the larger project goes ahead at some stage, and is thus incremental expenditure.
- HLF Enterprise Grant scheme may be discontinued in the future, and thus a delay in making the application could be costly.

Alternative Option 2 – Reduced Ambition Vision and Refurbishment

Under this option, some of the Redevelopment Objectives would be sacrificed in favour of a reduced ambition refurbishment program and vision for the building’s future use. We would envisage Southwark deciding upon a sum of money they are willing to invest in a limited building repair project based around the priorities of chosen incoming tenants (selected through a tender process) and resolving accessibility problems to the extent possible. This approach could be built around giving over the entire building to an artist studio operator or another operator who can meet some portion of the Redevelopment Objectives.

Advantages:

- Lower level of initial investment needed, though still significant, especially if the derelict basement is to be brought into use.
- Delivers a long-term solution / resolution.

Disadvantages:

- Unlikely to meet a significant number of the Redevelopment Objectives and likely to mean less ‘public access’ and building heritage not preserved.
- The building’s future use is to a large extent dependent on choosing ‘the best option available’ from tenant tender responses, with Southwark having less control over outcomes.
- Lack of a full refurbishment could leave significant ongoing repair and maintenance cost liabilities.
- Building / project income likely to be reduced versus the forecasts in this study

These alternative options are discussed in more detail in Section 16.

3. Feasibility Study Objectives, Scope and Approach

3.1 Study Objective

The objective of this study is as follows:

To explore the viability of recent proposals for the redevelopment and future use of the Passmore Edwards Old Library, Bath and Washhouse and to establish whether or not they are feasible and, if so, to make recommendations as to how the project should be taken forward.

OLBAW Feasibility Study Project Initiation Document, October 2016

3.2 Study Scope and Scope Exclusions

The following statements set out the scope of the feasibility study in more detail and highlight some specific areas that are out of scope and thus may need to be the subject of further work in due course, should the redevelopment of OLBAW progress to the next stage of development.

Activity / Analysis in Scope	Supporting Comments and Scope Exclusions
<p>Background</p> <p>A brief survey of the relevant background and surrounding area regeneration context.</p>	<p>We have noted in Section 4.3 some of the key elements of the local regeneration that are relevant to the OLBAW redevelopment.</p> <p>That said, the reality is that many of these regeneration plans are still developing and therefore, whilst it is possible to draw some broad conclusions, it has not been possible to precisely quantify the likely impact of the regeneration, for example in terms of (i) local resident demographic changes, or (ii) the extent to which other comparable or potentially competitive facilities may be created by the regeneration activity in the medium to long term.</p>

Activity / Analysis in Scope	Supporting Comments and Scope Exclusions
<p>OLBAW Building Condition Assessment</p> <p>Review of existing survey reports and Heritage Building reports. Commissioning of one new survey to generate an up to date condition report for the Bath and Washhouse building.</p>	<p>For the most part, we have utilised pre-existing survey reports and the existing Heritage Building Report (included in Appendices 12 and 13 respectively).</p> <p>We commissioned one new Condition Report (from Ridge and Partners) for the Bath and Washhouse building since the pre-existing survey information was insufficiently detailed for us to generate a repair works cost estimate. The scope of this report was limited to assessing the condition of those areas of the building that would not be replaced or otherwise superseded by our proposed design scheme. The resulting Condition Report can be found within Appendix 12.</p> <p>It was not within our scope to commission any detailed additional survey reports such as asbestos, M&E, ground contamination, acoustics etc. We have stated at various points in our report as to the assumptions made in relation to those issues.</p> <p>It is not within our scope to estimate likely building maintenance costs in the event that the full redevelopment of the building is not progressed, although an assessment of this could be made by a third party based on the existing Old Library and newly conditioned Washhouse condition reports.</p>
<p>Architectural Concept Scheme</p> <p>Consideration of an architectural concept scheme that would see the building brought back into use in a manner consistent with the vision.</p>	<p>We have produced a series of concept drawings to enable visualisation of the proposed scheme.</p> <p>We have also prepared an outline structural scheme in order to verify the viability of our proposals.</p> <p>The drawings and information we have generated represent a selection of the tasks required (but not the entirety of required tasks) from RIBA Stages 0-2. As indicated within our Implementation Plan, further works would be required to complete all of the steps required under the RIBA Stage process.</p>

Activity / Analysis in Scope	Supporting Comments and Scope Exclusions
<p>Capital Investment and Other Costs</p> <p>An assessment of the capital investment required to restore and modernise the building and make it fit for purpose.</p> <p>Provision if additional estimates of the investment required to complete residual planning and analysis tasks and prepare operator tenders and funding bids.</p>	<p>We have included estimated costings against our concept scheme. The scope of works does not allow for costing of multiple schemes or variants, and also excludes assessing the cost of repairing the building 'as is' (i.e. on the existing footprint), though it should be noted that repairing the building on the current footprint would not be a long term viable solution in any event (due to continued accessibility restrictions and various other issues).</p> <p>We suggest that our architectural scheme is indicative of the capital investment that would be required, even if ultimately a slightly different scheme were to be adopted.</p> <p>We have separately indicated the likely additional professional services / consultancy costs to progress the project through the next stages and on to completion.</p>
<p>Associated Landscape Works</p> <p>A high-level indication of the landscape changes implied by the proposed building redevelopment.</p>	<p>Whilst we have indicated what landscape changes might be appropriate, our scope of works excludes a detailed consideration, design or costing of the landscaping works implied or required by the OLBAW redevelopment.</p>

Activity / Analysis in Scope	Supporting Comments and Scope Exclusions
<p>Market Testing</p> <p>Market testing of the proposed building uses and development of an associated business case and operating model.</p>	<p>We have undertaken market testing consisting of desk research and dialogue with a selection of potential operators of the building and a range of organisations and individuals who could comment on the potential use types.</p> <p>The market testing has been limited to a series of agreed activities, set out and agreed during the Project Initiation phase. These are as follows:</p> <p><u>Old Library</u> Meetings Training Non-catered events Catered events Weddings Performances / programmed artistic events Community hires Other public events</p> <p><u>Bath and Washhouse Building</u> Meetings Training Office space and co-working Artist / makers studios and Restaurant / Café / Bar</p> <p>This market testing has fed into a draft business plan and operating model for the building.</p>
<p>Project Funding</p> <p>A high-level exploration of funding options, and a detailed assessment of HLF grant opportunities.</p>	<p>Our scope excludes an exhaustive survey of all possible funding options.</p> <p>Instead, building on the previous work completed by Plincke, we have focussed our analysis on the HLF Enterprise Scheme and have made a full assessment of the suitability and next steps required to pursue this funding route.</p>
<p>Feasibility Assessment</p> <p>An assessment of the feasibility of the proposed vision and scheme, taking into account the findings of the study.</p>	<p>Our conclusions as to the viability of the scheme are set in Section 14.</p>
<p>Implementation Plan</p> <p>A set of proposed next steps in the form of an implementation plan.</p>	<p>Our recommended Implementation Plan is set out in Section 15.</p>

3.3 Study Approach

The approach we have taken to conducting this study can be summarised as follows:

<p style="text-align: center;">Review Background and Context</p> <p>Detailed review of relevant context, including plans for Burgess Park itself and the regeneration of the wider area.</p>
<p style="text-align: center;">Review Pre-Existing OLBAW Studies and Proposals</p> <p>Detailed review of pre-existing surveys, studies and proposals relating to OLBAW, with particular reference to the detailed study already undertaken by Plincke, on behalf of the Friends of Burgess Park.</p>
<p style="text-align: center;">Commission Additional Building Surveys</p> <p>We commissioned a measured survey of the building in order to create accurate plans against which to develop our architectural scheme. In addition, due to limitations with the pre-existing condition survey information relating to the Bath and Washhouse building, a new condition report for that building was commissioned.</p>
<p style="text-align: center;">Conduct Market Testing of Building Uses</p> <p>We conducted market testing across an agreed list of potential building uses, developing a view as to which uses were viable, and which were not.</p>
<p style="text-align: center;">Select a Viable Combination of Future Building Uses (a possible 'Vision')</p> <p>We selected a viable combination of building uses in order to arrive at one possible 'vision' for the buildings' future. This in turn enabled the development of a sample architectural scheme and sample financial model.</p>
<p style="text-align: center;">Develop an Architectural Concept Scheme</p> <p>Working with Gundry & Ducker, we developed an architectural scheme that corresponded to the building vision. We also developed a structural engineering scheme to confirm the viability of these proposals.</p>
<p style="text-align: center;">Assess Build Costs and Other Professional Fees</p> <p>Working with Edmond Shipway LLP, we combined the building condition survey information and our architectural scheme in order to generate estimated costs for the repair and redevelopment of the building. We have also suggested an appropriate provision for the associated design and professional fees.</p>
<p style="text-align: center;">Develop Post-Redevelopment Management Approach</p> <p>We developed recommendations as to how the building should be managed following the redevelopment to optimise delivery against the vision.</p>
<p style="text-align: center;">Develop Post-Redevelopment Financial Model</p> <p>We developed a financial model in order to understand the likely income and expenditure profile of the building post re-development.</p>
<p style="text-align: center;">Explore Funding Options</p> <p>We have explored funding options, with a particular focus on HLF funding streams.</p>
<p style="text-align: center;">Make Viability Assessment</p> <p>Taking into account the findings of the study, we have made an assessment as to the viability of the scheme and have set out the residual risks and issues as we see them.</p>
<p style="text-align: center;">Set Out Implementation Plan</p> <p>We have developed an implementation plan in order to provide Southwark with a roadmap for the remainder of the project, should it be taken forward.</p>

4. Background

4.1 The Burgess Park Landscape Masterplan

The main Burgess Park Landscape Masterplan ('LDA Masterplan' hereafter, in order to distinguish this plan from the Buildings Masterplan), produced by Southwark Council and LDA Design, was initially created in 2010, and was reviewed and substantially updated in autumn 2015.

The LDA Masterplan makes a number of high level proposals in relation to the future usage and refurbishment of existing buildings, and states that OLBAW is 'a significant, yet underused asset to the park'. The Masterplan proposes the following:

"Reconfiguration of the Old Library to face towards and engage with the Park and adjacent flexible event space. There is potential for the building to become a community hub for activities such as dance, music, performance, art based programmes, education classes, exercise classes, community gatherings and meetings. The Bath House is more suited to be a café or restaurant, artists' studios, creative start-up workspace, meeting rooms, practice rooms, management space. In this way, the building could face and interact with the Heart of the Park for cultural events, activities and socialising, meaning that it can bring vibrancy to the centre of the Park."

Burgess Park Landscape Masterplan, Autumn 2015

4.2 The Burgess Park Buildings Masterplan

MandP were appointed in May 2016 to develop the Burgess Park Buildings Masterplan with the focus on developing specific plans for each building within the Park, building on the high-level recommendations already made by LDA.

The Buildings Masterplan recommended that a more detailed Feasibility Study was required for OLBAW, but set out the following evolution of the vision for the building:

Proposed direction, to be explored at Feasibility Study stage:

- *Refurbish and modernise OLBAW building to enable it to function as a multi-purpose, mixed use cultural and commercial hub, featuring:*
 - i. *A flexible events space within the Old Library, with facilities for a range of different meetings and events, including catered events such as weddings.*
 - ii. *A range of studios and office spaces suitable for use by artists, creative industries and small businesses*
 - iii. *A café/bar/restaurant serving both building occupants and the general public, including in the evening.*
- *Relocate Lynn AC Boxing club to other suitable premises within the borough*
- *Consider in due course whether to offer other existing tenants (Theatre Delicatessen and RCCG Faith Foundation) space in the refurbished building based on defined criteria.*
- *Source an appropriate third party operator to run the building, most likely in consort with the commercial office and events facilities being developed at Chumleigh Gardens.*

Burgess Park Buildings Masterplan, September 2016

4.2.1 Buildings Masterplan and OLBAW Redevelopment: Specific Considerations

The Buildings Masterplan included other recommendations for buildings within the Park which must be borne in mind when developing plans for the future of OLBAW. These considerations are briefly set out below.

Burgess Park Building	Buildings Masterplan recommendation and relevance to development of OLBAW vision
Chumleigh Gardens West and North First Floor	<p>The Buildings Masterplan recommends a continuation of the ‘meetings and events’ hires activity that takes place at Chumleigh West, with the business enhanced by a light-touch refurbishment of the spaces available for hire.</p> <p>Additionally, the Masterplan recommends that the first floor of Chumleigh North is refurbished and configured to provide a number of hot desking / co-working desks, available to hire on a monthly flat cost basis.</p> <p>Given there is overlap and synergy with the emerging vision for OLBAW, consideration should be given as to whether OLBAW, Chumleigh West and Chumleigh North First floor should be managed as one connected estate. This would potentially provide economies of scale and ensure a synchronistic approach to pricing and marketing.</p>
Burgess Park Community Sports Centre	<p>The Masterplan recommended an extension to the Sports Centre to provide a dedicated gym and enlarged fitness studio.</p> <p>Since the Masterplan was published, the prospects of the extension progressing have reduced due to an emerging preference for extending football pitch provision instead. Whilst this situation is still fluid, if the outcome is that the Sports Centre extension does not take place then this will increase the demand for ‘fitness studio’ type activity which could be housed within a redeveloped OLBAW.</p>
‘Giraffe House’ Building	<p>The Masterplan envisages this building be removed in the future, although it should be noted that it is providing a useful function in the short term providing a base and office accommodation for the Creation Trust and other community groups. Whilst in theory this kind of accommodation could be provided within OLBAW instead, it is not consistent with many of the Redevelopment Objectives, and is unlikely to be commercially viable, and therefore is not being afforded specific consideration by this study.</p>
Burgess Park Tennis Centre	<p>The Masterplan recommends that this building be refurbished and expanded, including the addition of a small café to serve the western end of the Park.</p> <p>MandP’s understanding is that, at time of writing, funding for this redevelopment is not secured and thus this project will not be proceeding in the very short term.</p> <p>The key impact on OLBAW is in relation to the café element in so much as the continuing absence of a café at the west end of the park further strengthens the business case for an OLBAW café. Conversely, if the tennis centre project was to proceed, this creates additional daytime competition which needs to be taken into account.</p>

Burgess Park Building	Buildings Masterplan recommendation and relevance to development of OLBAW vision
Urban Games Clubhouse	<p>The Masterplan envisaged the construction of a new 'Urban Games Clubhouse' within the urban games area that is proposed for the area immediately to the west of the BMX track. The scale of this new building is still under consideration but it may be that it is large enough to be able to host small scale events of various kinds, and may have a small food and drink kiosk that opens for peak hours.</p> <p>The may be a role for OLBAW in supporting events and other activity at this new building through the provision of additional spaces and back of house facilities.</p>

4.3 Local Area Demographics and Regeneration Plans

4.3.1 Current Southwark Residential Demographics

Southwark has an ethnically diverse and youthful population. The mid-year population estimate for 2012 estimated the population of Southwark to be 293,530, with 58 per cent aged 35 or under. Southwark has the highest proportion of residents in the country who were born in Africa (12.9 per cent), as well as a significant population from Latin America, with 75 per cent of reception-age children from black and minority ethnic (BME) groups. Over 120 languages are spoken in Southwark, with 11 per cent of households having no member of the household who has English as a first language. Southwark has the 9th highest population density in England and Wales at 9,988 residents per square kilometre.

Borough Bankside and Walworth

The park falls under three separate community councils. Camberwell, Peckham and predominantly Borough Bankside and Walworth. Key facts from Southwark's profile of the Borough Bankside and Walworth community council include that it has:

- The highest proportion of residents aged 18-24 in Southwark.
- 51% of residents are white, which is lower than the Southwark average of 54%. The area has the highest proportion of Asian/ Asian British residents in Southwark (12%).
- 11% of residents identify as Muslim, higher than the national average of 5%.
- The community council has the highest proportion of economically inactive residents in Southwark (30%) however this is in line with the national average.
- The proportion of residents that live in a flat, maisonette or apartment (86%) is the highest in Southwark and significantly above the national average of 21%.
- The proportion of home owners (22%) is the lowest in Southwark and below the national average of 64%, while the proportion of properties that are social rented (52%) is the highest in Southwark and above the national average (18%).

4.3.2 Regeneration Overview

The extensive and ongoing regeneration of the area surrounding Burgess Park is a significant factor in considering the most appropriate future role of OLBAW.

The regeneration will affect the demographic of the users of the park and will impact both positively and negatively on the facilities available in the area.

Michael and Partners understands the key regeneration initiatives to be as follows:

- **Redevelopment of the Aylesbury Estate:** This regeneration initiative will take place over the next 15-20 years across four phases. The first new homes were delivered in 2012. The regeneration will include nearly 4,000 new homes, of which 50% will be affordable, including a significant number of social rent homes.
- **Regeneration on the Old Kent Road:** Southwark Council and the GLA are currently preparing a new plan for the Old Kent Road and surrounding area to guide and manage new development and growth in the area over the next 15 years. The initiative is likely to include up to 5000 new homes in the next 5 years, largely for new residents.
- **Regeneration of Elephant and Castle:** This regeneration will continue for the next 15 years. The regeneration will include the creation of a new pedestrianised town centre, market square, 5,000 new and replacement homes, up to 450,000 square feet of retail space, an

integrated public transport hub and new green spaces. It includes both new cultural and leisure facilities.

In addition, Southwark’s Regeneration Team have highlighted the following developments that feature elements that are similar to the proposed vision for OLBAW, or are very nearby:

- **Park House Street Regeneration:** This will include a number of residential units which will be of mixed tenure so to include homes for private sale, social rent and intermediate housing. The proposed location is adjacent to Burgess Park. This may be followed by a wider regeneration of this area including the creation of a mixed used development with creative workspace.
- **Camberwell Fields Housing Development:** this is a development of 120 shared ownership and 41 private homes overlooking Burgess Park.

Finally, transport links to the area will be significantly improved including through the extension of the Bakerloo line and the construction of new stations, including two along the length of the Old Kent Road, with “Old Kent 2” likely be close the eastern end of Burgess Park.



Fig 01. Transport for London, Bakerloo Line Extension, Proposed Station Locations

Whilst the Bakerloo extension is some years away (construction could start in 2023 with services running by 2028/29), this is nonetheless a highly significant factor and is expected to be a major catalyst for economic regeneration in the area.

4.3.3 Impact of Regeneration Plans on OLBAW Vision

The redevelopment initiatives set out above are clearly significant, and certain conclusions relevant to OLBAW can be drawn. However, some aspects of the regeneration are at an early stage of planning and currently lack the specificity that would be needed in order to make possible a detailed assessment of the types of community facilities or commercial activity that will result, and thus OLBAW should steer clear of to avoid over-supply.

In broad terms, the regeneration will bring a significant increase to the density of the population around the park, and, as part of developing mixed communities, bring a considerable proportion of more affluent residents.

It is challenging to accurately model the exact nature of this demographic change, or forecast the precise timetable associated with it, but it seems appropriate to develop the vision for OLBAW in light of the following broad conclusions:

- The next 5 to 10 years will see a broadening of the Burgess Park visitor demographic, meaning there will be a more diverse appetite for various activities and services including but not limited to sports, arts and culture, and food and drink.
- There will be an increasing community of more affluent visitors with more disposable income
- There will be an increase in the population in the immediate vicinity of the Park, leading to increased park visitor numbers and greater take-up of offers and services that are made available within the Park and its immediate vicinity.

That said, the residual uncertainties in the pace and extent of this change mean that it will be important to retain a level of flexibility in the plan for OLBAW, such that it can be modified over time if demographic changes or the emergence of competing provision should mean that any vision for OLBAW that might look appropriate from the perspective we have now ceases to be appropriate.

Finally, since the OLBAW development could take place in advance of many of the other forthcoming regeneration initiatives, we understand from the Southwark Regeneration team that there is an opportunity for OLBAW to carve out a place for itself and a reserve a position (in terms of the functions and services it provides) by virtue of being first. In other words, to the extent OLBAW meets a community need for a facility or service, that need not then be duplicated within other local regeneration projects, the plans for which remain sufficiently flexible to adapt to whatever vision might be adopted for OLBAW.

4.4 Introducing the Passmore Edwards Old Library, Bath and Washhouse (OLBAW)

The Passmore Edwards Old Library, Bath and Washhouse is a Grade II listed building, built in 1901-02. It serves as a reminder of the community who lived and worked in the dense inner urban housing and industry built up in that area of North Camberwell from the early 19th century, and that was gradually resettled after the Second World War to create much needed open space.



Fig 02. Engraving of the building from the opening programme, 1903

A Heritage Assessment commissioned by Plincke as part of the work for the initial HLF start-up grant funded study summarised the significance of the Old Library, Bath and Washhouse as follows:

- **Historic Interest:** the building is a rare type of combined public building, and one of the last remaining public buildings of the community of North Camberwell. It exemplifies late 19th and early 20th century philanthropy and how facilities for health and learning were brought to the poorest urban communities.
- **Architectural and Artistic interest:** the building was built during the period when craftsmanship was at its highest level and with a significant budget for the library and exterior main elevations, there was considerable money to spend on the exterior stone carvings. The design is that of an assured architect who was conversant with English architecture from 1600 onwards and a practitioner of the Arts and Craft movement who understood how to use the best materials and get the best from skilled craftsmen.
- **Archaeological Interest:** the fact that the building has not received much investment since the Second World War means that though the baths and washing sinks and other equipment such as the furnace and steam boiler have gone, it is possible to trace their positions on the

floors and walls. There are also a number of other features and fittings that have survived that may be of interest.

- **Communal Value:** the building stands along with the nearby listed St George's Church as an important physical reminder of the historic community of North Camberwell. To the families who still live in the area, and those who come back to see it, the building is a focus for their memories. To all those visiting Burgess Park it has the capacity to remind them how the park was created by clearing a substantial neighbourhood.

4.5 OLBAW: Current Situation

This section briefly sets out the ways in which OLBAW is currently used and summarises the current financial position of the building.

4.5.1 Current Tenants

The building is home to three current tenants.

The Redeemed Christian Church Of God Faith Foundation (RCCG)

RCCG occupy the first floor of the Bath and Washhouse building and use the space as a place of worship for a community of approximately 100 – 150 worshippers. RCCG also provide other forms of support to the local community including through the provision of IT workshops and other forms of life coaching.

RCCG occupy the building on a rolling ‘tenancy at will’ lease.

RCCG are aware that the future of the building is under review and were involved in consultation as part of the wider Buildings Masterplan consultation exercise.

Lynn AC Boxing Club

Founded in 1892, Lynn is Britain’s oldest amateur boxing club and has a proud history, producing champions from School Boy to Olympic level. The club provides facilities and training to both adult and youth boxers, with a particular focus on developing talent from the local area.

Lynn occupies the ground floor of the Bath and Washhouse building on a rolling ‘tenancy at will’ basis.

Lynn are aware that the future of the building is under review and were involved in consultation as part of the wider Buildings Masterplan consultation exercise.

Theatre Delicatessen

In 2016, Theatre Delicatessen took up a short-term tenancy of the Old Library space.

Theatre Delicatessen describe themselves as follows¹:

“Theatre Delicatessen exists to support theatremakers and artists in the creation of their work. The main way in which we do this is by working with commercial property owners to make use of empty buildings where we create artistic hubs. These house performance spaces, rehearsal rooms, offices, studios and workshops that we open up for theatrical, artistic and charitable use. Our main focus is on supporting emerging theatremakers working at the cutting edge of theatre practice, particularly those working in non-traditional forms – whether that be through exploring the nature of the theatrical space, immersive experiences, game-playing, live art or other manifestations of performance which cross boundaries and defy definition.”

Theatre Delicatessen’s plans for the Old Library are set out on their website² and include testing various cultural activities including programs for the local community. This will inform longer term conclusions about the viability of such activity on the site.

¹ <http://theatredelicatessen.co.uk/about/>

² <http://theatredelicatessen.co.uk/old-library/>

4.5.2 Current Financial Position

OLBAW currently generates around [REDACTED] of annual rental income from the three tenants.

Costs before building maintenance (which is variable) total approximately [REDACTED] per year, consisting of utility costs, business rates and insurance.

Thus, any expenditure on building maintenance in any given year pushes Southwark into a loss on the building.

With no revenue surplus, there is currently no ability to carry out more substantial repairs or invest in the modernisation that the building needs.

5. OLBAW Redevelopment Objectives

Through dialogue with Southwark and other stakeholders, we have identified the following eight OLBAW Redevelopment Objectives.

Redevelopment Objective	Notes and Context
Objective 1 Safeguards OLBAW Building Heritage	Given the dilapidated state of the OLBAW building, any plan must include a refurbishment and modernisation of the building, making it fit for purpose for the long term and executed in a way that safeguards the heritage of the building.
Objective 2 Community Focussed	OLBAW must continue to be a community asset and, as such, the building's future uses must be relevant to the local community by providing activity that the community benefits from and/or housing activity that the community has expressed a desire to see within the building.
Objective 3 Establishes OLBAW as 'The Heart of the Park'	OLBAW must be established as the 'heart of the Park, and thus must be relevant to its Park setting. This means that some elements of the building's offer must be relevant to Park users. In addition, the architectural changes that are made should include some element of re-orientating the building towards the Park.
Objective 4 Consistent with the Park Masterplans	The functions that OLBAW houses in the future must be consistent with the wider Park Landscape and Buildings Masterplans.
Objective 5 Consistent with Emerging Wider Regeneration Initiatives	The regeneration of the local area will introduce new kinds of community facilities to the local area as well as bringing about changes in resident demographics. The plan developed for OLBAW must take account of these forthcoming changes.
Objective 6 Fundable	The initial costs of the project and the redevelopment of the building must have a realistic chance of being met from identified sources of funding.
Objective 7 Financially and Operationally Sustainable	It must be possible to operate the building in a financially sustainable manner. The building should be income generating for Southwark to some degree, and certainly should not require any ongoing subsidy or further investment for the foreseeable future. There must be a clear plan for the ongoing management of the building and the vision must be operationally viable.
Objective 8 A Home for Culture	The Building Masterplan identifies OLBAW as the most suitable location for cultural activity within the Park. A cultural focus has also emerged from recent consultation activity as a key desire of the local community.

6. Engagement

This section lists those with whom MandP has engaged in undertaking this study (or in some cases the engagement took place as part of our earlier Buildings Masterplan work).

Our scope of works did not allow for further consultation with local residents or potential building users/customers, although some of the key themes of this study were explored to some degree as part of the Buildings Masterplan consultation exercises.

We have also included at Appendix 9 the results of consultation carried out by the Friends of Burgess Park in relation to potential future uses for the Old Library. We would recommend that further consultation with resident and user groups takes place in due course and have noted the opportunities to do this as part of our proposed Implementation Plan (see Section 15).

Organisation	Individuals
Southwark Council	John Wade, Principle Service Development Manager Matt Derry, Senior Regeneration Manager Louise Wilcox, Burgess Park Director Simon Chambers, Programme Office Regeneration (South) Rachel Roe, Senior Arts Officer Matthew Couper, Arts Office Miranda Clarke, Events Location Officer Ian Brinley, Community Premises Officer Matthew Jackson, Corporate Asset Manager, Property Team Michael Tsoukaris, Group Manager Design & Conservation
RCCG Faith Foundation	Mr Segun Akinboguun and Janet R Odukoya
Lynn AC Boxing Club	Paul King, Keith Walters and Terry Pearson
Theatre Delicatessen	Roland Smith
Friends of Burgess Park	Susan Crisp and colleagues
Heritage Lottery Fund	Selina Papa
Inspire	Tracey Franklin, Director
2 InSpire	Daniel Heirs, Centre Manager
Pembroke House	Gisel Tarifa and Mike Wilson
Community Southwark	Alison Ewart, Development Officer
Creation Trust	Charlotte Benstead,
Suzanne James Limited	Suzanne James
South London Gallery	Cathy Hirschmann, Deputy Director
ASC	Peter Flack
Hotel Elephant	Reuben Powell
Makerversity	Paul Smyth (also represents Something & Son)
Just Jones & (Wells Way Pop Up)	Rebecca Mansen Jones
The Trampery	Charles Armstrong
Work.Life	David Kosky
The Brew	Andrew Clough
Central Working	James Layfield
Make Shift (Peckham Levels)	James Leay
Peckham BMX	CK Flash
The Albany Theatre	David Johnson, Head of Development

7. OLBAW Redevelopment Vision, Concept Drawings and Commentary

This section sets out the vision for a redeveloped OLBAW.

The section is structured to set out:

- the vision described in the recent Plincke Study (July 2016); followed by
- a description of the factors that have led to the creation of a modified vision;
- important context regarding the nature of the MandP vision, and the necessity of retaining continued flexibility;
- a description of the MandP vision; and
- a description of the architectural concept scheme that accompanies the vision.

7.1 The Plincke Vision

The vision for OLBAW set out by Plincke was responding to a brief from the Friends of Burgess Park that was substantially similar (though not identical in all respects) to the brief that MandP now seeks to fulfil.

The key elements of the Plincke vision for the building's future use are as follows:

- **Old Library Building to become a flexible community hub** – similar to a 'village hall' concept, which would fulfil a wide range of events and activities and acts as a venue for individuals and groups to hire.
- **Bath and Washhouse Building to house creative studios** - seven open plan studios configured for creative industries and artists to help develop and retain creative and artistic talent within the borough. Within the studio spaces a residency incubator programme to support new, emerging talent and link to local agenda, including multi-cultural integration, community cohesion and environmental change.
- **A Biomass energy centre** - to generate green power to run the building.
- **A communal foyer** – that would serve as hub for artists working in the building and could house a pop-up café or be used by hiring groups to provide simple catering to attendees.

With regard to the financial sustainability of this vision, Plincke's report concludes that: *'the aims and objectives of the FoBP can be met and are sustainable in the long term. Even on a pessimistic forecasting basis, the project is achieving a break-even position. The increased social, heritage and economic benefits resulting from the building's redevelopment are considerable. When combined with the overall regeneration of Burgess Park, there is an exceptionally compelling case for taking this project forward.'*

Please see Plincke's report for full detail of the Plincke proposals.

7.2 Towards a Modified Vision

Our view is that there is much to commend the Plincke proposals and they have formed the start-point for the development of our own vision. However, we have reached the conclusion that a somewhat modified vision may be better able to meet the objectives of the project by, in particular:

- De-risking the long term financial viability of the project by:
 - Ensuring a greater level of flexibility of use in the redesigned spaces, capable of housing different kinds of tenants.
 - Including a more diverse range of revenue generating activities, including a café bar and higher quality events (including catered events).
- Improving the suitability of the project for HLF Heritage Enterprise Grant funding by creating more diverse and robust revenue streams, and by ensuring the building is more suitable for the involvement of commercial partners.
- Better serving Park users through the provision of functions that are 'always available' to Park visitors, as opposed to access to the building being dependent on attending a specific event.
- Better serving the community by ensuring the Old Library, and other spaces within the building, are equipped to host a wider range of activities, meetings, events and functions.

7.3 OLBAW Proposed Vision: Important Context

It is important to state at the outset of this Section that there is undoubtedly more than one vision for OLBAW that could achieve the Redevelopment Objectives.

MandP has considered a range of possible activities and functions that the building could perform (within the constraints of our scope of works) and, through our market testing (set out in detail in Section 8), we have been able to develop a view as to which of those activities and functions are viable, and which are not.

However, there is a wide spectrum of possibility as regards which of the viable activities should be selected and how much of a part each should play within a revitalised OLBAW.

In order to develop an architectural scheme, and in order to develop a financial model (both necessary in order to make a viability appraisal), it has been necessary for MandP to 'take a view' as to the most optimal combination of activities and functions.

We offer the vision, architectural scheme and financial model set out within this report not as 'the only option' but as 'one possible option'. We are acutely aware that there will be other valid visions (i.e. combinations of activity and function with their associated implications for space planning and financial profile) that will be equally valid and may ultimately be preferred by a future operator of the building. There are also likely to be bespoke entrepreneurial approaches that emerge through dialogue with potential operators.

For that reason, our submissions herein need to be regarded as 'representative' of the kind of plan that could emerge for OLBAW, rather than necessarily 'the plan'.

7.4 A Possible OLBAW Vision

Taking into the account the context set out about above, we propose the following possible vision for the future of OLBAW, with we have sought to set out in four ways:

- (i) Firstly, in the form of a high-level aspirational statement describing the range of functions the building will perform;
- (ii) Secondly, as a more detailed list of functions and approaches, matching each element of our plan to the relevant Redevelopment Objective (as set out in Section 5, above); and
- (iii) Thirdly, via a brief explanation of how each type of building function will be enabled and delivered; and
- (iv) Fourthly, via the architectural concept scheme we have produced in order to demonstrate how the vision might manifest itself in terms of the reorganisation and use of the space at OLBAW.

7.4.1 OLBAW Vision: Aspirational Statement

The Passmore Edwards Old Library Bath and Washhouse is a vibrant community and cultural hub in the heart of Burgess Park. The Grade II Listed building was recently refurbished and modernised with the help of an HLF Enterprise Grant and now houses an exciting mix of events and activities and is home to a number of artists and creative businesses.

The Old Library has been transformed into a beautiful multi-purpose activity and events space with a terrace that opens out to wonderful views of the Park. The space is now used for range of varied activities, from participatory arts and performances, to community meetings and fitness classes, as well as weddings, parties and occasional corporate meetings and training days.

The Bath and Washhouse is now a hive of artistic and cultural activity housing artists' and makers' studios, an informal exhibition space and a vibrant café bar. During the daytime, the café bar serves both users of the building and visitors to Burgess Park with customers spilling out onto the terrace during the summer months. By night, good food and drink and a programme of evening events provide a focal point for the emerging evening economy – and a favourite hang-out for local residents, both new and old.

This much loved but recently rather derelict and desolate building is now truly the 'heart of the Park'.

7.4.2 OLBAW Vision: Relating the Vision to the Redevelopment Objectives

Redevelopment Objective	How does the vision meet the objective?
<p>Objective 1 Safeguards OLBAW Building Heritage</p> <p><i>Given the dilapidated state of the OLBAW building, any plan must include a refurbishment and modernisation of the building, making it fit for purpose for the long term and executed in a way that safeguards the heritage of the building.</i></p>	<p>The building will be sensitively restored and redeveloped, ensuring important heritage features are retained.</p> <p>By enabling the building to operate in a financially sustainable way, generating funds to support ongoing maintenance, the long-term protection of the building's heritage is secured.</p>
<p>Objective 2 Establishes OLBAW as 'The Heart of the Park'</p> <p><i>OLBAW must be established as the 'heart of the Park, and thus must be relevant to its Park setting. This means that some elements of the building's offer must be relevant to Park users.</i></p> <p><i>In addition, the architectural changes that are made should include some element of re-orientating the building towards the Park.</i></p>	<p>The revitalised building will house a number of functions that are relevant to Park users and local residents, who can:</p> <ul style="list-style-type: none"> • Eat and drink in the café bar, or on the rear terrace, open for breakfast, lunch and selected evenings. • Attend exhibitions of various kinds in the Washhouse foyer area and Old Library • Attend events of various kinds taking place in the Old Library or in other parts of the building. <p>The proposed architectural scheme will see the building layout modified to enable the building to better address the park with the addition of new entrances, windows and terraces, designed to draw visitors into the building from within the park.</p>
<p>Objective 3 Consistent with the Park Masterplans</p> <p><i>The functions that OLBAW houses in the future must be consistent with the wider Park Landscape and Buildings Masterplans.</i></p>	<p>The proposed vision builds on recommendations in the Landscape and Buildings Masterplan and avoids any duplication or over-provision of functions and services that are provided in other locations within the Park.</p> <p>As envisaged by both Masterplans, OLBAW is the cultural hub for the park.</p>
<p>Objective 4 Consistent with Emerging Wider Regeneration Initiatives</p> <p><i>The regeneration of the local area will introduce new kinds of community facilities to the local area as well as bringing about changes in resident demographics. The plan developed for OLBAW must take account of these forthcoming changes.</i></p>	<p>The vision avoids duplication or over-provision of other facilities that are likely to be introduced by the regeneration.</p> <p>OLBAW will enhance the quality of life in the locality through its unique offer, and provide a valuable resource for residents both new and old.</p>

Redevelopment Objective	How does the vision meet the objective?
<p>Objective 5 Fundable</p> <p>The initial costs of the project and the redevelopment of the building must have a realistic chance of being met from identified sources of funding.</p>	<p>Initial capital costs are substantial but are based on robust analysis.</p> <p>Funding is sought from two principle sources: (i) from Southwark Council and (ii) from an HLF Enterprise Grant.</p> <p>Whilst HLF funding can never be guaranteed, the vision includes a business case that is diverse and thus not dependent on any single activity or revenue stream. This, combined with the robust nature of the business case in the medium to long-term, provides the best possibility of meeting HLF Enterprise Grant funding criteria.</p>
<p>Objective 6 Financially and Operationally Sustainable</p> <p><i>It must be possible to operate the building in a financially sustainable manner. The building should be income generating for Southwark to some degree, and certainly should not require any ongoing subsidy or further investment for the foreseeable future.</i></p> <p><i>There must be a clear plan for the ongoing management of the building and the vision must be operationally viable.</i></p>	<p>Financial modelling shows that OLBAW can be self-sustaining, and generate modest income for Southwark. Income is enhanced if OLBAW and Chumleigh Gardens facilities are operated together.</p> <p>The vision includes clear recommendations on management and operating model.</p>
<p>Objective 7 Community Focussed</p> <p><i>OLBAW must continue to be a community asset and, as such, the building's future uses must be relevant to the local community by providing activity that the community benefits from and/or housing activity that the community has expressed a desire to see within the building.</i></p>	<p>The community have expressed a desire to see the building as a hub of cultural and community activity and this is borne out through the provision of artists' studios, exhibition space and the use of the Old Library for community events of various kinds.</p>
<p>Objective 8 A Home for Culture</p> <p><i>The Buildings Masterplan identifies OLBAW as the most suitable location for cultural activity within the Park. A cultural focus has also emerged from recent consultation activity as a key desire of the local community.</i></p>	<p>The vision delivers 'a home for culture' through the provision of artists' studios, exhibition space and the facilities to stage small scale programmed artistic events of various kinds within the Old Library.</p>

7.4.3 OLBAW Vision: Detailed Description of Activities

Activity / Function	Description and Commentary
Artists' Studios / Creative Industries Workspace	<p>Individual studio spaces housing a range of fine and applied artists. This has the potential to also include</p> <ul style="list-style-type: none"> - desk based artistic work - shared making facilities: the provision of specialist equipment. <p>This is provided for in the MandP indicative scheme in the Bath and Washhouse, and the basement under the Old Library</p>
Foyer / Welcome Area / Exhibition Space	<p>Public welcome area / foyer giving access to all parts of the building.</p> <p>Also serving as:</p> <ul style="list-style-type: none"> - informal 'gallery' space for display of work related to the Artist Studios, or for community use - ancillary space for use during weddings and large functions <p>This is provided for in the MandP indicative scheme in the Bath and Washhouse</p>
Hire for public events	<p>Low cost hire for individuals and organisations e.g. to run fitness, wellbeing, participatory arts classes etc. and for community meetings and gatherings.</p> <p>This is provided in the MandP indicative scheme as part of a mixed-use model in the Old Library</p>
Hire for private events	<p>Private hire by individuals for parties and similar.</p> <p>This is provided for in the MandP indicative scheme as part of a mixed-use model in the Old Library</p>
Marriages and civil partnerships	<p>Venue hire, catering and event management of marriages and civil partnerships, either for ceremony and reception, or reception only.</p> <p>This is provided for in the MandP indicative scheme as part of a mixed-use model in the Old Library</p>
Performance events	<p>One-off or short-runs of performing arts events which do not require large staging space or have high technical specifications. This could include spoken word, small scale music events, comedy, cabaret, work-in-progress showings, dance which does not require a sprung floor, promenade performance etc.</p> <p>This is provided for in the MandP indicative scheme as part of a mixed-use model in the Old Library</p>
One-off use for rehearsals / filming	<p>Half-day or one-day hires for rehearsals for performing arts or for short-term filming</p> <p>This is provided for in the MandP indicative scheme as part of a mixed-use model in the Old Library</p>

Business hire	<p>Hire by businesses for training, large meetings and away days.</p> <p>This is provided in the MandP indicative scheme in the as part of a mixed-use model in the Old Library</p>
Café / Bar	<p>Retail café bar serving users of the building, visitors to Burgess Park and local residents and workers. Also provides event catering for a proportion of the events that take place in the building, where appropriate.</p> <p>The visions is for a food and drink offer that is of a higher quality and price point (though still at a level to be accessible to local residents) than the Parklife Café (which over time should evolve to focus on the family market to be found in the playground area). The offer will flex through the day to allow for a relevant breakfast, morning, lunch and afternoon menu, as well as limited evening openings (Thur, Fri, Sat, Sun evening openings introduced in later years once the core business is established). In support of this, we envisage an alcohol license with a limited range of beers, wines and spirits on offer.</p> <p>The text below is intended to bring to life something of the vision for each part of the day:</p> <p>Breakfast / Morning. <i>Coffee Shop feel. Eat it or take out. Newspapers out, news on the TV. Great coffee. Interesting, affordable breakfast options. At the weekends, a bigger brunch, laid back tunes.</i></p> <p>Lunch / Afternoon. <i>Park visitors mix with local residents mix with workers from the building. Quick delicious lunch options, served to table. In summer, sit out on the terrace and enjoy the views. At weekends, bigger lunches, lazy afternoons, a glass of wine – on until the evening.</i></p> <p>Evening / Dinner. <i>Open late Thur – Sun. Building workers finish the week here. A favourite haunt for locals. Craft beers, good wine, friendly ambience. An affordable spot for supper, and a short walk home.</i></p> <p>The design of the interior and service style will create the ambience of a café bar, rather than a pub, with the intention of creating a welcoming environment for customers of all types.</p> <p>This is provided in the MandP indicative scheme through the inclusion of a café bar area in the Bath and Washhouse building.</p>
Private Dining / Meetings	<p>Private dining room used for small scale parties and business meetings.</p> <p>This is provided in the MandP indicative scheme through the inclusion of a private dining room (the ‘Mangle Room’), housed within the Bath and Washhouse building, adjacent to the Café Bar.</p>

7.4.4 OLBAW Vision: Implications for Existing OLBAW Tenants

As described in Section 4.5, above, OLBAW is currently home to three existing tenants and the vision set out herein has different implications for each.

Lynn AC Boxing Club

It has been clear from the earliest stages of consultation that OLBAW is not a suitable long-term home for the Lynn AC Boxing Club and Southwark have been engaged in a search for alternative premises that would constitute a more suitable location.

MandP understands that this search is ongoing.

The Redeemed Christian Church of God (RCCG)

The RCCG currently occupy the first floor of the Washhouse building on a tenancy-at-will basis.

The vision set out herein envisages that area of the building being re-allocated to artists' studios and thus the RCCG tenancy would need to come to an end were the vision to be implemented.

This would not preclude the possibility of RCCG using the Old Library on an 'events hire' basis in the future, but it does preclude RCCG being a permanent tenant of the building given RCCG's activities do not sufficiently match the stated vision or the underlying Redevelopment Objectives.

Theatre Delicatessen

Unlike the other two tenants, this tenancy has been designed to be short to medium term whilst the future vision for the building is determined. Theatre Delicatessen's tenancy includes activity that closely matches some of the functions that are envisaged to be part of the building's future. As a consequence, we recommend that Theatre Delicatessen be kept informed of any future building operator tender process (as described in Sections 11.3 and 15.3, below).

7.5 Concept Drawings and Commentary

Appendix 02 contains a series of concept drawings that set out the architectural scheme that we have created in partnership with Gundry & Ducker Architecture Limited. The purpose of this scheme is to bring to life the vision and to show how space might be allocated within a redeveloped OLBAW.

The drawings are included in high resolution within Appendix 02 but the key images are reproduced here (in low resolution) along with brief commentary on each aspect of the design.

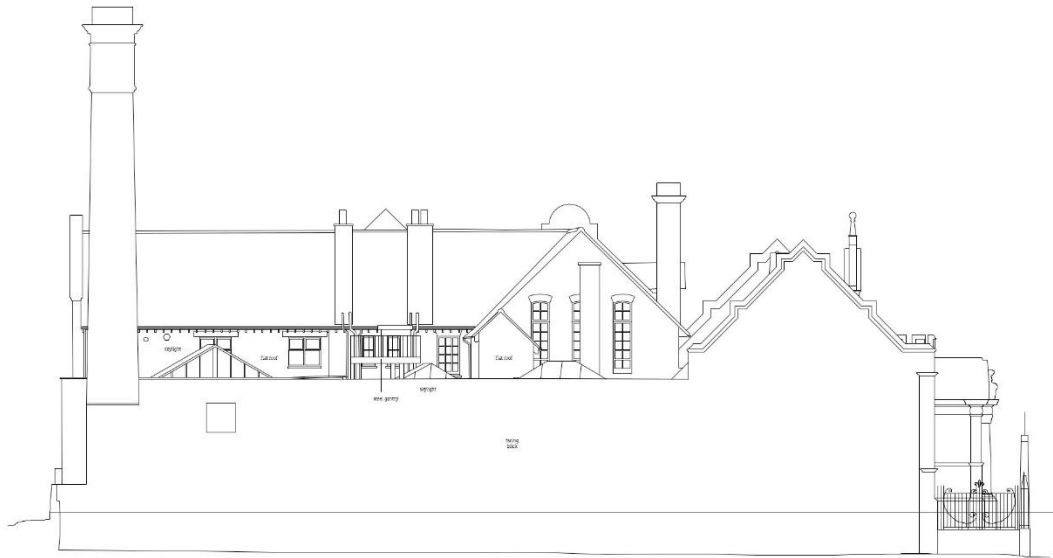
7.5.1 Exterior Elevations

Front / West Elevation: Existing and Proposed



The front of the building is entirely unaffected by the proposed scheme. This is in order to protect key architectural features and because the reorganisation of the interior has been configured in such a way as to remove the need for any changes to this frontage.

Rear / East Elevation: Existing



Rear / East Elevation: Proposed

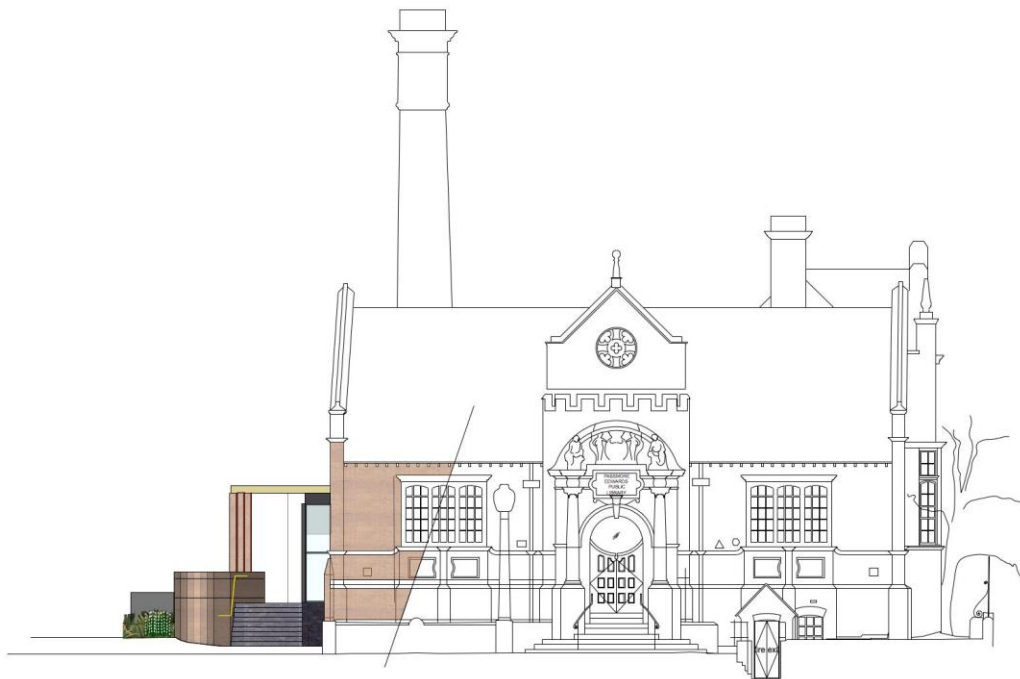


The redesigned rear elevation is configured to re-orientate the building towards the park, with new windows and glazed doors revealing activity within and drawing visitors into the building. The rear terrace will be used by Café Bar customers and by those attending events or functions in the Old Library, especially during the summer months. The rear terrace can be divided when necessary to create a private area for event attendees.

Old Library / North Elevation: Existing

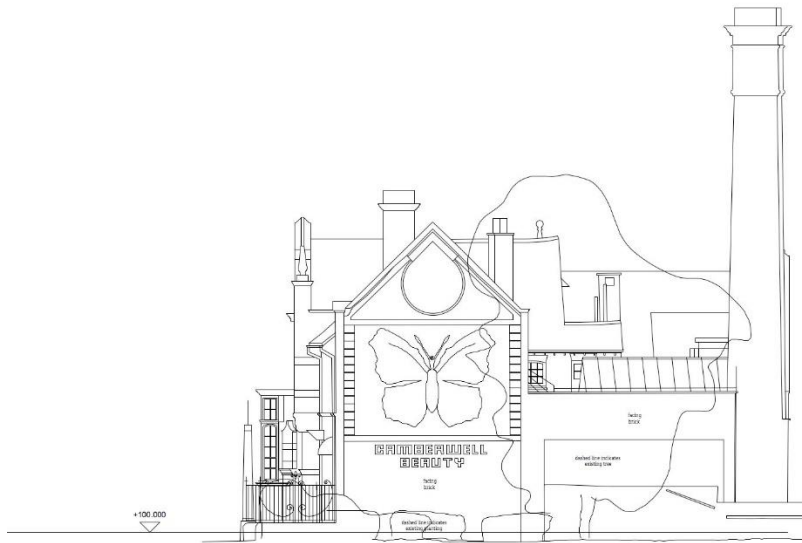


Old Library / North Elevation: Proposed

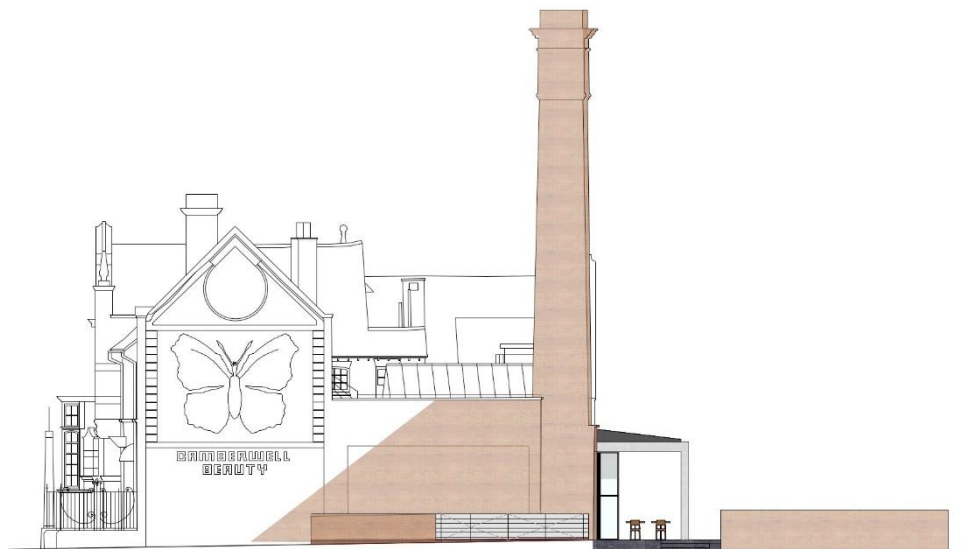


The Old Library frontage is unaffected by the scheme, except for the new access routes and terrace visible on the south facia.

Bath and Washhouse / West Elevation: Existing



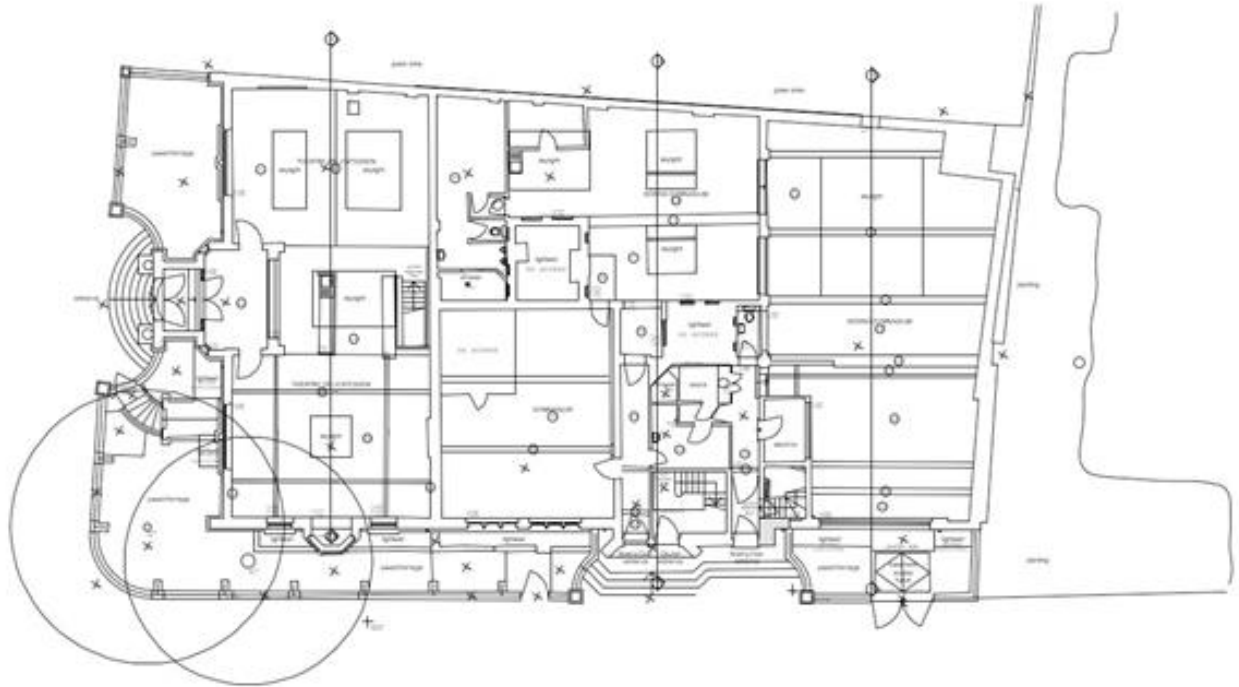
Bath and Washhouse / West Elevation: Proposed



The West Elevation is largely unaffected by the scheme, except for the addition of a discrete (non-public) access route down to the Bath and Washhouse basement area, and the new terrace visible on the building's south facia.

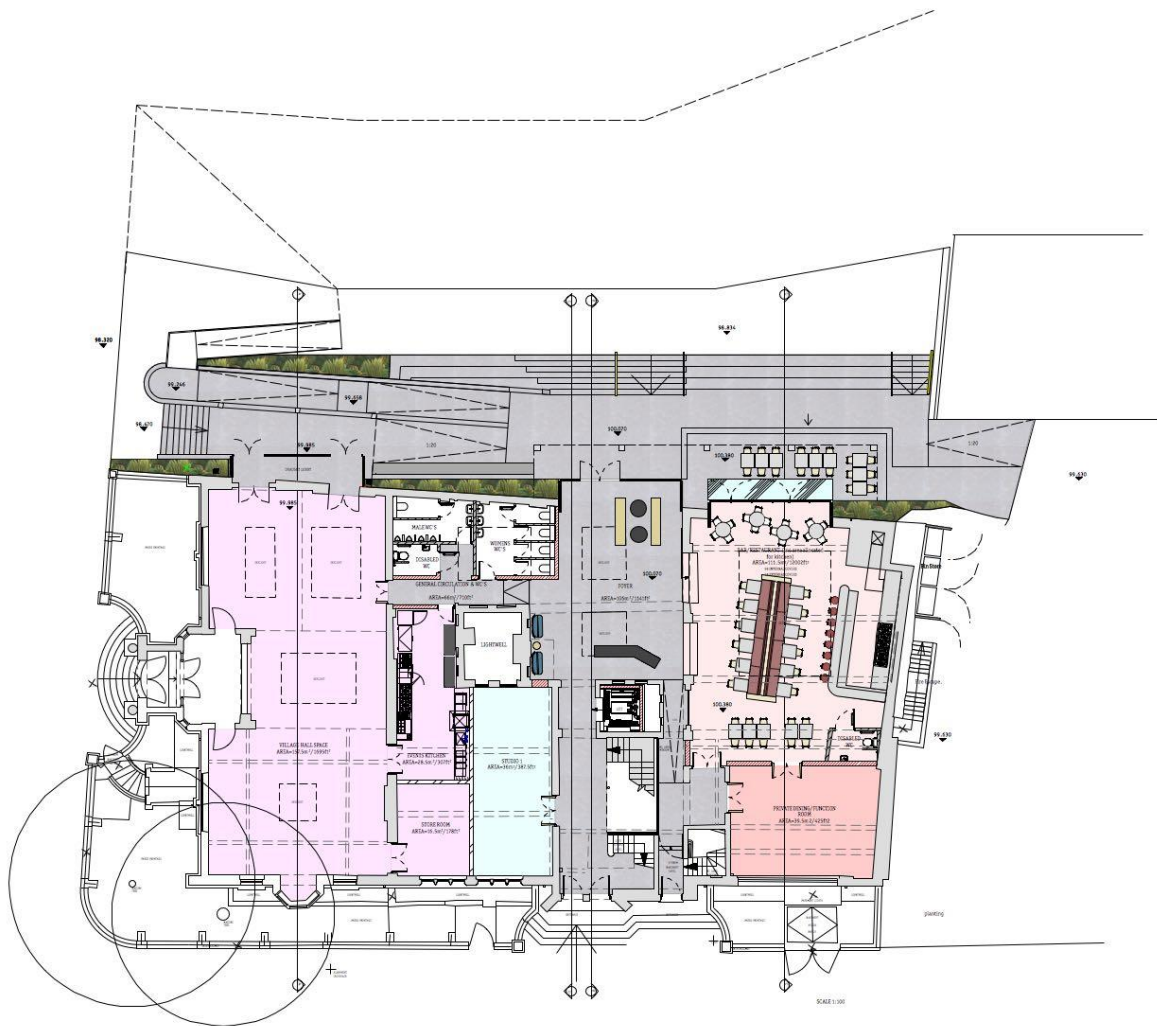
7.5.2 Floor Plans

Ground Floor: Existing



The existing floor plan has a complex internal layout and there is no connection between the Old Library and Bath and Washhouse buildings, forcing the buildings to operate wholly separately.

Ground Floor: Proposed



The Old Library and Bath and Washhouse buildings are now connected (on both the ground floor and basement levels), bringing the building together and enabling it to function as one interconnected complex.

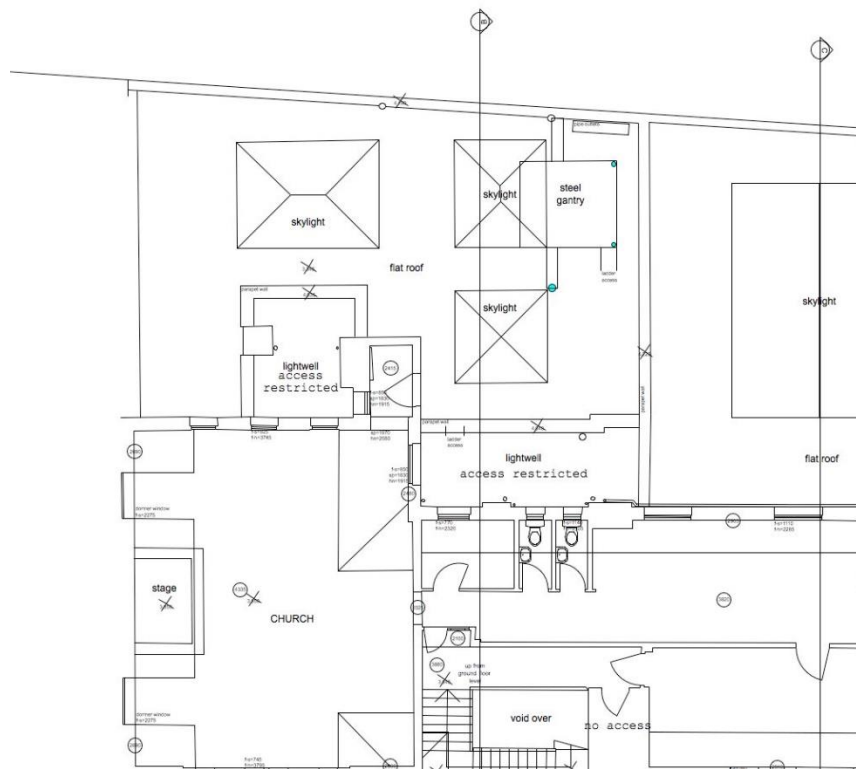
The ground floor is organised around a large central atrium that is accessible from both Wells Way and from the Burgess Park side of the building. The atrium doubles as an exhibition space.

The Old Library has been enhanced by the addition of large glazed doors facing towards the Park, and providing access to the rear terrace. The addition of an events kitchen and furniture storage space equips the Old Library to host events and functions of many different kinds.

The Bath and Washhouse now houses a café bar, with internal and external seating, as well as a smaller private function room (the 'Mangle Room').

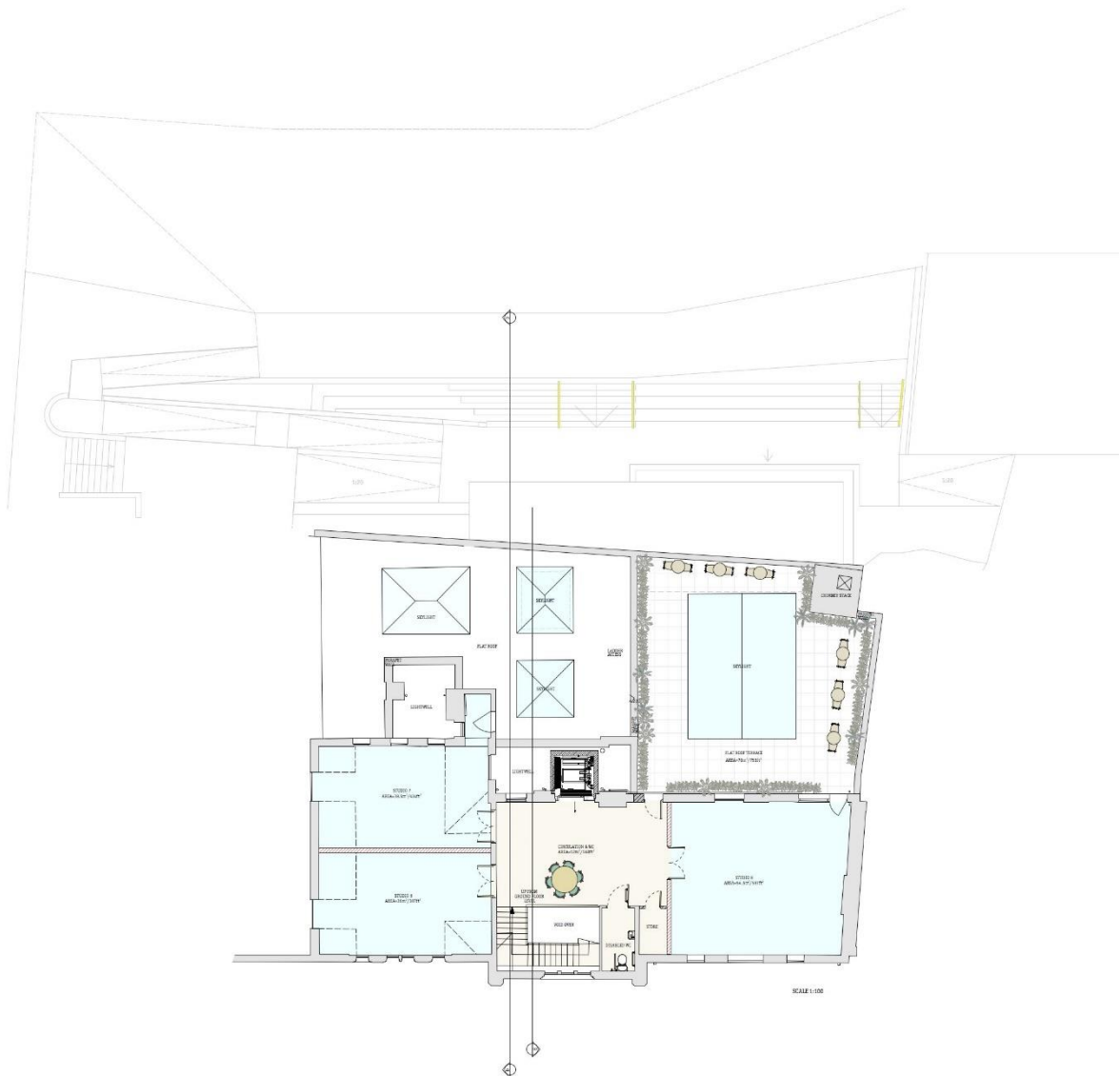
This level also houses 388 sq. ft. of artists' studio space.

First Floor: Existing



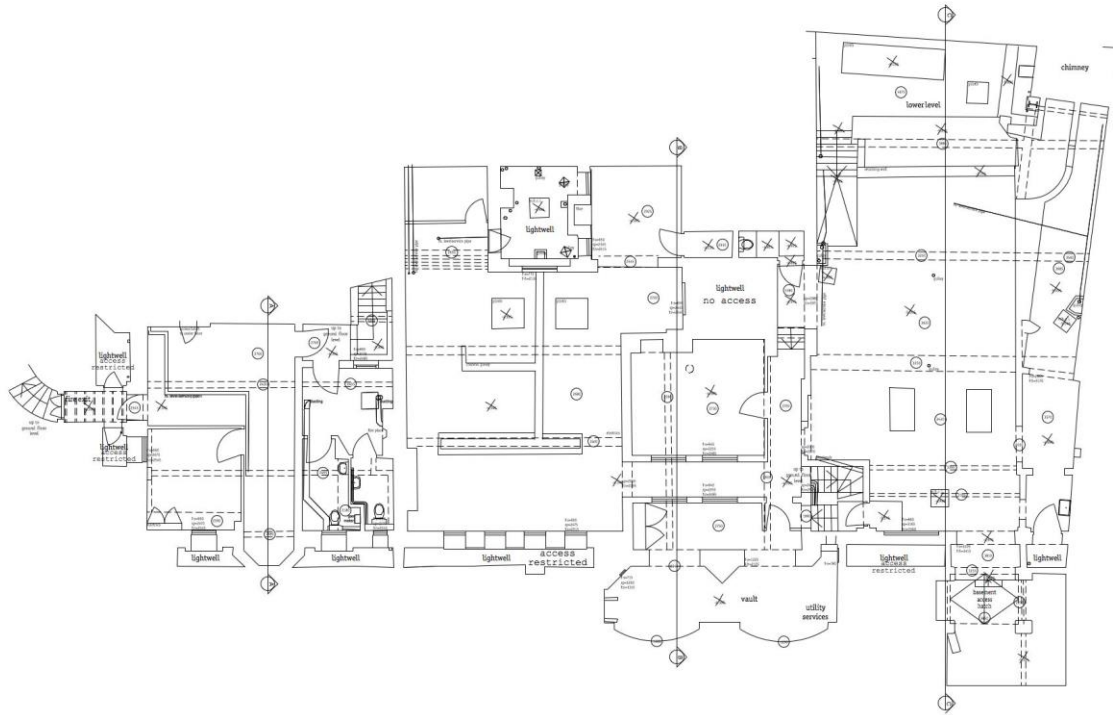
The existing first floor, which is currently occupied by RCCG, is organised into a large meeting room and a series of smaller office areas. The roof terrace is in a state of disrepair and is inaccessible.

First Floor: Proposed



The proposed first floor is home to 1388 sq. ft. of artists' studio space, as well as communal meeting space. The roof terrace is brought into use, available to be enjoyed by tenants and other users of the building.

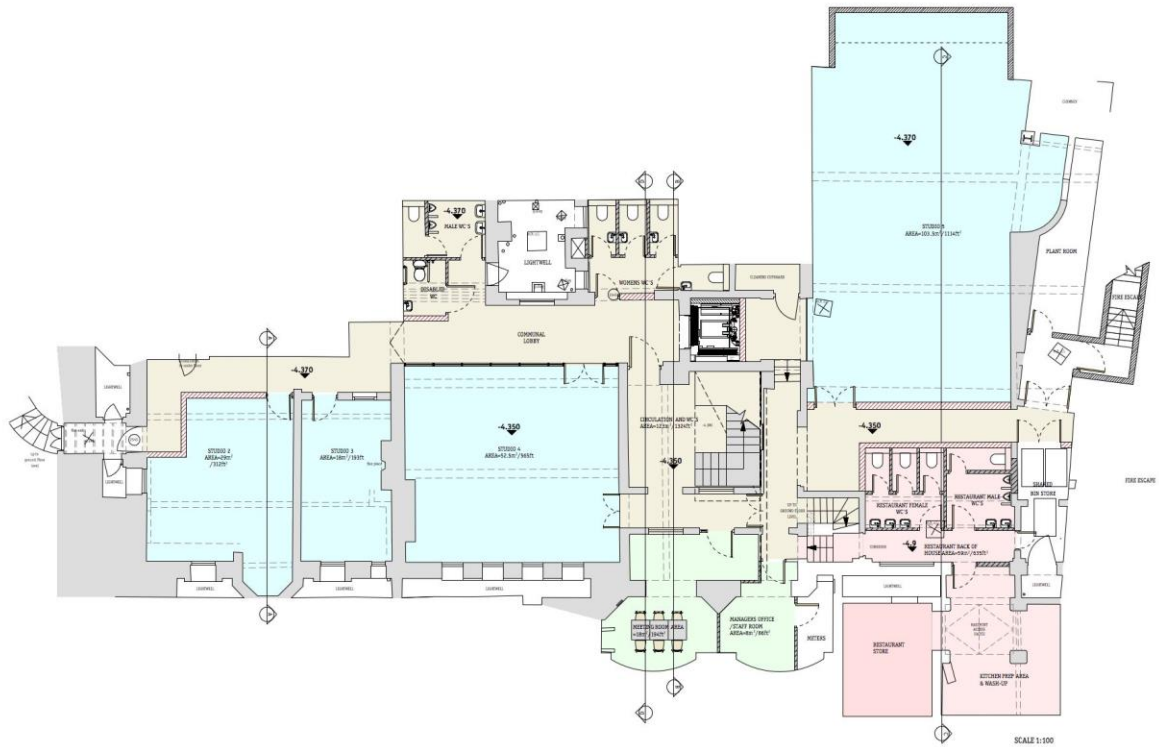
Basement: Existing



The Old Library basement currently houses toilets and storage areas. It is in a poor state of repair.

The Washhouse basement is unoccupied and is currently derelict.

Basement: Proposed



The proposed scheme brings the basement back into use. The design connects the Old Library and Washhouse sides of the building, allowing access and circulation throughout the entire floor.

This level houses 2,184 sq. ft. of artists' studio space, a meeting room, administrative offices and back-of-house space for the café bar. A discreet access route emerging on the building's South side allows for deliveries and rubbish disposal.

7.5.3 Other Concept Images

Welcome Area (Ground Floor)



The centre of the newly redeveloped building will house a light and airy foyer that is accessible from both the existing Wells Way frontage, and from a large new entrance that opens out to the Park.

This foyer houses a seating area and a reception and orientation desk and provides onward access to all floors and other areas of the building.

The foyer area also serves as an informal exhibition space and can be closed off for private events when necessary.

Front Entrance Internal View (Ground Floor)



Visitors entering the building from Wells Way encounter a bright entrance hall, affording access on to the main Welcome Area and views to the Park beyond.

East Elevation



This concept image shows the view towards the East facia (i.e. the current rear of the building). The large glazed areas afford views of the interior, and are designed to draw visitors in.

The stepped terrace connects the building to the lower lying park below. Alternatively, a landscaped solution could be used to more gradually raise the level of the park to meet with the building.

8. Market Testing

In the course of this study MandP undertook market testing designed to test the viability of the range of activities and functions under consideration in relation to OLBAW. Some of these activities and functions were included in the Plincke study, others have been added to the list following discourse with Southwark.

Our market testing took the form of:

- Desk research into comparative provision;
- Phone-calls and face to face meetings with indicative providers of the types of activity being tested; and
- Building tours with a small number of indicative providers of the types of activity being tested.

Those involved in the market testing were selected to give a range of perspectives, rather than being representative of their sectors as a whole, and do not constitute a comprehensive list of all those who could provide useful insight or who might be candidates to play a role in the future.

A list of those engaged in this part of the process is set out above in Section 6.

Whilst many of those who spoke with MandP expressed enthusiasm for playing a role in the project and the future operation of the building if the redevelopment of OLBAW were to proceed, engagement was on the basis of good-will and being listed in this report. MandP would like to put on record our thanks to all those who engaged with the process, particularly those who took the additional time to make a site visit to OLBAW. We recommend that those who engaged are kept apprised of any future tender process.

8.1 Overview

8.1.1 Key factors in assessing viability

The following are key influencing factors in relation to the viability and appeal of the building to potential operators:

- **Attractive, historic building**
- **Park setting** This is positive and creates opportunity, however the redevelopment plan also needs to ensure that the building feels safe and attractive at night, and welcoming in bad weather.
- **Regeneration of the area:** This brings potential new markets, and synergies, however it also raises questions around competition with any new facilities, and how best to find a solution which works for both existing and new local residents.
- **Size of net space:** is the building large enough to be financially viable? What conditions in the financial agreement would make it so?
- **Location:** in particular, in terms of public transport links which are currently relatively poor, though are set to improve over term.
- **Level of financial return required by Southwark**
- **Length of lease and associated commercial terms**
- **Amount of fit-out / other capex required from operator**

- **Market intelligence:** some providers expressed a need for more understanding of the area now and in the future, e.g. demand for facilities, likely change in local resident demographics.
- **Original significance of the building to the community:** people want to see this building brought back into full-use
- **The future of existing tenants**

8.1.2 Placemaking

A number of the potential operators we consulted with commented on the fact that any new public use of the building would be an important part of placemaking for the area: highlighting the potential but also recognising that a number of years may be needed for OLBAW to be firmly ‘on the map’. In particular, buildings which are used for cultural purposes can be key contributors to the revitalisation of an area; however, this can entail significant effort on the part of the operator in the short to medium term.

8.2 Summary of Market Testing Findings

The following is a summary of MandP’s market testing conclusions. This is followed by more detailed discussion on each element in Sections 8.3 to 8.10.

8.2.1 Artist / Creative Industries Studios

The provision of affordable workspace, including artistic workspace is a strategic commitment for Southwark Council. Demand for artists’ studios, particularly long-term facilities, is very strong, both locally and across London, and, whilst MandP recommends that other provision which may arise through regeneration is carefully assessed, no one that we spoke to flagged a risk of overprovision in the area. Indeed, a cluster of similar accommodation could have benefits in creating a critical mass of activity. With Goldsmiths, Camberwell College of Arts and London South Bank University in the area there is scope to encourage and retain talent locally.

The floor-space available within OLBAW (excluding Old Library and Café/Bar area) is at the low end of that which is financially viable for an artists’ studio complex and the financial arrangements with any operator would need to reflect this. However, amongst providers we talked to there was an appetite to make the building work, perhaps reflecting their existing commitments to the area and the acute demand for space.

The provision of artists’ studios would help fulfil the redevelopment objective of creating an arts / cultural hub, however there is a risk that this activity is relatively inward-facing. Providers should be challenged to address this, with possibilities including incubator models for local artists, a commitment to public facing activities such as workshops in the Old Library, or inclusion of a membership model enabling a broader range of users to access specialist facilities.

In summary, we conclude that artists’ studio provision is a viable function to house within a redeveloped OLBAW and we have included it within our vision.

8.2.2 Co-Working and Office Space

The London landscape for co-working facilities appears to be strong and some potential operators expressed interest in the site. As above, the provision of affordable workspace and encouraging businesses to start and grow in the Borough is important to Southwark Council³.

³ Southwark’s Economic Wellbeing Strategy 2012-20 ‘Delivering Jobs and Growth Together’, Page 7

However, our research demonstrated a number of risks relating to co-working at OLBAW:

- The size of space available at OLBAW is at the very low end of what would be viable for most providers, and some would not consider it.
- Good transport links are key to many types of co-working; the currently limited transport options around OLBAW limits the market of potential users. Furthermore, there is a risk that users who would be attracted to OLBAW could move to other facilities that develop in the future at transport hubs, for example at Elephant and Castle.
- The co-working market overall is rapidly evolving; bringing a level of risk to any new facility.

There is a demand locally for low-cost shared office space for small community focused organisations. However, whilst in a larger facility, higher cost desking could offset free or subsidised use by local organisations the scale of OLBAW is likely to limit this possibility.

For these reasons MandP has not included co-working in our indicative model and instead suggest that, to the extent there is a requirement for low cost facilities for use by entrepreneurs / start-ups, this need is best met by the already-proposed facilities at Chumleigh Gardens North.

Operators may suggest limited co-working for OLBAW as part of a mixed-use model based more loosely around creative workspace. However, we do not envisage it being the main use to which the building is put.

Leasing larger amounts of office space to established businesses (i.e. standard commercial office letting) does not meet the redevelopment objectives of OLBAW (except in relation to financial sustainability). However, the approach to space that MandP is suggesting would not preclude this usage in the future should a preferred plan be frustrated and a more commercial 'plan B' was then required.

In summary, we have not included office co-working in our vision for a redeveloped OLBAW.

8.2.3 Community and Individual Hires

In assessing this aspect of the 'village hall' model proposed for the Old Library, MandP draws the following conclusions:

- There is demand locally for places to hold parties and gatherings that celebrate important life moments – birthdays, funerals, birth celebrations etc. Facilities such as Thurlow Lodge will not exist after the regeneration of the Aylesbury Estate and this usage may not be re-provided. The regeneration is likely to increase the number of people able to pay for such events. Whilst the demand is difficult to accurately predict it can justifiably be included in a business model.
- Whilst it is desirable and likely that groups would use the space if available, MandP has found little evidence that community related groups need regular space, which they would pay for, to hold meetings.
- Burgess Park lacks a space that can be used for fitness and well-being classes and if the proposed extension to the Burgess Park Community Centre does not go ahead (as currently assumed) then this activity can be housed within the Old Library.

- Whilst MandP has not tested this, if OLBAW is made fully accessible, there is likely to be scope for hires for other classes aimed at local residents, for example participatory arts classes, carer and baby groups etc.

The proposed re-orientation of the Old Library towards the park, with the ability for activity to spill out, either informally or formally, onto the park, significantly enhances the potential of the space, particularly in summer.

Availability for community use does not necessarily mean that the community will readily access the space: marketing and outreach would be needed until awareness and usage was established.

Managing flexible space with a range of different uses can be complex and MandP would expect a convincing understanding of this to be demonstrated by any potential operator.

In summary, we have included some community and individual hire activity with our vision for OLBAW, with the greatest emphasis being on use for fitness and wellbeing activity.

8.2.4 Business Hire

The Old Library can be used as a space for business hire for large meetings, away days and training. However, MandP has assumed only limited use of OLBAW for hire by businesses within our business model. This is for the following reasons:

- The majority of this activity in the park should continue to be directed at Chumleigh Gardens West, which is suitable for this activity but not as suitable for other types of booking.
- The impact of the regeneration in bringing new businesses to the area who would require this type of space is unknown; and in the case of the Aylesbury the focus is residential, and therefore limited.
- Whilst the park setting may be attractive for an away day for non-local businesses, the transport links are currently not.

In light of these findings, we have included only a small amount of business hire activity within our vision for OLBAW.

8.2.5 Marriages and Civil Partnerships

Given its heritage nature and position within a re-landscaped park, the building has good potential to be used as a venue for marriage and civil partnership ceremonies and receptions. Unlike some venues, if indoor space is allocated for guests to use during a turnaround of the Old Library space from ceremony to reception, and with the inclusion of an events kitchen, the venue could attract weddings all year round.

Whilst usage for these activities would place restrictions on other activities whilst they took place, and increase the complexity of managing the space, a number of these events each year would significantly enhance the financial viability of the building.

We have therefore included this activity in our vision for OLBAW.

8.2.6 Performances and Programmed Artistic Events

Whilst the Bath and Washhouse lends itself to studio / creative workspace, the Old Library main space lends itself to performance activity that does not require a studio theatre setting. This is already being tested as part of the current Theatre Delicatessen tenancy.

The MandP model assumes some use for performance and cultural events within a 'mixed-use' Old Library. However, there is also potential for the space to be more formally programmed than the 'village hall' concept implies, and potential for strong local artistic partnerships. Programmed activity would help reinstate the venue as a destination, attracting people to attend for a specific reason, rather than relying on passing footfall and community awareness of the space, which is currently limited.

In addition, whilst not currently included as a usage in the MandP model, areas of the Bath and Washhouse could also be hired out as rehearsal space, subject to more detailed assessment of sound bleed between spaces.

Given the artistic and cultural redevelopment objective MandP recommends that any future operator tender process allows for more programmed models of the Old Library to come forward, assuming that a viable financial model is put forward and that this will not eliminate community use at certain times, or adversely affect local dedicated performance spaces.

In summary, the MandP vision assumes a modest level of performance and programmed artistic activity within the Old Library space.

8.2.7 Restaurant, Café, Bar

Both the Burgess Park Landscape and Buildings Masterplans identify the potential for OLBAW to house some form of food and drink outlet, with both the position within the park and the heritage features of the building providing a strong setting for café, bar or restaurant of some kind.

Our analysis suggests that the combination of park users, local residents (including, over time, increasing numbers of residents with more disposable income), building users and building event activity means that a 'café bar' is viable. By 'café bar' we mean an outlet that predominantly trades during the daytime, but has an alcohol license, can support daytime and evening events in the Old Library and can, over time, introduce some evening opening (bar and dinner).

We have therefore included a café bar in our vision for OLBAW.

8.3 Competitive Landscape

Appendices 3 to 8 contain tables of facilities that are either competition or useful comparisons for the proposed uses of OLBAW. The most relevant examples are highlighted in the detailed sections below.

One facility not noted within the appendices because it is yet to be re-opened is Walworth Town Hall. In 2013 Southwark Council's Cabinet approved a strategic vision for this building. The vision is for a 21st century community and cultural space which, in addition to an enhanced Newington Library space, will house the Cuming collection and potentially a Southwark museum. The building also includes:

- A flexible space that could be used for a variety of purposes including community and civic events, exhibitions and performances.
- Facilities for marriage, civil partnership and citizenship ceremonies undertaken by Southwark's registrar service.

Assuming that these plans⁴ are implemented, the facility could be competition for OLBAW, however the settings are very different.

⁴ Southwark Council website

8.4 Artists' Studios

8.4.1 Demand and Strategic Context

Southwark

- A commitment to affordable workspace, including artistic workspace, is included in the Southwark Labour Manifesto from 2014: *'Labour supports the growing reputation of our artistic and creative community. We will enhance and expand affordable studio and performance space'*⁵
- The need for creative workspace is confirmed by Southwark Council's Arts Team. The team also emphasised the potential breadth of definition of the terms 'Artists' Studios' and 'Creative Workspace', stating that a broad range of creative industries use could be considered. They also noted that *'a range of industries within one space works well at the moment, rather than dedicating to one type of use. The cross pollination works well and provides an economic multiplier in its own right'*⁶
- Consistent with other current regeneration initiatives which include creative workspace the Arts Team emphasised that OLBAW should not *'become a closed studio/ workspace facility'* emphasising the need for *'activation on the ground floor as well, this can be a gallery, café, workshop space etc.'* This is consistent with the OLBAW redevelopment objectives.

National and London

- During the economic down-turn the National Federation of Artists' Studio Providers describes a situation of cheap, temporary studio space in vacant buildings being relatively available but mostly on a very short-term basis. The NFASP 2010 Survey found that 79 per cent of studios were rented and only 21 per cent owned, with 64 per cent on leases of less than five years, and at threat should property prices rise again⁷.
- With the changing financial climate, the Federation reports a meeting in March 2016 with studio providers and the GLA Cultural Strategy and Planning Officers where *'serious concerns were expressed about the ending of leases, the disruption of partnerships established during the economic recession, rising prices and the rapidly increasing difficulties encountered by those seeking affordable space'*.
- Pressures are particularly acute in London. In 2014 the Mayor of London commissioned a study which predicted the loss of over 30% of current London studios within 5 years, affecting 3500 artists. At the same time the study highlighted the potential impact of studios, makerspaces and creative workspaces to *'have a wider economic and social value, helping to regenerate areas by stimulating local business growth and attracting inward investment and infrastructure development without, in the main, disenfranchising local incumbent communities.'*⁸ In March 2016, the GLA were a co-founder of *Studiomakers*, an initiative set up to partner with organisations in the property industry to tackle the problem by retaining existing and creating new affordable creative workspaces.
<https://studiomakers.com/>

⁵<http://www.southwarklabour.co.uk/upload/docs/Southwark%20Labour%202014%20Manifesto.pdf>

⁶ [REDACTED] Senior Arts Officer, Southwark Council

⁷ National Federation of Artist Studios Providers

⁸ *Making Space: Developing and Sustaining Affordable Artists' Studios and Creative Workspaces*, Creative United, July 2016 referencing the *Artists' Workspace Study: Report and Recommendations 2014*

8.4.2 Opportunities and Challenges

Strong Local Demand

Reflecting the London context, there is clear, strong demand for more Artists' Studios in the area. The closest two large-scale artists' studio complexes to Burgess Park are ACME's Galleria (Pennack Road SE15, 50 studios) and ASC Studios (Thurlow Street SE17, 35 studios, within the Aylesbury redevelopment area). There are numerous other studio complexes within the postcode sectors near the Park (please see Appendix 03 for more detail). Where this information is available, these complexes either have waiting lists or very limited availability. Notable recent developments, including Hotel Elephant's new site in Spare Street, have not diminished this demand.

A number of facilities locally have meanwhile or temporary use for artists' studios and creative workspace including the proposed usage for Peckham Levels. However by definition, this only helps meet demand in the short to medium term, and users of these spaces will need space once the meanwhile use comes to an end.

A Choice of Models

Within the definition of artists' studios, a number of different operating models can be applied, offering scope to choose the model, or combination of models, that suits OLBAW best either financially or physically.

In addition to the rental of studios by the square foot, membership models can be considered, offering users access to specialist equipment, with on-site technical support. Local examples include Bainbridge Print Studios on Thurlow Street, and The Kiln Rooms in Peckham. Makerversity, based at Somerset House, offers access to digital, wood, textile, 3d print and assembly spaces. These facilities sell members a number of sessions, or use membership models akin to co-working (i.e. per desk or hot-desking with access to facilities).

Inclusion of a membership model within OLBAW would bring a greater number of people to the building than if the whole building is a 'traditional' studio space. Some facilities offer 'day pass' access for non-members. However, it would be down to an operator to consider what is most financially viable.

Viability and Critical Mass

The floor-space available at OLBAW is at the low end of that which is considered financially viable by artists' studio operators and any financial deal may need to reflect this to some degree. However, amongst the limited providers we talked to there was an appetite to make the building work, perhaps reflecting their existing commitments to the area and the acute demand for space.

Regeneration Considerations

The provision of creative workspace is under consideration within a number of regeneration initiatives locally, including the proposed Camberwell Cultural Quarter (understood to be part of the Park House Street redevelopment, second phase). A facility of this size and in that location could either be seen as a challenge to any studios at OLBAW or conversely could contribute to the promotion of the area as a cultural hub, perhaps with different types of artists in the different buildings. The regeneration team at Southwark Council have not flagged the potential overlap as an issue during the course of this study, however this would need to be monitored as any other facilities are brought forward.

Meeting the ‘Community Focus’ and ‘Connected to Park’ Redevelopment Objectives

There is a risk that a creative workspace establishes its own community of users but does not fulfil the redevelopment objectives for OLBAW of reaching a wider community and linking to the park. Operators of Artists’ Studios often run gallery and / or event spaces, public access workshops, and incubator programmes for emerging talent. The objectives would need to be robustly agreed with any future operator and reflected in lease terms or a management agreement.

Community Arts Activity

The creation of an ‘artistic hub’ for the Park which connects to communities would be strengthened by the location at OLBAW of a community of artists, working on projects involving the general public or targeted groups of people who might not otherwise access the arts or a cultural offer within the building. Participatory work requires activity space. For some uses this space would need to be within the footprint of a specialist studio, where fixed, specialist equipment can be accessed. In other instances, where equipment needs are less, the location is more flexible.

However, as an indication, the overall footprint of the current Art in the Park building, used by a team of community artists, is approximately 120sq m. This is a relatively large amount of space to be re-provided at OLBAW given the amount of studio space being created and it is also the case that the required levels of outdoor activity do not lend themselves to a relocation to OLBAW. Furthermore, this activity generates limited ability to pay market rates for studios, often being irregularly project funded.

Instead, for some activities, including ‘mass’ participation such as drawing, small scale carving, group making etc. the Old Library space could be used. In good weather, activity could extend out from the new proposed entrances, into the Park, increasing visibility and attracting new participants and new users of the building.

Opportunities of a Park Setting

Interesting food for thought as to how an arts-focused building can connect into a park setting is provided by the Whitworth Gallery in Manchester, who have appointed a ‘Cultural Park Keeper’: described as *‘the park keeper re-imagined for 21st-century Manchester: bringing art, nature and people together’*. Supported by the Esmée Fairbairn Foundation this unique new role is to lead, develop and co-ordinate dedicated engagement and wellbeing programmes, partnerships and activities, with a focus on existing park users and new audiences, across three strands - participatory programmes for local families, wellbeing and volunteering.

8.4.3 Financial Benchmarking and Assumptions

For business model purposes MandP has assumed a rental of █████ per sq. ft. for studio space. This has been informed by our desk research and conversations with providers, and takes a realistic but cautious approach. Please refer to Appendix 03 for further detail. Key benchmarking data is as follows:

Artists' Studio Rental Rates

Source	Rate
Provider feedback	£17.50 - £22 per sq. ft.
Plincke report business model	a starting rate of £20.07 per sq. ft.

Membership Models

A membership model has not been included in the business model but examples are as follows:

Source	Rate
Bainbridge Print Studios	10 sessions within 6 months £175. Day pass £55
The Kiln Room	£170 per month or £930 per 6 months
Makerversity	Full time desk space, includes access to all workshop facilities, from £295 per month 60 hours hot-desk from £175 per month.

8.4.4 Architectural / Design Considerations

The approach to fit out of creative workspace would depend on the type of artist / creative industries being housed. General principles for 'traditional' artists' studios include the following:

- For most artists, studio size is defined by budget: it is importance to create a range of sizes. Often spaces are determined by a pre-existing building, however as an indication, at ACME's purpose built block at High House Production Park in Thurrock, sizes ranged from 130ft² (12m²) to 1600ft² (149m²).
- Flexibility can be built in by fit out designs which easily allow smaller studios to be combined and larger ones sub-divided.
- Fine artists ideally need a 3m minimum ceiling height
- Artists tend to require private, self-contained space
- There is a fundamental design principle of maximising clear working wall space, and natural light
- Models often sacrifice shared communal space in order to keep artists' rents down.
- Wall and floor loadings, acoustic insulation, thermal insulation, heating and ventilation strategies are key.⁹

⁹ *Studios for Artists: Concepts and Concrete* (Blackdog Publishing: a collaboration between ACME Studios and Central Saint Martins)

However other types of artist may require different types of space and are more flexible. Feedback in relation to OLBAW from the providers that MandP spoke with can be summarised as follows:

Design Consideration	Approach
Size	Subdivide the spaces, although these would not need to be fully self-contained. Spaces of circa 150sqft are popular.
Density	Maximise lettable space. Could mezzanine levels be considered?
Usage	Match types of artist to types of space e.g. basement may lend itself to desk based artistic work, or a membership facility.
Natural Light	Less important than it used to be for most studios, but studios need to be a pleasant environment.
Height	Determined by the existing space so take a pragmatic approach. Maximise where possible. Important for photography but not all other forms of work.
Wall space	Important for some but not all work. Depending on use, may need to line to a certain height in basement, at the expense of architectural features.
Parking	Parking and/ or drop-off is a consideration as some types of artists need to be able to deliver and collect equipment, materials and work.
Ventilation	Ventilation strategies are important.
Heritage	Interesting spaces are attractive to creative people so retain heritage features where possible, but be aware of practical considerations.

8.4.5 Associated Considerations

Higher Education partnerships: Whilst this was not in the scope of MandP’s work, potential partnerships with local arts training providers could be explored, either for space needed for students or for recent graduates. With a wealth of creative education in the areas around OLBAW e.g. Camberwell School of Arts (UAL), Goldsmiths and LSBU there is benefit in providing facilities that encourage the retention of this talent locally.

8.5 Co-working and Office Space

8.5.1 Demand and Strategic Context

Southwark

The introduction to Southwark Council's *Workspace Provider List* references the demand for affordable workspace in the borough: *'Demand for premises is high in Southwark. The last decade has seen significant residential development, much of which has taken place on employment land. Limited space and high accommodation costs are putting pressure on businesses, while rising prices are having an impact on crucial development areas. Southwark Council believes that workspace providers can play a significant role in business and skills development through providing inexpensive and well-managed workspace for the borough's entrepreneurial and small business base.'*¹⁰

The document outlines the Council's aspiration to enter into strong partnership working with providers, and in so doing to support the local economy and the skills agenda.

In line with this commitment, Southwark Council Officers asked MandP to explore the potential of co-working in relation to OLBAW.

London

Recently, the co-working sector in London has shown rapid rates of growth, with the majority of spaces having been established in the last 5 years. When combined with other workspaces aimed at small business development, a 2014 report for the GLA¹¹ found that almost 80% of the 132 IACs (incubator, accelerator and co-working spaces) in London were in the fields of 'digital; advertising, marketing and communications; designer-makers and product design; production, TV, music and photography; or with a social enterprise and charity focus'.

The GLA's commitment to the provision of affordable workspace was reiterated by Sadiq Khan in December 2016 with the announcement of plans to create The Workspace Providers Board, a team of entrepreneurs and business leaders to help protect London's workshops, studios and workspaces.

Local Provision

Examples of venues providing co-working or similar near to the park and in the wider area include:

- **The Office Club at The Bussey Building, Peckham:** has recently started offering space for up to 50 members.
- **Hotel Elephant at Spare Street, Elephant and Castle:** primarily Artists' Studios but includes some open plan co-working space.
- **Peckham Levels:** opening in Summer 2017, Peckham Levels has advertised for operators of co-working space within this meanwhile development
- **Cambridge House:** focusing specifically on voluntary sector organisations, offers desk space from single desks to furnished and unfurnished offices.
- **Adventure Playground Building (Giraffe House):** Within Burgess Park a number of small organisations /individuals working on local activity are using desk space at the instigation of the Creation Trust who are temporarily leasing the building.
- **The Impact Hub, Brixton:** offering fixed desk and hot desking, as part of both POP Brixton and a global network of Impact Hubs.

¹⁰ Southwark Council's *Workspace Provider List* August 2016

¹¹ 'Supporting places of work: incubators, accelerators and co-working spaces 2014' by URS, Gort Scott, Ramidus Consulting, #1Seed for the GLA

8.5.2 Opportunities and Challenges

Mutually beneficial partnerships with workspace providers

In London, there are strong examples of partnerships between co-working providers, local authorities and /or developers, which can include a good financial return for the local authority, for example through revenue share. There are a number of established co-working providers who are keen to operate space in Southwark.

Experience of running mixed use models

Co-working providers often have strong experience of incorporating and managing food and drink operators and running associated event spaces, both for their own programmes and for hire, and may be better equipped than some other types of operator to manage these aspects of OLBAW.

Demand

With the regeneration of the area there is likely to be an increase in the number of people who would use co-working spaces.

However, until the arrival of the Bakerloo line extension, transport links limit the appeal of the site for co-working. The focus would need to be on freelancers who are resident in the local area wanting to work close to home, and small, often creative businesses, who need affordable clusters of desks and are not reliant on regular client visits or very quick access to central London. This demand locally, both now and in the future, is largely untested.

Viability of size of space

The size of space available in the Bath and Washhouse side of the building is at the very low end of spaces that the co-working operators that MandP have spoken with see as viable. A number of the operators discount spaces of less than 10,000sqft. OLBAW would potentially still appeal to operators whose focus is social impact rather than profit, however overall viability is likely to need the deal to be significantly 'supported' in some way by the Council.

Meeting the artistic / cultural redevelopment objective

Whilst much of the demand for co-working in London is from broadly speaking, creative professionals, in order to meet the redevelopment objective of an arts/ cultural focus, a creative emphasis would need to be specified and this would further narrow the market available to any providers. Conversely, co-working could meet the 'community benefit' redevelopment objective strongly because, by definition, local people would be using the facility.

An evolving market, and changing local context

The 2014 report for the GLA highlighted the 'rapidly evolving nature of the market'. Some providers we spoke with raised questions about what will happen to the market in the medium term. One provider commented that large providers such as *We Work* entering the market may in the short-term absorb demand and place pressure on others; although in the longer term this could lead to a higher profile market and some users turning to smaller providers whose services are more bespoke and / or affordable.

Whilst the regeneration of the area may well increase demand for co-working, if a large provider opens in Elephant and Castle, because of the transport links into Central London this could significantly affect demand at any Burgess Park facility.

8.5.3 Financial and Operating Model Benchmarking

For the reasons given above, co-working is not assumed within the MandP business model. However, this need not preclude future building operators electing to house a range of uses including some co-working space within a mixed-use model. The information below is provided for reference in this context.

Typical Usage Charges

Detail of the charges to users levied by a range of providers can be found in Appendix 04.

Use of co-working spaces is typically inclusive of services, WiFi etc. and gives access to other ancillary services such as printing, scanning and copying (usually charged additionally). Some benchmarking examples, based on different operating models, are given below.

Operating Model	Charges
Allocated desk space:	<ul style="list-style-type: none"> • Outside the centre of London: ranges from circa £155 pcm to £450 pcm, depending on the area. • The Office Club Peckham: allocated desks £199 p.m. Many providers offer both a full-time and 3 day a week package
Hot-desking: membership giving a fixed number of hours per week or month.	<ul style="list-style-type: none"> • Impact Hub, Brixton: ranges from 30 hours p.m. £60 plus VAT to unlimited access £225 plus VAT • Hotel Elephant: £86 / £174 per month, for 2 / 5 days per week.
Pay as you go:	<ul style="list-style-type: none"> • The Shakespeare Business Centre in Brixton offers pay-as-you-go at £3 per hour / £25 a day • The Office Club Peckham are offering a 'pay what you can when you can' option.

Another local example

In 2016 Lewisham Council opened Catford Dek, Ladywell Dek and Deptford Dek, new co-working business spaces, within three vacant council-owned buildings.

The Council were awarded funding of £1.63m (£1.2m from the New Homes Bonus and £430,000 from the GLA High Street Fund) to support the refurbishment and fit out of all three spaces and to support their running costs for the first two and a half years.

Costs to users are: £155 pcm hot desk, £185 pcm dedicated desk, £350 pcm 4-person office

Financial framework for operators: arrangements with Partners

There are a wide range of models in operation including: operators purchasing and owning buildings; lease terms ranging from market rates to peppercorn rents; revenue share arrangements with Councils and other landowners and combinations of lease and revenue share. If leasehold, the longer the lease the more able the operator is able to pay a return to a partner

8.5.4 Architectural / Design Considerations

Many co-working providers are flexible as to the type of space they are willing to operate in, as often they are used to establishing facilities in buildings originally designed for other uses. Feedback from the providers that MandP spoke with can be summarised as follows:

Design Consideration	Approach
Layout	Small self-contained units are often more popular than open plan spaces, as they provide security and privacy. The majority of the space should be laid out in this way, with a minimal amount of open plan hot-desking.
Natural Light	Important as people spend long hours at desks and need an attractive environment.
Ventilation and heating	Ventilation and heating strategies are important as users spend a long-time at desks.
Approach to fit-out	Pitch according to the market you decide on. Buildings with character are attractive.

8.5.5 Associated Considerations

Demand for affordable flexible desk space for community focused organisations and individuals

Community Southwark (www.communitysouthwark.org) highlighted to MandP a large and growing demand for flexible workspace for local organisations ranging from small community groups to voluntary sector organisations, social enterprises etc. Typically, these have at most 2 paid employees, and often need space only for a few hours a week: *'there is a currently a huge unmet demand for premises by groups - either to meet in, or in order to hot desk as a way of cutting back office costs. There are currently around 1200 community groups/charities operating in the borough, and although they don't all need premises, we are finding that this is an on-going and increasingly difficult issue for many of them (particularly smaller community groups) - both in terms of finding premises and affordability - as many small organisations are providing niche services but face severe financial constraints.'*¹², Community Southwark have set up a premises group to begin to take a collective approach to this issue.

This need was also highlighted by the Creation Trust in MandP's research for the wider Buildings Masterplan for Burgess Park. Pembroke House community centre receive similar enquiries.

There is a commitment by Southwark Council to addressing this need in *Common Purpose Common Cause, Southwark's Voluntary and Community Sector Strategy 2017-2022*:

http://www.2.southwark.gov.uk/download/downloads/id/14221/vcs_strategy_2016 (p.17/18).

Given the overall viability of co-working for the space coupled with the need for space for community related organisations to be extremely cost-effective, and the artistic/ cultural redevelopment objective for this building, provision of such space is not MandP's recommendation for use of OLBAW. However, this is not to preclude Southwark Council taking a view on the need for provision of this type of activity either at OLBAW or within the wider Buildings Masterplan.

¹² [REDACTED], Development Officer at Community Southwark.

8.6 Community and Individual Hires

8.6.1 Demand and Strategic context

Friends of Burgess Park and Plincke: The 'Village Hall'

The Plincke Report, proposes the use of the Old Library within OLBAW as 'a flexible community hub' based on a 'Village Hall' model. The FOBP¹³ summarised the intent to MandP as follows:

- *'The village hall phrase was an expression that Plincke used to give a sense of a flexible space which can be used for a variety of activities by different groups'*
- *'FOBP would like the Old Library to be retained as an amenity space which has public access and can be used as a venue for park based activity, environmental activity and by park focused groups. There is no other large venue in the park.'*¹⁴
- *'Potentially the old library is as large if not larger than other local venues and with the park setting potentially a high-quality venue.'*¹⁵
- *'Continued public access and benefit for the local community reflects the original objectives of Passmore Edwards and the donation of the land'.*

Local facilities

There are a number of spaces locally offering community and private hire of hall spaces, including Inspire, Pembroke House, Cambridge House, and Chumleigh Gardens in the park itself. Please see Appendix 05 for a summary. The spaces range from those with high quality fit-out to those which are more utilitarian, and from conversions of heritage buildings to 1960s / 1970s properties.

8.6.2 Opportunities and Challenges

The Old Library as a flexible space

The shape of the Old Library allows for a range of layouts and the height, natural light and heritage makes this an attractive space which would be further enhanced by the proposed refurbishments, and further optimised by opening the space up onto the park. With the removal of the current café counter area the Old Library could be configured in a range of ways including:

- End-on seated ('theatre style'). Capacity up to 124.
- Standing event: suggested limit of 160 (at 1m² per person).
- Seated at circular banqueting table: up to 96, also allowing space for a dance floor or servery area.

Other spaces proposed within our architectural concept scheme would add additional space during hires of the Old Library, or could be hired separately:

- Foyer area: 66m² (up to 66 standing at 1m² per person)
- Private Hire Room: 40m² (40 people standing at 1m² per person)

Please see Appendix 10 for examples of Old Library event layouts.

¹³ ██████████, Friends of Burgess Park

¹⁴ The Buildings Masterplan proposes an extension space within the Community Sport Centre, and a modest building located within the proposed landscaped Urban Games area. These spaces are subject to funding. Whilst there would be some overlap with proposed use of the Old Library they would not negate the vision put forward by the FOBP for OLBAW.

¹⁵ The Buildings Masterplan recommends refurbished facilities at Chumleigh Gardens which could house some similar activity to OLBAW on a smaller scale, and could be jointly marketed.

A place in the local landscape?

In terms of design and quality, a refurbished Old Library would be at the higher end of the spaces available locally. Combined with the park setting it would bring in a new offer to local communities. It would also have the potential to attract hirers from further afield.

However, until the building established a reputation it would lack the immediate connection to its communities that many of the local spaces have built up over a number of years. With the exception of buses, transport links remain a challenge until the arrival of the Bakerloo line. This could limit regular hires from users from outside the area.

Aylesbury Estate Regeneration

Some facilities currently available to local communities will not exist once the area is regenerated, including some TRA Halls and Thurlow Lodge. The exact nature of the community hub provided for in phase one of the regeneration is unlikely to be decided for approximately 3 years, at which time other facilities that have come forward in the area, and the need at the time, will be taken into account. The space allocated for the community hub within the Aylesbury redevelopment is a relatively compact space, and is located on a residential courtyard. As such, even if it did become a 'hall' space, it would have a different feel and set of advantages and limitations as compared with the Old Library space.

The Council are also keen that residents of the new properties take full advantage of Burgess Park and its facilities, with part of the drive of the LDA Landscape Masterplan having been to break down perceived barriers to entry to the park.

Within the new Library on Thurlow Street (Plot 18 of the Aylesbury regeneration) spaces that will be available for use by the community will be created, however the largest of these will primarily be used for a 'Stay and Play' facility.

Demand for private and group hire for celebratory events, parties, etc.

MandP understands that, prior to being handed back to the Council, demand for Thurlow Lodge for hires was centred almost exclusively on Fridays and Saturdays; with the business model coming under financial pressure. [REDACTED]

There is a general consensus that there is demand for spaces in which people can have celebratory events and parties in the area¹⁶. Whilst the Old Library would not be able to host events at the largest end of demand, it would be well placed to host medium scale parties, and events, if appropriately priced, marketed and managed. In addition, the regeneration of the area suggests that there will be an increased demand, and ability to pay for, space for private events in the future.

Please see Appendix 9 for the results of a recent consultation exercise led by the Friends of Burgess Park focussing on potential future uses for the Old Library.

¹⁶ A number of people MandP spoke to in particular noted a demand for spaces to hold children's parties in the area.

Space for meetings of community groups and park-related groups

Charlotte Benstead from the Creation Trust noted that there is not currently a substantial need for local community groups that she is working with to hire space for group meetings. Others MandP spoke with noted that even when space is needed, the organisations have little or no budget. The Creation Trust was nevertheless supportive of the original direction of the Plincke report.

In relation to park user groups, Southwark Council receives requests for park related groups to use indoor space approximately twice a month¹⁷. It is important that these groups can meet somewhere in the park, however whilst this demand may increase if a space is more obviously available and this usage should be encouraged, it is not known whether these groups have budget to pay for space.

Fitness and wellbeing classes

There is a lack of fitness studio space in the park where individuals and organisations can run classes, e.g. yoga, Pilates. Whilst there is a possibility that this may be provided at the Community Sports Centre site as part of the Buildings Masterplan; this is by no means confirmed and the Old Library would suit these uses. These types of usage are a major part of the programme of a new community centre, provided through a Southwark Council regeneration initiative, in Nunhead, The Green (www.thegreennunhead.org/calendar/). A fully accessible Old Library would also suit other types of classes e.g. simple participatory arts classes, environmental activities for children and adults, activities for babies and carers etc.

Indoor / outdoor hire space

In the past, the Southwark Council events team have received regular requests to use space in the park for private functions. With the Old Library re-orientated and opening onto the centre of the park, there would be potential to offer some hires which included use of outdoor space. However, this would depend on the direction of the Council's parks' event strategy, which was under development at the time of our research. Potentially the Council could grant a number of days per year when the operator of the building could use space in the park next to the building without having to apply for individual permissions for each date.¹⁸

Operational and Management Considerations

The complexities of running a mixed-use space, in particularly one which holds larger scale and higher end events as well as low-cost hires should be carefully planned for. The more complex and rich the model the more skilled a manager is needed. Please see Section 11.2, below for a further discussion of this issue.

In a successful space, there is a risk that bookings for regular activities mean that newer groups or individuals cannot hire space. If this arose, an operator would need to develop a strategy to allow for 'fair' access e.g. set some time slots that are not available for regular weekly bookings; and / or 'curate' the space to facilitate a mix of activities.

Encouraging and Maintaining Community Use

The fact that a facility is available for community use does not automatically mean that it will be used. In addition to carefully considered marketing and a sensitive, scaled pricing approach, proactive outreach will be a very important tool to raise awareness of the space and to break down any barriers that prevent potential users feeling that the space is genuinely 'for them'.

¹⁷ [REDACTED] Burgess Park Director

¹⁸ Conversation with [REDACTED] Southwark Council Events Team

8.6.3 Financial Benchmarking and Assumptions

Market Rates

For the purpose of our business model, MandP has assumed the following against hire activity in the Old Library:

- Average ██████ p/h for daytime hires
- ██████ for an evening hire

There is a significant range of pricing on local spaces. A summary of our benchmarking is as follows:

Source	Rate
Overall range for community focused space	Community focused space, Community rates: - Capacity up to 50 people: £15-£45 ph. - Capacity up to 100 people: £35-80 ph. - Capacity up to 150 people: £35-120 ph
Private hire evening event range	£200-£500; although charities can hire cheaper
Plincke business model for Old Library	£20 p/h starting rate, 12 x 2 hr hires per week assumed
Council owned 'heritage building'	Kingswood House £56 p/h (room capacity 100)
Peckham Library Pod aimed at children's parties	£25 p/h community; £45 p/h standard
Inspire Main space	£25-£50 p/h with many free or reduced cost rentals for charities etc.
Wickway Community Centre	£50 p/ h flat rate
The Green, Nunhead	Willow Hall: £16 p/h off peak, £20 p/h peak, £30 p/h weekends
Albany Deptford	Red Room £24 p/h charitable, £30 standard; £42 Sundays

8.6.4 Architectural / Design Considerations

The following are some key elements to maintain flexibility:

Consideration	Commentary
Catering	Events kitchen that can be used either to support a professionally catered event or can be used by hirers for more simple catering.
Fire exits	Sufficient to deal with an event at max capacity
Toilets	Sufficient to deal with an event with an interval at max capacity
Sound proofing	Maximise as far as feasible. Include acoustician on capital project team.
Storage	Adjacent storage room provided for furniture and other storage requirements.
Equipment wash up	Access to sinks for certain types of participatory art classes
Shading / Blackout	Versatile black out capacity / blinds
Ventilation and heating and cooling strategies	Sufficient to deal with an all-day event at max capacity
Parking	Drop off. Parking is desirable but not essential

8.6.5 Associated Considerations

Local community-focused centres

MandP spoke to two multi-use community-focused centres catering for all ages in the local area to the park: Inspire and Pembroke House. These organisations have valuable perspectives on community usage based on on-the-ground experience and MandP recommend that they should be kept informed of any future consultation regarding the buildings, and relevant tenders for management. Initial feedback from these organisations as to the inclusion of space for community hire is as follows:

Pembroke House, Tatum Street, SE17 1QR (<https://pembrokehouse.org.uk/>): Pembroke House is a multi-use community space in Walworth. Under the current vision, about 80% of activity at Pembroke House is 'curated' in response to community need, established through a previous community audit. The use of the space for one off hires is limited. They do not see any major overlap with the proposed uses for OLBAW and would be interested in possible areas of synergy in particular in relation to artistic activity. They note that their 'community' is largely within 5-10 mins walk of the centre, unless individuals are part of a community of interest for specific activities. Traditionally boundaries to the park have been a cut-off point, although Pembroke House would be keen to see this change.

Inspire, Liverpool Grove SE17 2HH (<http://in-spire.org.uk/>): Inspire is a community, arts and learning charity working with people in Walworth, SE17 and beyond, also running 2Inspire, a dedicated youth centre on the Aylesbury Estate. Hires by individuals and businesses are an important source of Inspire's unrestricted income. As such the provision of a nearby facility may represent a challenge to a key income stream, albeit that some usage types would lend themselves better to one space or the other. For example, Inspire, as a community centre, is used by many other community services, who are unlikely to be attracted to OLBAW. Wedding receptions taking place at Inspire tend to be at the lower cost end of the market whereas OLBAW would be more mid- scale. Conversely, Inspire are currently using space for activity in the Adventure Playground Building in the park. They may need to hire space

for certain activities in the future and their work includes a strong focus on arts activity, meaning there could be synergy with any programmed arts activity at OLBAW, in particular sign-posting of young people to workshops and events.

8.7 Business Hires

MandP has considered the potential of hire by businesses for meetings and larger training and away days as part of the use of the Old Library space.

8.7.1 Demand and Strategic Context

Southwark

As previously stated, Southwark Council is committed to encouraging businesses to start and thrive in the area, some of whom will need meeting and training space.

Buildings Masterplan: Chumleigh Gardens West

These activities are a core part of the offering at Chumleigh Gardens West Almshouse in Burgess Park, currently operated by 1st Place Children's Centre and marketed as a Conference Centre <http://www.1stplace.uk.com/room-space/>. Current hirers of the space include: voluntary sector organisations, charities; community groups; Notting Hill Housing Trust; GP Practices; Southwark Council; schools teams / head-teachers.

The Old Library would be able to meet any need for larger groups and, in the proposed indicative scheme, has better scope for catering than Chumleigh Gardens West. However, MandP recommends that the focus of this activity should remain at Chumleigh Gardens. See Section 11.3.3 for more information on potential links with Chumleigh Gardens and our recommended management approach.

Local facilities

There are a number of other facilities locally which market spaces for meetings, training etc., to businesses, including Cambridge House, Peckham and Camberwell Libraries and Inspire. There is a dedicated training and meeting venue, Avonmouth House, between Elephant and Castle and Borough.

8.7.2 Opportunities and Challenges

- There is steady demand for Chumleigh Gardens and the opportunity for the two spaces to be marketed as a joined-up offer.
- The regeneration of the Aylesbury area is primarily residential, and while it includes some workspace, employment space and retail, it is not likely to bring significant new businesses of the type who need meeting and training space. The regeneration of the Old Kent Road area is more mixed use, however the level and type of new business that might locate to the area is difficult to predict.¹⁹
- For non-local companies the transport links are an issue, as may be perceptions of the area.
- The new Library facility as part of Phase 1 of the Aylesbury Regeneration will include spaces that can be hired for meetings and training and this will provide additional competition to the local market.

¹⁹ [REDACTED], Southwark Council Regeneration team

8.7.3 Financial Benchmarking and Assumptions

For the purposes of the business model MandP has made cautious assumptions, assuming business hire for half day use, ■times a year, at ■■■ per hire.

A summary of relevant benchmarking information is as follows.

Facility	Rate
Chumleigh Gardens West	£38.50 to £43.50 p/h although some discounts may be offered. (capacity of each of the rooms are 25 people boardroom style and 30 people theatre style.)
Cambridge House:	Gilroy Hall for up to 50: Standard: £53 p/h, Public sector: £48 p/h, Community: £42 p/h; Gilroy Hall for up to 100: Standard: £90 p/h, Public sector: £84 p/h, Community: £79p/h.
Peckham and Camberwell Libraries	Peckham: £45 standard / £25 community ph Camberwell: £30 standard / £15 community ph at Peckham / Camberwell (capacity 50)
Inspire	Meeting Rooms: £20 charitable/ £25 private p/h (20 seated or 25 standing)

8.7.4 Architectural / Design Considerations

Considerations are generally the same as for private and community hire space; easy room darkening for projection and good WiFi and related IT provision is important.

8.7.5 Associated Considerations

As described above, Community Southwark have flagged a growing need for space for small businesses focused on social impact to access meeting space; however, their budgets may be limited.

8.8 Marriages, Civil Partnerships and Other Catered Events

8.8.1 Context

MandP have included marriages and civil partnerships (and other similar large scale catered events) in the business model for OLBAW in order to:

- Enable the financial model to be more robust by incorporating a more significant revenue stream which is still in keeping with the ethos of the redevelopment
- To give a greater number of people from a wider area access to a heritage building
- To bring celebration to the heart of the park

8.8.2 Opportunities and Challenges

An attractive, heritage venue

With the heritage of the building, park setting, height and light a refurbished Old Library has the potential to be an attractive venue. The capacity lends itself to medium sized weddings, and would be suitable either for ceremony only, ceremony and reception or reception only. Within the Park smaller ceremonies and receptions could potentially take place at a refurbished Chumleigh Gardens West, which benefits from beautiful gardens, however that space has very limited catering facilities, and limited layout options.

The Old Library space would suit marriages and civil partnerships of up to approximately 120 people (80 if a banquet-seated reception).

Year-round opportunity

Whilst some comparable venues operate from late Spring to early Autumn only, the Old Library has the potential to be one of a fewer number of year-round venues, taking advantage of the park setting in summer, but self-contained in winter. This is dependent on the final layout including an events kitchen and, for ceremony and reception, space which can be used by guests for drinks and, in bad weather, photographs when the main library space is in turnaround between ceremony and reception. This is provided for in the MandP indicative scheme by the ability either (i) use Chumleigh Gardens; (ii) close off the off the public foyer space; and/or (iii) the Mangle Room private dining room.

Likely Demand

There are a number of licensed venues for marriages and civil ceremonies in Southwark and neighbouring boroughs, with further venues that can accommodate receptions but are not licensed for ceremonies.

Whilst it is difficult to find a directly comparable venue to the Old Library, venues for comparison due to their location, or similar settings include:

- **Local:** South London Gallery SE5 (cultural venue, architectural features), Caroline Gardens Chapel SE15, ceremony only (architectural features), Dilston Grove SE16 (cultural venue, architectural features, park setting in Southwark Park), Inspire (external architectural features, community facility)
- **South East London:** Horniman Museum Pavilion and Conservatory (cultural venue, architectural features, park setting), SE23, Kingswood House, (architectural features, owned by Southwark Council, community use), SE21, Belair House (restaurant and wedding venue within Southwark Council-managed park, Belair Park)

Whilst demand related to marriages and civil partnerships at the South London Gallery shows a local market ²⁰, the demand for marriage and civil partnership celebrations is in any event less dependent on the local population than other activities, with London-wide demand for interesting venues.

During market testing MandP spoke with South London Gallery²¹ who felt that there was scope on the market for another wedding venue in the locality and did not raise concerns that they might be adversely affected and, in any event, SLG currently does not offer weekend days. We also spoke to Inspire who acknowledged that for marriages and civil partnerships the two venues are very different and therefore unlikely to compete (<http://in-spire.org.uk/room-hire/>). Suzanne James²², a wedding caterer and exclusive event manager and caterer for weddings at the Horniman Museum suggested that there is demand for new, architecturally interesting venues to enter the market, especially with year-round usage.

Impact of regeneration

The regeneration of Elephant and Castle, and the Aylesbury Estate suggests that there will be more people able to pay for a mid-scale marriage or civil partnership. The Old Kent Road regeneration will bring new homes and therefore more people living close to the venue.

Pricing

Key to success will be competitive pricing which would allow the venue to establish itself, and offset public transport limitations until the arrival of the Bakerloo line.

Building demand

Given the long lead-in times for most marriage and civil partnership planning it would take at least 3 years to market and begin to establish the venue and its standard of catering and event management.

Sound penetration to and from the Old Library.

There is limited residential accommodation in the immediate vicinity of the Library however any disturbance to residents, in particular residents of the former St George's church must be carefully managed, including with respect to noise from people leaving the venue late at night.

Testing of sound penetration to the basement areas below OLBAW and Studio 1 (as labelled in the MandP scheme) and other areas will be needed at design stage, with sound proofing improved where possible, and users of the studio space understanding that there may be noise from events at certain times.

Scheduling

In order to adhere to the mixed-use model proposed, certain dates would need to be excluded from the calendar of wedding dates, for example large-scale community events in the park where OLBAW would be needed; large-scale BMX events where tannoys are used. This necessitates dates being known in advance in sufficient time and competent planning process being in place.

²⁰ [REDACTED], South London Gallery

²¹ <http://www.southlondongallery.org/page/venuehire>

²² <http://www.suzannejames.co.uk/>

8.8.3 Financial Benchmarking and Assumptions

MandP financial model assumes [REDACTED] events a year based on an [REDACTED] room rate and an average catering spend of [REDACTED]

A summary of benchmarking is included below, with a more comprehensive list of comparable venues provided within Appendix 07.

Facility	Rate
South London Gallery	Clore Studio (60 seated, 90 standing): full day and evening hire £3250, includes smaller room for breakout. Evening only options also available.
Horniman Museum	Conservatory full hire: £2250 plus VAT 6 hour Saturday hire. £375 p/h thereafter Pavilion: (60 capacity) Saturday – 6 hours £1,500.00 plus VAT
Kingswood House	Golden and Jacobean Rooms weekend all day hire: £1300
Caroline Gardens Chapel	4-hours weekend hire, ceremony and drinks / canapes only: £1650
Pumphouse Gallery, Battersea Park	High Season (May – September) Fri – Sun (5hrs min): £450 ph. i.e. £2250 Low Season (October – April) Fridays – Sundays (5hrs min): £350 per hour i.e. £1750

In addition to venue hire a 10% commission on catering has been assumed.

8.8.4 Architectural / Design Considerations

Key considerations for marriages and civil partnerships are:

Design Consideration	Comment
Space needed for guests in turnaround between ceremony and reception for a period of up to 2 hours. Typically, this time is used for photographs, drinks and canapes. The area is usually private	In the case of OLBAW the wedding party and guests would spill into the park in good weather, and this is a key selling point. Ideally a private area would be reserved. However bad weather and year-round provision requires indoor space: the MandP indicative plans allow for private use of the foyer space, and if needed the Mangle Room. Use of Chumleigh Gardens West or the World Garden is also an option.
A small private space must be provided for the couple to meet the registrar for legal requirements before the ceremony. The bride and groom then need to be able to enter separately.	This could be in the closed off foyer space or the Mangle Room, with guests arriving direct to the Old Library space.

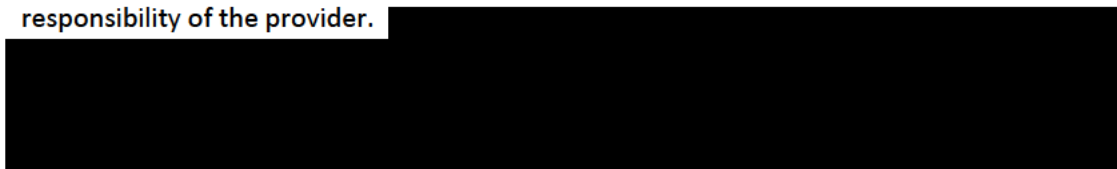
Design Consideration	Comment
Whilst some venues operate with a 'field kitchen' stationed outside the venue (e.g. in a marquee), the inclusion of an events kitchen is key for marriages and civil ceremonies	Events kitchen is included in the MandP scheme
Whilst furniture is often hired in specifically, storage on site of some equipment (PA etc., trestle tables, chairs etc. is desirable).	MandP indicative scheme provides a storage room that is adjacent to the Old Library.
Parking: parking is desirable, but not necessary except for appropriate parking for people with disabilities and designated parking for the bride and groom. Marriages and civil partnerships entail substantial deliveries and collections and these are easier with an off-road short-term wait area.	Parking in the context of wider OLBAW requirements is explored in Section 9.7.

8.8.5 Other Considerations

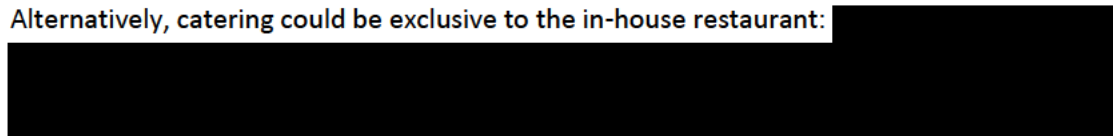
Event Management models

Organising marriages and civil partnerships requires specific expertise and time. Management approaches include the following options:

- The operator of the whole building organises and event-manages in-house. As this may cut down the operators willing to tender we would not recommend that this is a deciding factor in any tender to find a building operator.
- Event management is tendered and outsourced to a single provider. In this model dates not required for other activity (community festivals etc.) would be released by the building operator to the event provider who would have an agreement with the operator based on an income target. All liaison, supplier bookings and on the day organisation would be the responsibility of the provider.



- Alternatively, catering could be exclusive to the in-house restaurant:



8.9 Performances, Rehearsal Space, Programmed Artistic Events

8.9.1 Demand and Strategic Context

The Buildings Masterplan: An arts and cultural hub for Burgess Park

The Buildings Masterplan for Burgess Park, taking its lead from the approach of the Landscape Masterplan is based on buildings in the Park being ‘hubs’ for different types of activity. The Old Library, Bath and Washhouse is identified as having the potential to be a hub for artistic and cultural activity within the park.

The Plincke Report

The focus of the Plincke Report in terms of the arts is primarily the provision of visual arts workspace. In addition, the report refers to a range of unexplored arts-related options for OLBAW including arts / theatre rehearsal space, performing arts facilities, cinema, gallery and exhibition / gallery spaces,²⁴ which Plincke state, that along with other unexplored uses ‘underlines the potential flexibility and value of the building’.

Southwark Arts and Cultural Space Register

Southwark Council maintain a space register for arts and cultural users who require space for their activities. There are 62 individuals and organisations on the list, requiring space a range of activities distributed as follows:

Exhibitions	11%
Events	15%
Performances	13%
Rehearsals	9%
Screenings	7%
Studio / workspace	15%
Workshops	15%
Office	11%
Other	4%

8.9.2 Opportunities and Challenges

Performing arts usage

Whilst the Plincke report focuses on visual arts provision, conversely the two short-term leases that Southwark Council has granted on the Old Library are to companies who are largely performing arts focused. *The Wells Way Pop Up* run by *Just Jones &*²⁵ from October 2014 to March 2016 began to explore the possibilities of the building for performing arts workshops, rehearsals, performances and participatory arts work. From Summer 2016 the Council awarded a 2- year lease to *Theatre Delicatessen*.

Community and participatory arts usage

As detailed above, there is scope for the Old Library to be used for participatory visual arts and making activity; with this usage playing an important part in the ecology of the arts landscape in the Borough. Similarly, the Old Library can be used for participatory activity in other art forms including spoken word, creative writing, singing and dance (that does not require a sprung floor). Theatre Delicatessen recently ran courses offering Youth Theatre, Youth Comedy and a Community Choir.

²⁴ OLBAW Feasibility Report + Business Plan, July 2016, Revision 05, p.5

²⁵ <http://justjonestheatre.org.uk>

The inclusion of these activities within the use of OLBAW would work well in widening out access to the building to park users and local communities.

Theatre Delicatessen (<http://theatredelicatessen.co.uk/>)

Theatre Delicatessen work with property owners to make use of empty buildings by creating artistic hubs. Working across a number of sites these hubs house performance spaces, rehearsal rooms, offices, studios and workshops that the company opens up for theatrical, artistic and charitable use.

In July 2016 Theatre Delicatessen took up residency for two years in the Old Library. The residency involves physical and programming experimentation in the space which will bring useful practical lessons about future uses of the space, and is testing some of the issues raised in this report; e.g. what it means to try and create a space that is attractive to, and used by, the local community.

Theatre Delicatessen's model of programming and community engagement differs from the 'village hall' concept in that, whilst flexible to new opportunities, it is intended as a 'curated' space, aimed at attracting dual communities: the local community and an artistic / theatre community from further afield. Theatre Delicatessen work with a range of artistic and other partners to deliver their ambitions. At the start of their residency their plans included:

- use for artistic development, rehearsal and performance with a programme of regular events, including events generated by the local community
- running a small café facility
- running workshops for the local community. In Autumn 2016 they secured an Arts Council grant for the first phase of this work.
- depending on funding: a series of large scale productions in the building and park with associated community based activity.

The experiences of Theatre Delicatessen and the people using the building as part of their activities will provide useful insight into the opportunities and challenges of the building, physically, financially and in terms of reaching audiences and participants. Review of the successes and challenges of the residency would usefully contribute to the thinking going forward.

Potential for provision of Rehearsal Space

Some of the spaces in OLBAW would be suitable for use as rehearsal space, as flagged by Theatre Delicatessen amongst others. Some rehearsal space users require ‘blackout’ spaces – in particular those using AV, whilst other types of rehearsals are better in natural light. If a future building operator wished to include rehearsal space in their business model, there are a number of spaces which could be used:

Space	Commentary
Bath and Washhouse Basement: Studio 5	This is one of the larger studios in the Bath and Washhouse (103m ²). Lacking natural light, but with some height (up to 3.35m), this space has potential to be a rectangular ‘black box’ type rehearsal space.
Bath and Washhouse Ground Floor: Studio 1	MandP’s proposed option is that the existing space in this area is divided in two, creating an events kitchen and a smaller studio space. If an operator wanted to use this space in a different way, the Events Kitchen could potentially be relocated to the basement area directly below the Old Library (currently proposed as Studios 2 and 3) and this space used as a rehearsal space. Whilst only 70m ² it benefits from good proportions and natural light and height.
Bath and Washhouse First Floor Studios	The areas proposed as Studios 6 and 7 could be combined as a smaller rehearsal space. This would create a space of 74m ² , with good natural light and height of 4.3m.
The Old Library	This space lends itself to rehearsal as it is high and light. Given the mixed usage model for this space one-day rehearsals rather than week-long or longer block bookings could be incorporated.

Southwark Council Arts team maintain a space register which includes people and organisations needing rehearsal space. Some local venues receive requests for rehearsal space, for example Pembroke House receive a number of enquiries²⁶. MandP have not further researched the demand for rehearsal space as it was outside our agreed scope of works, however this could be undertaken relatively easily by speaking to the local theatres; members of the former Southwark Arts Forum; members of Southwark’s chapter of the national ‘What Next?’ movement; and local FE and HE providers whose students or graduates may need rehearsal space. A brief survey of local facilities and useful comparators is included within Appendix 08.

²⁶ [REDACTED], Pembroke House

Mountview Theatre Academy

<http://www.mountview.org.uk/future-moves/peckham/mountview-moves.html>

Mountview Theatre Academy is moving to Peckham (near Peckham Hill Street), opening in September 2018. The new building will provide space for community use at weekends and evenings with around 25 dance / acting studios, two black box theatres, a main public theatre, theatre rehearsal space and TV studios, and about 16 singing / music practice rooms. Given the extent of the development and that the studios will be purpose built, this is likely to absorb a lot of demand in the area, assuming that the spaces are affordable. However, during the week daytimes, the spaces will mainly be in use by the Academy; OLBAW could offer space for these times.

The potential for the Old Library as a programmed space

In the course of this study, in addition to the need for Creative Workspace, the Southwark Council Arts Team raised an interest in exploring the possibility of a more programmed element for the Old Library than the Plincke 'village hall' model.

It was not within the scope of MandP's research to fully explore this option. However, we would note that footfall past the building is currently limited, and may still be even with the regeneration of the area. Although commuters cut through the park, footfall is to some extent seasonal, and weather dependent. Accordingly, there is an argument that to make OLBAW viable it must become a destination in its own right i.e. have events or usage that specifically attract communities of interest, including those from further afield. This could be done in a number of ways:

- Some of the artists' studios / co-working operators that MandP spoke to proposed that a consistent programme of events for members and / or the wider public would be key to building the community and viability of the workspace elements.
- The inclusion of specific equipment that can only be accessed at OLBAW (such as some of the facilities that Makerversity provide) would create a 'destination'

And / or

- A programme of performing arts events that goes beyond occasional use as part of a mixed-use model in the Old Library. This would attract a wider artistic community.

Existing local infrastructure

There are a number of renowned artistic destinations in the area, for example fringe theatre venues e.g. the Blue Elephant Theatre²⁷ and Theatre Peckham²⁸.

MandP would not suggest that OLBAW is one of these venues in the making, however it is suited to a programme of one off or short run events which require minimal infrastructure and could be created in partnerships with local arts organisations. For example, spoken word, talks and debates, music, cabaret, theatre that does not require studio conditions.

One step further: OLBAW as a mini 'arts centre'?

Arts Centres require a complex mix of income to be sustainable, with most relying on a combination of core cost and project funding from public bodies, trusts and foundations, sponsorship, individual

²⁷ <http://www.blueelephanttheatre.co.uk/>

²⁸ <http://www.theatrepeckham.co.uk/>

donors; income from commercial events and venue hire; ticket income etc. The brief for the feasibility study for OLBAW is for it to be financially sustainable, so whilst fundraising could be undertaken for certain future activities in the building, revenue funding from whatever source is not envisaged.

However, in ethos, the combination of artistic studios, event, community and programmed space is not far off the definition of arts centres as a place for the community with a specific remit to encourage arts and educational practice. This may be a potential driver for capital funding, as well as a way of framing the building for an operator wishing to make the case for project funding from trusts and foundations in the future. Further investigation is beyond the scope of MandP's work.

The Albany Theatre / Canada Water Culture Space model

In terms of existing models run by the Council, as well as the model of an operator tendering for the space and paying rent back to the Council (such as the current short-term residency of Theatre Delicatessen) more complex models exist. One such relationship to note is with the Albany Theatre.

Based in Deptford, the Albany is a performing arts centre firmly rooted in its local community. Involving people, through participation and partnerships, is central to their vision. One of the Albany's aims is to be a creative centre for learning within the community, contributing to the cultural, social and economic benefit of South East London.

In addition to the Arts Centre itself the Albany manage Deptford Lounge for Lewisham Council and the Canada Water Culture Space for Southwark Council. Canada Water Library opened in November 2011 and the Albany won a tender to manage the 150-seat Culture Space, presenting a programme of theatre, music, dance, comedy, live literature and community events as well as managing a suite of six high-tech meeting rooms and learning spaces available for hire (<http://canadawaterculturespace.org.uk/>).

[REDACTED]

The benefit of a partnership with an existing established provider works both ways:

- The provider is experienced, and can deploy staff and expert resources from the other sites in a way that they would not be able to afford if they were running a single site. In this way the Council gets added value from the provider's wider resources, infrastructure and existing reputation. In the case of the Albany programming deals can be done which benefit both sites, for example family shows that are performed at the two sites across one weekend.
- For the provider, an additional space offers an opportunity to 'try out' things that they cannot in their main space, and to develop new audiences. In the instance of the Albany, whilst usage of the space has worked well partly because the Library itself was used well from the start, a local audience has been built up, in particular for the family programme.

Use of space in OLBAW for cinema

Whilst it is not MandP's proposed option, another possible usage for Studio 5 in the basement would be as a small cinema / film screening room. This would ideally involve the inclusion of retractable bleacher seating in the room. This usage would have the benefit of drawing a wider public into the building, and there is potential to create a separate entrance to the space. Whilst MandP have not investigated this option it could be considered by a potential operator if this type of artistic activity was attractive to them.

It should also be noted that, with the right blackout capability, occasional film screenings could also take place in the Old Library.

Provision of gallery space

Whilst inclusion of a formal gallery space would be advantageous in bringing a wider public into the building it is not financially advantageous, and we would not recommend that it replaces lettable space within a building that is on an already limited footprint. However, we recommend that the public welcome / foyer space is used as an informal gallery space either associated with the artists based in the building or to support free exhibitions given by other local artists or community art groups.

8.9.3 Financial Benchmarking and Assumptions

As the provision of more complex performing arts activity would be bespoke to the operator in question, MandP has not sought to model this. The current mixed use model instead includes monthly performance events with the space hired at [REDACTED] and the Café Bar business benefitting from [REDACTED] of catering / bar spend per event.

8.9.4 Architectural / Design and Operational Considerations

Practical design considerations for provision of rehearsal space include the following:

Element	Commentary
Dimensions	Just as rehearsals come in different shapes and sizes so do rehearsal spaces. However, as an indication the National Dance Teachers Association specifies 10 x 9m as a minimum size for an adult dance class. The Blue Room at Southbank Centre – a medium sized rehearsal space used for a wide variety of participatory workshop / rehearsal and small scale performance is approx. 110m ²
Height	Good rehearsal space has height, in particular if the space is going to be used for certain types of dance e.g. involving jumping or lifting. 3.5m is ideal.
Blackout	As stated above, some types of rehearsal require blackout or near black-out capability which are either a characteristic of the room or can be provided through black-out curtains or blinds.
Sound bleed	<p>A key consideration in terms of use for rehearsal space is sound-bleed both into and from the space. Currently ‘the building suffers from poor acoustic separation with sound and vibration transfer between rooms internally and from the outside in’²⁹.</p> <p>Our architectural scheme seeks to minimise this by placing the events kitchen and storage room between the Old Library and the rest of the ground floor, but this is unlikely to completely eradicate the problem.</p> <p>Whilst improvements would be made during the refurbishment it is unlikely that sound bleed can be entirely eliminated in a building such as this, although there may be areas which are more easily acoustically separated than others.</p> <p>Rehearsal and other spaces would need to be marketed accordingly (i.e. that you feel you are in a buzzing creative hub rather than an isolated unit’ and there may need to be restrictions on types of activity for example heavily amplified music. MandP recommend that an acoustician further advise during a subsequent design stage.</p>
Facilities / equipment:	Many multipurpose rooms e.g. church halls etc. are hired as rehearsal space with no associated facilities except power, and access to toilets and the ability to make tea and coffee. However, an operator could consider fitting out a space more fully for example providing a grid or lighting bars; mirrors for dance; dance floor or sprung floor; black out curtains etc. NB installation of lighting bars / grids lowers the usable height.

²⁹ OLBAW project, Burgess Park Feasibility Report + Business Plan, March 2016, Revision 05, p.3

Element	Commentary
Ventilation, cooling, heating:	Consideration of this is particularly important where intensive / active use is envisaged.

To enable programming in the space the following operational issues would need to be considered:

Element	Commentary
Stage Area	Approximate 6 x 3m stage area (indication only) shown on our Old Library event layout (see Appendix 9).
Infrastructure	Provision of a grid, blackout etc. – a basic allowance has been made in our fit-out estimates (see Section 10.2).
Sound Bleed	At already noted above, there is currently sound bleed between the Bath and Washhouse spaces and the Old Library, and from outside. Space to space sound bleed should be minimised in any refurbishment, but as previously stated would be unlikely to be eliminated entirely. Noise from the road and any park activity directly outside the building will continue. Further acoustic testing is recommended for future planning stages.
Backstage Space	The current concept design relies on the Old Library storage area doubling as a back-stage area for small scale performances.

If performances are a significant element of the chosen operator's business model, then more consideration would be needed to create appropriate back-of-house spaces as well as additional planning around:

- Ticketing infrastructure
- Licensing
- Health and safety
- Duty management and ushers etc.

8.9.5 Associated Considerations

Potential Strategic Partnerships

Another way in which the venue could become a destination that by its nature provides its own users and communities is through a strategic partnership with an artistic or education or other local or regional provider who is looking to expand or move to the area. Exploration of this has not been part of the scope of this work however it could prove fruitful. The benefit to the wider community of any such partnership would need to be assessed.

8.10 Catering Offer

8.10.1 Demand and Strategic Context

- The Burgess Park Buildings Masterplan previously produced by MandP recommended that food and drink provision be increased in the Park, from the current single café (the Parklife Café, located at Chumleigh Gardens North), to introduce, subject to funding and further business case analysis:
 - A café bar or restaurant at OLBAW; and/or
 - A new café at a refurbished Burgess Park Tennis, serving the East end of the Park.
- There is a little doubt that on weekends and on weekdays with good weather, the Park is significantly under provided for in terms of a food and drink offer. The Parklife Café has a low serving capacity and low internal seating capacity, and cannot come close to meeting the demand on busy days.
- The MandP recommendation for the provision of a café bar at OLBAW is at odds with the recommendation within the Plincke report which concluded that (i) *“whilst there is little competition for an evening restaurant offer, the current setting and lack of parking would not attract out of the immediate area customers and the lower than average levels of affluence would be an inhibiting factor if a predominantly local customer base were being relied upon”*; and (ii) *“the proximity of a new offer to the Parklife Café would create two competing venues [and] even if the offer for each were modelled differently, it is unlikely that the differences would be sufficient enough to prevent dilution of the same users between the two venues”*.
- The current absence of any local competition (other than the Parklife Café) for daytime or evening catering is certainly striking. Figure 03 below, derived from TripAdvisor, shows the cafes, restaurants and take-aways within the vicinity of OLBAW, with the large red circle indicating a 7-10 min walking time from OLBAW.

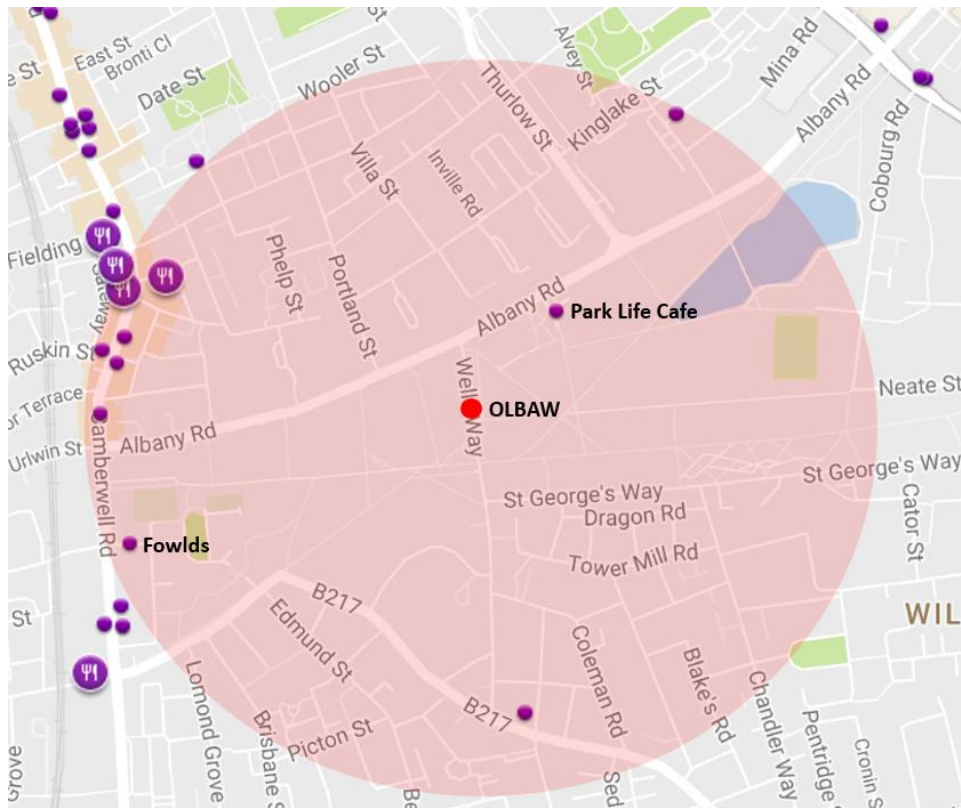


Fig 03, Map of local restaurants, cafes and take-aways

- Whilst 'absence of supply' does not equate to 'existence of demand', it is nonetheless the case that the large residential areas to the north of Albany Road and to the south of St George's Way currently have very minimal local provision of any kind of food and drink. The forthcoming regeneration of the local area, and in particular the redevelopment of the Aylesbury estate, will bring about significant residential demographic changes and will also increase the proportion of more affluent residents. Whilst any food and drink offer provided at OLBAW should have broad appeal, and be as accessible as possible to the local community, it is nonetheless the case that the presence of more affluent segment of the community is a significant factor as regards a new OLBAW cafe or restaurant being able to be viable or not.
- MandP have sought to analyse the available planning information associated with the various regeneration projects to more precisely quantify both (i) the likely demographic changes that will be brought about, on what timetable; and (ii) the extent to which the regeneration will result in the creation of other retail food and drink outlets to meet the emerging local demand. Unfortunately, in respect of both these questions, it is clear from our analysis and from conversations with the Southwark Regeneration Team that the regeneration plans are still at an early a stage and, as such, whilst the general trends as regards social change are clear, it is not yet possible to provide a quantified view.

8.10.2 Opportunities and Challenges

- The uncertainty around the exact timing and extent of local area demographic change represents the biggest risk to the creation of a food and drink offer at OLBAW that is to a significant degree dependent on trade from local residents. However, this risk is in, our assessment, more about “when” than “if”. In any event, this risk can be mitigated to some degree by ensuring any food and drink business at OLBAW is as broad as possible, and targets not only local residents but also park users (to the extent this community is different, and clearly there will be substantial overlap), workers in the redeveloped OLBAW and Chumleigh complexes, those attending meetings and events at OLBAW and Chumleigh (a proportion of the catering for which can be undertaken by the resident caterer) and visitors from out of area which, over time as transport links develop, and if new parking is created (see Section 9.7, below), will be more able to access the facilities at OLBAW.
- It is clear that driving evening activity will be a particular challenge, and it is certainly true that there are very few, if any, ‘park setting’ restaurants in London that have been able to establish an evening trade. It is therefore necessary to be cautious about this component, and for this reason MandP has only assumed evening trading Thursday to Sunday, and even then, only introduced after an initial period (2 years post-opening) to enable the core business to be established and to enable the redevelopment of the local area to have made sufficient progress. The exact timing of the introduction of evening trading should be kept under review but there are reasons to be optimistic about the prospects for building an evening business, which are linked to the quite unique nature of the OLBAW vision and the ways that this can differentiate OLBAW from other park setting venues, including:
 - (i) The fact that building houses a community of workers, creating an automatic ‘seed’ for evening trading.
 - (ii) The other activity in the evening in the building, particularly programmed artistic events in the Old Library, which lends itself to pre- and post- drinking and dining.
 - (iii) The close proximity to local residential areas, and the current absence of any competing options.
- With regard to the possibility of new competition emerging as part of the regeneration schemes, the Regeneration Team have pointed out that if facilities are established at OLBAW, this will have an impact of the kinds of facilities that are encouraged elsewhere within the regeneration zones, and as such there is an opportunity to ‘get in early’ in terms of food and drink provision for the area.
- As correctly highlighted by the Plincke study, there is a risk of too closely duplicating the Parklife Café offer with the result of cannibalisation occurring. However, our view is that it is possible to create both a food and drink offer and an internal environment that is substantially different from the Parklife Café and that can attract a different audience. Our view is that, over time, and because of the limitations of space and setting, it makes sense for the Parklife Café to primarily serve the family market to be found in the vicinity of the playground, and also to provide a ‘grab and go’ offer for those passing by, or wanting a very low priced lunch or snack option. The OLBAW Café Bar, by contrast, would have a higher quality offering, target a higher price point and longer dwell time, and would seek to create a very different ambience. Because of its larger scale, superior setting, longer opening hours (including limited evening opening once core business established) and more extensive facilities, we would see the OLBAW Café Bar becoming the primary Park food and drink outlet once established, with the Parklife Café playing more a supporting role with a

family-market focus. We understand that this may not be entirely compatible with existing catering contract arrangements and this hierarchy will therefore need to develop over time.

- [REDACTED]

8.10.3 Benchmarking

As already noted, due to the uniqueness of the OLBAW vision, it is difficult to find directly comparable operations with which to benchmark.

However, in developing the vision for the café bar, we have taken account of the following venues, each of which have something in common with the vision we have in mind for the OLBAW café bar.

Venue	Benchmarking Comments
The Brew House Café ^{*30} Hampstead Heath	Formerly run by Company Of Cooks, and now operated by Searcys, the Brew House is a good example of a café that thrives primarily because of serving a local community, even though it is in a park setting (and in this case part of a heritage attraction as well). The café was able to deliver very significant sales growth versus historical performance once the management configured the offer with the local community in mind and nurtured the relationship with local residents so that it became “their café”. A similar approach will be needed at OLBAW.
Village Vanguard ^{*31} East Village, Stratford	Again very focused on serving a defined local community (residents of the former Olympic Park), Village Vanguard achieves the ‘different ambience at different times of the day’ objective – and is equally comfortable serving breakfast in the morning and cocktails in the evening.
Lido Café ^{*32} Hyde Park	Whilst serving a very different audience (central London residents and tourists), the Lido Café is nonetheless a good example of a ‘café bar in a park’ with a menu that extends well beyond typical park café staples.
Tanner & Co. ³³ Bermondsey Street, SE1	Also a useful ‘all day operation’ example, but a relevant reference site due to the combination of bar/restaurant and unconventional event space (Tanner Warehouse). Whilst serving a much more affluent audience than would attend OLBAW, the way the restaurant operation supports activity in the adjacent events space mirrors the model proposed for OLBAW.
The Lido Café ³⁴ Brockwell Park	A good example of a very successful park setting café restaurant in a (admittedly more affluent) suburban setting that has become well loved by residents and locals and has succeeded in establishing a limited evening trade.
Clissold Park Café ^{*35} Stoke Newington	Whilst not universally loved, the café at Clissold Park House is another example of a park setting café that has reached out to local residents (this time in a more cultural diverse and less affluent area of London) and has an associated weddings and events business used by locals and those from further afield.

³⁰ <http://searcyskenwoodhouse.co.uk/cafes/>

³¹ <http://www.villagevanguard20.com/>

³² <https://www.royalparks.org.uk/parks/hyde-park/food-and-drink/lido-bar-and-cafe>

³³ <https://tannerandco.co.uk/>

³⁴ <http://www.thelidocafe.co.uk/>

³⁵ <http://www.hackney.gov.uk/clissold-park>

8.10.4 Financial Assumptions

We have developed a detailed financial plan for the café bar, contained within the Financial and Trading Model included at Appendix 15, based on capturing sales from a range of different types of activity, shown in the table below with an indication of forecast volume and average spend.

Activity	Average Spend (ex VAT where applicable) (w/e = weekend)	Volume (by Yr 4, once established)
Retail café bar sales, trading from Breakfast through to Afternoon for first two years of operation, with evening bar and dinner offer on Thur – Sun thereafter.	Av spend per customer by trading session: [REDACTED]	Av. daily customer no., by trading session: [REDACTED]
Exclusive catering for meetings and private dining taking place in the Mangle Room	Private Dining – av spend [REDACTED] per group Daytime meetings / corporate – av spend [REDACTED] per group	[REDACTED] bookings per year [REDACTED] bookings per year
Exclusively catering and bar operation for some categories of event in the Old Library including programmed artistic events and corporate meetings.	Daytime corporate events – av spend [REDACTED] per group. Performance / theatre – av spend [REDACTED] per event.	[REDACTED] per year [REDACTED] per year
Non-exclusive catering for parties and weddings, with the assumption that the Café Bar operator will win some but not all of this activity.	Weddings ([REDACTED]% catered for) – av spend [REDACTED] Large catered events and parties ([REDACTED] catered for) – av spend [REDACTED]	[REDACTED] per year [REDACTED] per year

Based on this activity plan, annual sales for the OLBAW Café Bar grow to [REDACTED] by year 4.

8.10.5 Architectural and Design Considerations

The following architectural and design considerations have been accounted for in our concept scheme.

Design Element	Commentary
Access	Accessible from the Park and from Wells Way, and able to accessed independently from the rest of the building.
Visibility	Activity visible from outside. This is achieved in our scheme from the Park side, but architectural limitation on the Wells Way side of the building prevent any significant opening up of this facia.
Indoor / outdoor	There is provision for outdoor seating and an ability to open up the rear doors to create a seamless indoor/outdoor transition in the summer months.
Back of house	Current design includes a bar and open theatre kitchen within the café bar front-of-house area, supported by additional kitchen / prep areas in the basement. The basement also houses staff welfare and storage areas.
Private dining / meeting area	The adjacent 'Mangle Room' serves as a private dining and meeting area.

8.10.6 Other Considerations

Style of Food

Whilst, for the purposes of developing a financial model, we have made various assumptions around likely food and drink spend, and have forecast a level of gross profit that we believe is achievable, we have not sought to define what style of food the café bar should offer. We envisage this being developed at later stage.

Commercial Structure with Catering Operator

As discussed in more depth in Section 11.3, below, we envisage OLBAW being managed by a master tenant. If this is the model adopted, then it would be possible either for a catering operator to be contracted by the master tenant, or alternatively for the catering contractor to have a direct relationship with Southwark, sitting alongside the relationship with the master tenant managing the non-catering aspects of the building's operation.

There are advantages and disadvantages to each of those approaches. If the catering contractor is managed by the master tenant then that reduces the management overhead for Southwark, and enables the master tenant to fully own the building's operation. However, such an arrangement could reduce Southwark's ability to ensure OLBAW catering contract arrangements are appropriately synchronised with other activity in and around the Park.

Whatever management approach is adopted, given there is a significant level of risk associated with establishing this new venture in a new location, we would recommend that the commercial structure needs to appropriately share the risk between the operator and Southwark, as the ultimate project sponsors. This could be achieved by some combination of the following commercial mechanisms:

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED] d.

Compatibility of Recommendations with Existing Parklife Café Contract Arrangements

[REDACTED]

Possibility of Social Enterprise or Educational Component

One way in which the Café Bar operation could have a greater connection with the local community would be if there was social enterprise element to the operating model.

There exist in the market both specialist catering operators whose primary business model is based on a social enterprise approach³⁶, and others for whom it forms part of their business. The OLBAW operation could well lend itself to such an operator.

The combination of a restaurant and events kitchen, the latter of which will have significant periods of non-use, also potentially lends itself to an educational role and there may be opportunities for collaborations with local catering colleges or cookery schools.

³⁶ See, for example, Unity Kitchen (<http://www.unitykitchen.co.uk/home>)

9. Building Redevelopment Considerations

This section summarises the current condition of the building and provides more information about issues relevant to the buildings' modernisation and redevelopment.

Planning and other regulatory considerations are also explored.

9.1 Condition Reports

We have based our assessment of the building's condition on:

- (i) A pre-existing Condition Report for the Old Library part of the building, conducted by Ridge LLP in June 2014; and
- (ii) A new Condition Report for the Baths and Washhouse part of the building, commissioned by MandP and also conducted by Ridge LLP. This assessment took place in January 2017 and was focussed on assessing the repairs required to areas of the building that would not be replaced under the proposed architectural scheme.

Both Condition Reports can be found in Appendix 12.

Our Quantity Surveyor (Edmond Shipway LLP) has costed all necessary repairs and this forms part of our cost schedule for the redevelopment (see Section 10.1, below).

One specific issue clarified with Ridge after publication of their report relates to the condition of the pitched roof areas. Ridge have identified where repairs are needed to the pitched roof areas (flat roof areas are due to be replaced under our architectural scheme in any event) and these repairs have been costed accordingly. However, we have also asked Ridge for an opinion as to the life expectancy of the current pitched roof, mindful of the need for it to be replaced at some stage.

Ridge's assessment is that, provided the identified repairs are carried out then, *"we estimate that provided regular maintenance of the roof covering continues to take place we expect that the roof covering will last at least a further ten years prior to the next major overhaul."* In light of this, there is a decision to be taken about whether the pitched roof is replaced at this stage, or postponed for 10 years given the residual period that remains.

We have taken the view that it is better to replace this roof at the time of the main redevelopment as, with this perhaps being 3-5 years away anyway, the residual roof life expectancy will be short by that stage. However, we have also provided an analysis of the cost reduction available if the 'repair only' option is taken in the short term.

9.2 Heritage Report

A Heritage Building report was previously commissioned by Plincke and this is included at Appendix 13.

We have taken account of the findings of this report and have sought to preserve all relevant heritage features in developing our architectural scheme.

9.3 Building Compliance and Safety Considerations

Our proposed scheme addresses all relevant building compliance and safety considerations. The following notes are provided by way of brief commentary on the provisions made.

Accessibility

The proposed architectural scheme solves the current accessibility issues through the provision of:

- Ramped access to the new Main Entrance (entering through the new entrance foyer), from which the entire ground floor is accessible.
- The addition of a new fully disabled access lift that allows wheelchair access to the basement³⁷ and first floor.
- All doors and corridors now meet current accessibility standards where necessary.
- Ramps provided internally to give step free access across each level.
- The provision of a new ambulant, disabled compliant, staircase to the basement area.
- Disabled and ambulant disabled accessible WC's to every level.

Fire Safety

The new design significantly increases the number of access routes around, in and out of the building, significantly improving the efficiency of large scale evacuations. In addition:

- The new design ensures that there are always two independent means of escape from all basement and ground floor areas.
- The first floor retains a single means of escape on the basis that the occupation of this level will be less than 60 persons at any one time.
- The project costing allows for the installation of the fire detection, alarm and fire-fighting systems to be compliant with Part B requirements.

Building Capacity Calculations

Appropriate capacities for different activities have been calculated and the appropriate provisions made in terms of access and escape, and number of toilets. Key area capacity metrics are as follows:

Event / Activity	Capacity
Old Library Event - Standing	Suggested up to 150, for reasons of comfort.
Old Library Event – Round Table Seating	Up to 96, based on proposed layout
Old Library Event – Theatre Seating	Up to 120, based on proposed layout
Restaurant	Up to 120 capacity, but 58 seating covers assumed in current design.

Room layouts for the Old Library in its various different modes are shown in Appendix 10.

³⁷ One small basement area (Café Bar back of house area) remains accessible by stairs only as to raise this floor level would be contrary to planning guidance and would make the vault room ceiling heights too low.

9.4 Energy Efficiency Considerations

Our proposed building redevelopment will entail significant enhancements to the building's energy efficiency through, amongst other interventions, upgrading insulation to all pitched and flat roof areas to meet/exceed current standards, the replacement of all roof lanterns and roof lights with units compliant with modern standards. All the contemporary additions to the building will of course meet/exceed current standards.

The Plincke study had included proposals for a Biomass Boiler, with the intention that organic matter from the Park would be able to provide some of the power requirements for the building. We have omitted this from our scheme as we are not convinced this approach is viable and we have instead costed for more standard gas boiler technology.

9.5 Results of Initial Planning Enquiries

Design Scheme

The first draft of our architectural scheme was reviewed by Michael Tsoukaris, Group Manager Design & Conservation for Southwark Council. Following this review, various amendments were made to the scheme. These changes included:

- Where new accessible entrances are being formed to the main library space (west elevation), the inner doors were changed to match the existing interior joinery. This is in order to preserve a historic aspect from within the room. The design of the external draught lobby remained as a contemporary addition to match the other new elements on the East elevation.
- Where the basement was sub-divided to form Studio 3 the wall was amended to be a modern glazed screen to enable the original room proportions to be read.
- The wall forming the restaurant function room was located in the position of the original “Mangle Room” wall to reinstate this as a separate room.

There were two areas of our design that were not amended, due to concerns about functional impact. These were:

- The subdivision of an original ground floor space to create three areas: Studio 1, the events kitchen and events storage area; and
- The division of an original space to form Studios 6 and 7 on the first floor.

Given these residual issues, further discourse would be required if Southwark wish to proceed with the MandP concept scheme as currently designed.

Change of Use

MandP also discussed the prospects of OLBAW making a successful application for change of use class. This was not felt to be controversial considering the uses proposed and given the location is not immediately adjacent to any residential accommodation.

9.6 Other Design Considerations

We have cited various design consideration in each of the relevant Market Testing sections (see Section 8). However, there are other over-arching building design considerations that are noted here for completeness, and that we believe are delivered by our architectural concept scheme.

- Ensure full disabled access
- Create links between the two buildings at basement and ground level
- Include an events kitchen suitable for both outside caterers and local groups
- Creation of storage space – for furniture and staging to be used for events
- Provision of enough toilets to allow for interval usage in an event / performance in the Old Library whilst the rest of the building still functions.
- A building design which actively encourages and facilitates ‘outdoor / indoor’ usage and a connection with the areas of the Park adjacent to the building.
- A design which enables areas of the building to be easily ‘shut down’ and made inaccessible when not in use.
- Maximise daylight
- Maximise lettable space
- Creation of a welcome / foyer space that can double as an event / reception space, and can act as an informal gallery space, with entrances both from the park and also from Wells Way.
- Animates the hitherto blank East facing facade and allows the building to address the park.
- Provides an integrated restaurant space that can also operate independently of the main building.

9.7 Landscape Considerations

The redevelopment of OLBAW requires that consideration is also given to the surrounding park and urban landscape. Assessing, designing and costing landscape changes are excluded from the scope of this study but we have highlighted below the key projects that should be given consideration in due course, should the OLBAW redevelopment proceed.

9.7.1 Area of Burgess Park grassland immediately to the East / Rear of OLBAW

Two issues arise in relation this area of the park.

- Firstly, this area of grassland is currently extensively used for informal football and other ball games. Following the redevelopment of OLBAW, it would be necessary for this activity to be relocated to another area of the park and various landscape changes should be considered to encourage this relocation. This could include landscape changes to make it clear that informal football in this location is no longer appropriate, and the pro-active provision of an alternative suitable space for this activity.
- Secondly, there is a significant level change (circa 1.5 metres) between this area of the park and the terrace which connects to the rear entrance, allowing access to the ground floor of OLBAW. In our proposed architectural scheme (relevant image shown below), this level change is addressed through the provision of steps (and also a ramp for wheelchair access). An alternative approach would be to address this level change with a landscaped solution, building up the ground level over a larger area in order to create a gentler slope to connect the park to the building. Whatever solution is chosen, consideration should be given to the possibility of activity from within the building (including events in the Old Library) being able to 'spill out' and extend on to the park.



Fig. 04: Concept image of OLBAW east/rear elevation, showing steps and ramp to terrace

9.7.2 Provision of new car park to serve the 'heart of the Park'

The Burgess Park Building's Masterplan included a recommendation that a new car park be created to serve the 'heart of the park' area on the grounds that the commercial success of both OLBAW and, to a lesser extent, the Urban Games developments are dependent on creating a small amount of parking space in the vicinity of these developments (circa 35 spaces).

The Buildings Masterplan proposed that the existing Burgess Park car park (Albany Way) is in effect 'relocated' to the position shown in the image below. The old car park would be closed and re-landscaped, meaning to overall loss of green space.



Figure 05. Aerial view of Wells Way, showing location of proposed new car park (hatched area)

The provision of this new car parking adjacent to OLBAW would significant enhance and de-risk the OLBAW redevelopment by:

- Promoting the possibility of more visitors to the Café Bar from outside the immediate locality, especially in the evenings.
- Supporting larger scale activity in the Old Library, including artistic performance, weddings and corporate bookings.

Such a car park would also need to be carefully managed and would be important to avoid, for example, tenants working in the OLBAW studios from 'blocking' spaces. A 'pay and display' model would be one way of both discouraging abuse and contributing a significant new revenue stream (not currently assumed in MandP's financial models).

9.7.3 Modifications to the cobbled area immediately to the South of OLBAW

The cobbled area that sits immediately to the south of OLBAW, in between the OLBAW building and the canal path, is currently closed off to vehicular access. We recommend that this area is used to provide an appropriate number of disabled parking spaces, and also is used during designated hours for deliveries to the building.

9.7.4 Modifications to Wells Way

Other than creating access point for any new car parking, consideration should also be given to whether any other modifications to Wells Way are required.

Such changes could entail relocating crossing point or bus stops, or other changes to enable optimal and safe access in and out of the building.

10. OLBAW Redevelopment Project Costs

This section sets out the costs of the OLBAW building redevelopment and fit out, and sets out the other associated project costs.

The associated project costs include suggested provision for progressing the proposed HLF funding bid (see Section 13, below, for a full discussion) and the other costs associated with the project Implementation Plan (see Section 15 for a full description). The costs are set out in full at this stage as they are relevant to the discussion of the funding approach in Section 13.

10.1 Building Redevelopment Costs

MandP engaged Edmond Shipway LLP to make provide an indicative budget for delivering the architectural concept scheme created by Gundry & Ducker.

Edmond Shipway's budget estimate is provided in full at Appendix 14 - 'Budget Estimate Nr 2 – Rev B' sets out the full project cost including the cost of repairs and new works.

We have summarised below the key line items drawn from Edmond Shipway's budget work (see Appendix 14 for full detail). All line items are shown ex VAT.

Total Building Costs

Line Item	Budget (£)	Commentary
Building Works Sub Total		Inclusive of all demolition, repairs, structural steelwork, new build, M&E and labour. Delivery of building with shell and services and including new windows, doors, sanitary fittings, decoration and flooring. This costing includes replacement of the flat and pitched roof areas (the impact of instead simply repairing the pitched roof is noted below).
Preliminaries		@ 20% of Sub-Total
Design Risk & Contingency		@ 10% of Sub-Total plus Preliminaries
Professional Fees		@ 15% of Sub-Total plus Preliminaries plus Contingency
Total		

This budget estimate is exclusive of the following:

- Value Added Tax
- Associated Landscaping Works
- Legal Fees
- Statutory Authority fees.
- Acoustic analysis and sound proofing works.
- Planning & Building Control Fees
- Abnormal Ground Conditions / Contaminated Ground
- Onerous Planning Conditions
- Asbestos Removal
- Data/telephony
- Inflation
- Services Diversions / Assumptions on Services

- Oversailing Rights / Party Wall Agreements
- Decanting Costs
- Client Development Costs
- Cost of Land
- Section 106/278 agreements
- Client Fit Out (though estimates for this are provided below)

Repairs Element Breakdown

The 'Building Works' line item is inclusive of a range of repairs identified following review of the Ridge Condition Reports for the Old Library building and Bath and Washhouse Building respectively. These repairs have been costed in detail, but the headline figures are as follows.

Line Item	Budget (£)	Commentary
Old Library Repairs	████████	Various repairs – excludes roof repairs as new roof costed separately
Bath and Washhouse Repairs	████████	Various repairs – excludes roof repairs as new roof costed separately
Scaffolding to enable above	████████	
Sub-Total	████████	

As an aside, it should be noted that simply undertaking the repair works from the Ridge Condition Reports (i.e. without implementing the rest of the scheme) would not constitute a full building repair since this would not deliver a solution for those areas that are currently derelict or in need of reinstatement (for example the entire Basement area) which are not included in the repair costs. These areas are due to be brought back into use by virtue of the redevelopment new works and thus do not have a 'repair cost' set against them. Nor would such an approach address the substantial layout and accessibility issues with the building as it currently stands. MandP's scope of works and agreed budget did not allow for the calculation of a cost to repair the building on its current footprint. In any event, such an exercise, whilst interesting for comparative purposes, would have been of little practical use since, given the layout and accessibility limitations already noted, it would not in fact constitute a viable scheme.

Possible Scheme Variations

The following table sets out two small possible scheme variations in connection with roof works and the stepped rear terrace, as these variations have been specifically discussed above.

Variation	Reduction in Existing Budget (£)	Additional Costs (£)	Net Cost Impact (£)
<p>Repair rather than replace pitched roof.</p> <p>Existing pitched roof will need occasional repairs but has a forecast lifespan of 10 years (source: Ridge) so replacement could be postponed to a later date.</p>			
<p>Provide alternative rear landscaping solution, in place of currently proposed stepped terrace.</p>		Cost to be assessed by landscape architect if required.	

10.2 Building Fit Out Costs

In addition to the build costs as set out above, we anticipate the following additional expenditure will be required to compete the fit out of the Old Library (event furniture, IT equipment), Washhouse communal areas (Reception etc.) and the Café Bar.

Depending on the commercial deal reached, it may be that a building master tenant or catering contractor (in the case of the Café Bar fit out) might take on this investment, or a portion of it, but it is nonetheless part of the overall project cost and is thus set out here.

Line Item	Budget (£) ex VAT	Commentary
Old Library Fit Out	████████	Event furniture (banqueting tables, meeting tables and chairs), IT equipment (projection etc.). Provision for small stage and lighting bars / simple grid.
Old Library Events Kitchen Fit Out	████████	Catering equipment and counters.
Bath and Washhouse Fit Out	████████	Welcome foyer desk, seating and coffee tables. First floor meeting table and chairs. Roof terrace seating and tables. Admin office furniture. Includes provision for sub-dividing existing studios into smaller spaces (circa 150 sq. ft. on average).
Café Bar front-of-house fit out (Ground Floor)	████████	Café bar décor, furniture and lighting. Bar and theatre kitchen counters and associated catering equipment.
Café Bar back-of-house fit out (Basement)	████████	Catering equipment and counters, staff welfare area
Total	████████	

10.3 Project Implementation Costs

Our Implementation Plan is set out in detail Section 15 and includes the following cost estimates, subject to the further notes and exclusions set out within that section:

Implementation Phase	Estimated Cost (ex VAT)
Phase 1 Secure Key Stakeholder Support for Vision	[REDACTED]
Phase 2 – Secure Funding for Phase 3	
Phase 3 Provisional Tender for Master Tenant and Catering Contractor	
Phase 4 Refine OLBAW Vision with Chosen Operators	
Phase 5 HLF Enterprise Grant Round 1 Application	
Phase 6 HLF Enterprise Grant Round 2 Application	
Phase 7 OLBAW Redevelopment Final Planning	
Phase 8 Redevelopment Works	
Phase 9 OLBAW Launch Planning	
Total	

10.4 Heritage Engagement Activity

It is also necessary to make a provision for the Heritage Engagement activity that will be required under the terms of the Heritage Enterprise Grant (discussed further in Section 13.3 and Appendix 17). A provision of [REDACTED] has been made in our project budget.

10.5 Overall Project Costs

Subject to the exclusions already noted in Section 10.1, above, we forecast total project costs as follows.

Element	Budget Estimate (ex VAT)
Build Costs	[REDACTED]
Heritage Engagement Activity	
Building Fit Out	
Project Implementation Costs	
Total	

Note on VAT Recoverability

Our understanding is that VAT on the OLBAW redevelopment project would be fully recoverable by Southwark Council and thus we have expressed all project costs on an ex VAT basis. However, this is a specialist area that is outside of our scope of works and further analysis should be undertaken by Southwark to confirm the appropriate VAT treatment in due course.

11. Post-Redevelopment Management Approach

This section explores how OLBAW might be managed post-redevelopment, and forecasts the likely financial profile associated with the building's operation, assuming the implementation of a vision that is in line with, or similar to, that set out in Section 7, above.

11.1 Current Management Approach

OLBAW is currently managed by a combination of Southwark's:

- Parks and Leisure Team – who look after a lot of the day to day operational issues; and the
- Property Services Team – who manage the tenants, leases and other aspects of governance.

The building freehold is owned by Southwark although the fact that the building is registered as a Community Asset imposes some restrictions on the use to which the building can be put and would also mean there could be no disposal of the building without first offering the community the opportunity to purchase the building.

There are felt to be limitations with the current management approach, principally due to a lack of resource and management bandwidth, and it is generally agreed that in a future scenario where a more pro-active and dynamic day-to-day management approach is needed, allied to some specific commercial and operational expertise, the current structure is unlikely to be able to provide this. It is therefore appropriate to explore other options.

11.2 Future Management Requirements

If a vision along the lines set out in this study is implemented then any future management structure needs to be capable of efficiently and effectively managing what will become a multi-functional, busy, complex building.

Flexible, mixed use spaces require skilled management, familiar with the challenges of such venues. Scheduling must allow for sufficient turnaround time for cleaning and furniture change-over; sound-bleed between the Old Library and other areas of the building must be considered when programming activities or agreeing hires; and the expectations of hirers and other users appropriately managed through the way that the venue is marketed and the hires contracted. Pragmatic decisions may need to be taken about types of events that are not possible in the building e.g. amplified music above a certain level. Relationships with local residents and park users must also be developed, with trust and enthusiasm built. At times, some public areas may need to be closed off (for example if the foyer is needed for as part a private event in the Old Library) and the messaging around this will need to be confident and consistent. As this is a space in which a high-end event such as a wedding may be followed the next morning by a hire from a fitness or community group strict guidelines for deliveries, storage and rubbish removal will need to be adhered to, and out of hours turnaround costed into the model. There will need to be regular communication between the Southwark Parks Team organising events in the park, and the operator of the building, to pre-empt clashes and build synergy and shared opportunity. In summary, the more multi-layered and rich the model and the outcomes, the more experienced the management must be.

Additionally, dependent on the approach taken to the operation of the café bar, some expertise in this area may also be required, although it is likely that the café bar will be leased or sub-let to a specialist operator.

11.3 Future Management Approach

11.3.1 Management Approach Options

We suggest that there are three alternative management approaches that are worthy of brief consideration. These are set out below. In each case, it is assumed that the management of the café bar (and associated event catering activity) would be sub-contracted to a specialist provider.

1. **Dedicated Council Team** – Under this model Southwark would form and resource a dedicated team, consisting of personnel with the required skills and expertise, to manage OLBAW in order to ensure that the operation of the building and its range of functions received the requisite level of focus and attention.
2. **Freehold Transfer** - Under this model, Southwark would transfer the building freehold to a charitable³⁸ entity, subject to a series of usage restrictions, with Southwark acting as Trustees but passing the management of building to the charitable entity's management and staff. The charitable entity could be:
 - An existing charity
 - A new charity, formulated expressly for the purpose of managing OLBAW
 - A social or community enterprise
3. **Lease to Master Tenant** - Under this model, Southwark would enter into a long-term lease with an appropriately skilled operating company who can assume the role of building operator and 'master tenant', and who in turn can manage the relationship with other tenants and manage the operation of the building.

³⁸ The entity could be a limited company rather than a charity but this would make governance and control more challenging and so this option has not been expressly explored further here.

Each of these options have different benefits and drawbacks, which can be summarised briefly as follows.

Management Approach	Key Advantages	Key Drawbacks
<p><i>Option 1</i> Dedicated Council Team</p>	<p>Council retains full control</p> <p>Relatively easy to move to another management model if unsuccessful</p>	<p>May be difficult for Council to source staff with the requisite experience and skill set to deliver the vision.</p> <p>No way of sharing commercial risk</p> <p>Staff team and management overhead remains a significant cost.</p>
<p><i>Option 2</i> Freehold Transfer</p>	<p>Provides a way of actively involving other stakeholders, who could play a role at Trustee level along with Southwark.</p> <p>Ownership and management by a charitable entity will enable complete or partial business rates relief (though this could also be the case for Option 3)</p>	<p>Is likely to be necessary for Southwark to provide a financial safety net, and thus commercial risk still ultimately borne by Southwark.</p> <p>If forming a new entity, the same recruitment challenges exist as under Option 1.</p> <p>Transfer of freehold is a significant additional 'cost' to Southwark, in addition to the redevelopment investment.</p>
<p><i>Option 3</i> Lease to Master Tenant</p>	<p>Provides a way of sharing commercial risk (through the mechanism of a guaranteed minimum annual rent, for example).</p> <p>Enables significant expertise to be brought in and be available for the benefit of the project from the start (even pre-build, assuming an early tender process).</p> <p>A competitive tender process should ensure optimal commercial terms and a high level of creativity and entrepreneurship is brought to the project.</p>	<p>Financial upside of the project needs to be shared to some degree between Southwark and the Master Tenant.</p> <p>Whilst the terms of any master tenancy can be set out at the outset, this approach nonetheless entails some level of surrender of control over the building and its day-to-day operation, as compared with Options 1 and 2, above.</p>

11.3.2 Management Approach Recommendation

Taking into account the factors noted above, our recommendation is that Option 3, Lease to a Master Tenant should be the route pursued.

We assess this to be the most viable way of bringing in the required level of expertise and also ensuring a level of third party creativity and entrepreneurship is leveraged.

Southwark Council have a successful track record of running tenders for building operators in a way that can reveal providers who, while meeting the overall objectives, have distinct, often entrepreneurial approaches. Our Implementation Plan (see Section 15) envisages a tender process that, whilst being clear on the project's broader objectives, leaves enough flexibility to allow potential operators to demonstrate their creativity and bring alternative ideas to the table. It will be important that, in due course, further thought and planning time is invested in establishing:

- (a) The means by which any Master Tenant is managed, and the extent to which this might involve key stakeholders, including but not limited to the Friends of Burgess Park. As initially suggested by Plincke, there may be value in forming a management group with representation for relevant stakeholder groups, and as a way of ensuring the planned community benefits of OLBAW are protected in the medium to long term.
- (b) The terms of the head lease, which will need to be carefully configured to ensure the master tenant stays true to the vision for the building and its range of functions, including those focussed around community benefit, whilst also respecting the need for the master tenant to be able to operate commercially and drive income for themselves and for Southwark as landlord. The lease will also need to be of sufficient length to enable the master tenant to make the requisite investments of time, money and other resources in order to give the venture the best possible chance of success.
- (c) Whether or not the café bar and event catering contractor (assuming one is in place because the master tenant is not qualified to undertake this activity themselves) is managed by the master tenant, or whether this activity takes place via a parallel arrangement between Southwark and a catering contractor. In any event, there would need to be extremely close corporation between the event management and catering arms of the new operation.

11.3.3 Relationship with Management of Chumleigh Gardens West and Wider Events Activity

As already described within Section 8 (Market Testing), one of the challenges we anticipate in finding a partner to operate OLBAW is that its relatively modest size means that it is borderline in terms of financial viability for an operator. One way in which this position can be improved would be to look to combine the management of OLBAW with the management of the activity at Chumleigh Gardens West (and Chumleigh Gardens North First Floor) which, being a combination of meetings, events and small scale office rentals, is of a similar type of activity to that planned for OLBAW.

Similarly, providing the OLBAW catering operator with an opportunity to deliver events in other locations of the Park is also likely to improve the attractiveness of this contract. The events kitchen at OLBAW could, for example, facilitate catered events at Chumleigh Gardens West or support activity taking place at the BMX track or within the Urban Games area (if and when constructed).

Our financial modelling (set out in Section 12, below, and in Appendix 15) indicates that combining the management of OLBAW and Chumleigh West (and North first floor) provides significant economies of scale and substantially improves the viability of the venture and for this reason it is our

recommendation that the management of the two facilities is in fact combined in this way at an appropriate point in the future.

11.3.4 Possible Master Tenant Organisations

We envisage any tender to source a building operator would generate interest amongst a variety of different types of organisations, including:

- Artists' Studio operators
- Entrepreneurial cultural organisations
- Social enterprise, or social enterprise investors
- Catering/events companies, some of whom who may be interested an acting as master tenant as well as operating the catering and events aspects of OLBAW

The majority of the organisations we spoke to in undertaking this study expressed enthusiasm for the project and asked to be kept informed of any future developments.

12. Post-Redevelopment Financial Model

This section provides commentary on the post-development financial model created by MandP in order to assess the financial viability and sustainability of the chosen vision.

The financial model is set out in detail in Appendix 15.

12.1 Introducing the Financial Model

The model has been created by modelling the income and costs associated with the proposed OLBAW operation. Thus, we have modelled:

- Events and hires income from the Old Library
- Tenancy income from the artists' studios in the Bath and Washhouse building
- Overhead costs associated with the OLBAW operation
- Catering income and overheads associated with the proposed Café Bar operation.

We have separated the Café Bar from the remainder of the OLBAW operation so that the earnings contribution of the two aspects of the business can be separately assessed.

Many of the assumptions underpinning this modelling have already been set out as part of Section 8 (Market Testing). However, further commentary is provided below.

We have also modelled the income and overheads associated with the Chumleigh West and Chumleigh North First Floor buildings given our recommendation above (in Section 11.3) that consideration be given to combining the management of OLBAW and these other facilities.

The Chumleigh West and North modelling represents an evolution of work already completed as part of the Burgess Park Buildings Masterplan, although the forecast income has been adjusted slightly to take account of the more specific understanding we now have about the facilities that will be available at OLBAW, with a commensurate effect on the distribution of event bookings.

The 'Executive Summary' and '10 Year View' worksheets within the finance model refer to:

Option A – which shows the income, overheads and resulting surplus/deficit associated with OLBAW only.

Option B – which combines OLBAW income and overheads with Chumleigh West and North First Floor income and overheads in order to model the combined position and assess the benefits of the operational scale that approach provides.

Finally, we have undertaken some sensitivity analysis by complimenting the default Medium scenario with Low and High scenarios:

Low Scenario – Revenues 10% lower than Medium scenario, costs 10% higher

High Scenario – Revenues 10% higher than Medium scenario, costs 10% lower

The Executive Summary worksheet summarises the Low, Medium and High scenario outputs.

12.2 Commentary and Key Assumptions

12.2.1 General Commentary and Assumptions

- The model is set out over a 10-year period, but revenue and costs are stable by Year 5 and therefore further extrapolations of earnings over a longer period of time are easily performed.
- All overheads and income are shown net of VAT where applicable
- We have assumed a rate of annual inflation of 2% on both revenue and cost assumptions.
- Although our Implementation Plan (see Section 15), suggests that the OLBAW development might be completed early in 2021, this timetable is highly variable and for this reason we have not sought to correct the starting (i.e. Year 1) revenue and cost assumptions to account for a 'delayed' start since we believe that it is more useful to be able to appraise the viability of the scheme using pricing and overhead assumptions that are able to be easily benchmarked against 2017 figures. Ultimately, to correct pricing and overhead assumptions to account for a number of years of future inflation would not alter the underlying viability findings. However, it should nonetheless be understood that the model in effect forecasts 10 years of operation from 2017 forward, when in fact Year 1 will fall at some point in the future and thus prices and overheads will show an inflationary increase by that time.
- Notwithstanding the point above, the model does assume levels of take-up associated with a 'future scenario' in the sense of the local area regeneration having progressed to some degree, with the associated changes in resident demographics and wider economic activity.
- Income forecasts are on the assumption that the car park proposed in Section 9.7, or an alternative parking solution, is delivered.
- Earnings are shown before tax (as applicability of corporation tax will depend on the nature of the operator) and before lease costs and/or revenue share. Thus, the available pot of total 'upside' can be assessed, pending future commercial discussions on how any commercial arrangements with a master tenant (charitable or otherwise) and catering contractor might be structured.

12.2.2 Commentary by Worksheet

This section provides further commentary for each of the worksheets within the model.

Executive Summary

The Executive Summary sets out summary information for the Option A and Option B plans, each with Low, Medium and High Scenarios.

The summary shows the profit and loss for a sample year (Year 5) and the total for the initial 10 years of operation.

Option A 10 Year View (Medium Scenario)

This worksheet provides a 10-year view of Option A, Medium Scenario.

[REDACTED]

Option B 10 Year View (Medium Scenario)

This worksheet provides a 10-year view of Option B.

[REDACTED]

Tenancy Income Modelling (Medium Scenario)

This worksheet models Bath and Washhouse artists' studio tenancy income.

In accordance with market testing benchmarking (discussed further in Section 8.4, above), annual rates per square foot of between [REDACTED] are assumed. We anticipate that each studio suite will be further sub-divided into smaller units and thus the area of rentable space has been reduced from the total suite size to allow for circulation space.

We have assumed [REDACTED] occupancy in Year 1, and [REDACTED] occupancy thereafter based on our market testing findings which indicate significant demand.

Tenancy income, once full occupancy is achieved, contributes total income of [REDACTED]

Old Library Income (Medium Scenario)

This worksheet models the income associated with the 'mixed-use' Old Library model, including room hire fires and catering concession from events of various different types.

The room hire rate, average catering spends and annual volumes of each event type are set out. A 10% catering concession is assumed for all catered events. This concession is payable by both external caterers and the in-house Café Bar operator (the latter in the form of an inter-project cross-charge).

In addition to hire of the Old Library, this worksheet also models room hire activity in the 'Mangle Room' – a small room able to be used for meetings and private dining / small parties. This room is located adjacent to the Café Bar.

Reduced level of activity are assumed for Year 1 whilst activity is built up.

It should be noted that 'community use' element of these forecasts assume that the Burgess Park Community Sports Centre extension does not take place, resulting in larger amount of fitness and wellbeing activity taking place in the Old Library.

Old Library income, once fully established, totals circa [REDACTED] per year.

OLBAW Overheads (Medium Scenario)

Key overheads assumptions are as follows.

Overhead	Commentary
Staffing	
Utilities	
Cleaning	
Marketing and IT	
Building Maintenance and Repairs	
Business Rates	
Insurance and Licences	
Financing Costs	

On the basis of the above assumptions, total OLBAW (excluding Café Bar) overheads amount to circa ████████ per year.

Chumleigh Income and Overheads (Medium Scenario)

This worksheet models the income and overheads associated with Chumleigh West and Chumleigh North First Floor, so that these elements can be combined with OLBAW to create the Option B view.

Income consists of (i) hot desking income from Chumleigh North First Floor (12 desks available, at ██████ occupancy, charged at ██████ per month); and (ii) meetings and events income for Chumleigh West.

Total income is [REDACTED] with incremental overheads of circa [REDACTED]

Our assumption is that the redevelopment and relaunch of Chumleigh will have already taken place prior to OLBAW and hence these revenues will be at this level by Year 1 of OLBAW operation (hence no ramp up needed).

Café Bar (Medium Scenario)

This worksheet contains a detailed financial model for the Café Bar operation.

Customer numbers and average spend assumptions have already been set out in Section 8.10, above.

Following an initial growth period, Café Bar sales reach [REDACTED] by year 4, delivering [REDACTED] of gross profit after food costs, wastage and staff feeding.

Labour costs, variable overheads and fixed overheads (excluding rent) are modelled in detail, and total [REDACTED] by Year 4.

12.3 Profit and Loss: Headlines

12.3.1 Option A (Chumleigh Excluded)

The table below summarises the P&L position for the Option A plan, based on an individual sample year (Yr 5) and over the initial 10 year period.

Activity excluding Café Bar	
Income	
Washhouse Tenancies	
Old Library	
Chumleigh West and North 1st Floor	
TOTAL Income	
Costs	
Staffing	
Utilities	
Cleaning	
Marketing and IT	
Building Maintenance	
Business Rates	
Insurance and Licenses	
Financing Costs	
TOTAL Costs	
Earnings before Tax, Rent, Depreciation or Revenue Share	
Café Bar	
Sales (ex VAT)	
Income (Gross Profit on Sales)	
Costs	
Café Bar Earnings before Tax, Rent, Depreciation or Revenue Share	
Total Earnings before Tax, Rent, Depreciation or Revenue Share	

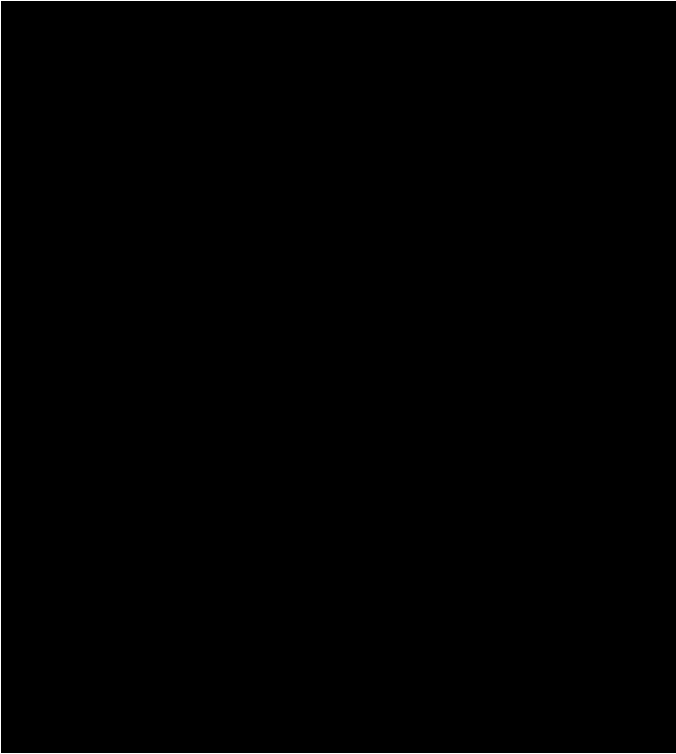


Fig 06 – Option A Plan Summary



12.4 General Conclusions

Our conclusion on the financial viability of the OLBAW vision set out within this study are as follows.

- [REDACTED]
- [REDACTED]

13. Project Funding

This section explores the issues around project funding and makes recommendations as to the approach that might be taken.

13.1 Introductory Comments

There are a limited number of sources of funding for a substantial capital project such as this one.

Outside of the HLF route, discussed in detail below, other sources of funding are very much linked to specific types of activity and function, and in some cases linked to the involvement of particular types of organisation. We recommend that, at tender stage, potential building operators are challenged to identify potential source of funding that are unlocked by their particular vision for the building.

As these other sources of funding are so dependent on the final activity mix, and given they are likely to only make a small contribution to the overall funding requirement, the remainder of this section is focused on the HLF opportunities since this represents the only other really significant funding option to compliment capital funding from Southwark Council.

The OLBAW project has already received support from the HLF in the form of the £10,000 'Start Up' grant that funded the 2016 study conducted by Plincke, on behalf of the Friends of Burgess Park.

In order to undertake a dialogue with the HLF about this project, MandP submitted a Project Enquiry Form on behalf of Southwark ("PEF", included in Appendix 16) and, following the HLF's review of that enquiry, MandP met with the HLF (together with representatives from Southwark) on the 12th January 2017. The notes and recommendations below are a result of that process.

13.2 HLF Funding Schemes

There are two HLF funding scheme for which this project could be eligible:

- HLF Heritage Grant Scheme – described by the HLF as follows:

Whether you want to rescue a historic building, breathe new life into a collection or record people's stories, Heritage Grants can help with awards over £100,000.

- HLF Heritage Enterprise Grant Scheme – described by the HLF as follows:

Historic buildings can attract thriving businesses and boost economic growth. And yet many lie vacant and derelict because of the high costs involved in rescuing them. Heritage Enterprise can help communities repair derelict historic places, giving them productive new uses. By funding the repair costs and making these buildings commercially viable, we hope to breathe new life into vacant sites. Not-for-profit organisations work with private partners to generate economic growth, and create jobs and opportunities in those places that need it the most.

A Resilient Heritage Grant could also be of assistance in funding aspects of the process as the project moves towards a capital grant application (and this is discussed further below) but is not suitable for the main capital project funding.

In practice, the main difference between the Heritage Grand and Heritage Grant schemes is the level of 'ongoing' Heritage outcomes that must be delivered. A Heritage Grant requires there to be ongoing outcomes of this kind. By contrast, the HLF Enterprise Grant, whilst still requiring a defined range of outcomes (see detail below), is not dependent on the ongoing delivery of significant heritage outcomes.

Further information about the Heritage Grant and Heritage Enterprise Grant scheme can be found here: <https://www.hlf.org.uk/looking-funding/our-grant-programmes>

Whilst we do not completely discount the possibility of a Heritage Grant application in the future, this would only be appropriate if the nature of the OLBAW project shifted significantly from the current vision.

On the basis of the kind of project set out within this report, and on the basis of the guidance received from the HLF in response to our enquiries, the Heritage Enterprise Grant is the most appropriate scheme and the remainder of this section is focussed on a consideration of the requirements for such an application, and the prospects of success.

13.3 The HLF Enterprise Grant

13.3.1 Project Outcomes and Requirements

The summary below sets some of the key outcomes and other requirements that will be required for successful HLF Enterprise Project.

HLF Enterprise Projects

Outcomes that must be achieved

(w = weighted: the outcome valued most)

Outcomes for **heritage**: Heritage will be

- better managed
- in better condition (w)

Outcomes for **people**: People will have:

- developed skills (w)
- learnt about heritage

Outcomes for **communities**:

- negative environmental impacts will be reduced
- your local area / community will be a better place to live, work or visit
- your local economy will be boosted (w)

Assessment of applications

HLF will consider:

- what is the heritage focus of the project?
- what is the need or opportunity that the project is responding to?
- why does the project need to go ahead now and why is the lottery funding required?
- what outcomes will the project achieve?
- does your project offer value for money?
- is the project well planned?
- is the project financially realistic?
- will the project outcomes be sustained after the project has ended?

The geographical spread of funding may be considered.

Engaging people with heritage

An application would need to include a strategy and Activity Plan for involving people in heritage during the project.

13.3.2 Conservation Deficit and Scale of Grant Available

Under the Heritage Enterprise Grant scheme, the HLF can fund up to 80% of the 'conservation deficit'. The conservation deficit is calculated as follows:

$$\begin{array}{r} \text{Current Value of Building} \\ \text{PLUS} \\ \text{Cost of Refurbishment/Development Works} \\ \text{MINUS} \\ \text{Future Value of the Building Post-Redevelopment} \\ \text{EQUALS} \\ \text{Conservation Deficit} \end{array}$$

In the case of OLBAW, the Conservation Deficit calculation is as follows:

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

Our Project Enquiry Form, which pre-dated the availability of final redevelopment cost estimates, provided a provisional indication to the HLF of a grant requirement in the range of £1.5 - £1.8M.

The HLF indicated this size of grant was appropriate, although the HLF always welcome other funding that would decrease the grant required. In this case, there would in any event be a need for significant additional funding from Southwark to meet the total project costs (this is discussed further below).

The HLF advise against applying over the £2M threshold due to the level of national competition, the need for national reach at this level, and the fact that the heritage and the building is a very 'London' story. £2M represents [REDACTED] of the conservation deficit.

We therefore recommend that an HLF Enterprise Grant of £2M be sought.

³⁹ HLF guidance suggests that Conservation Deficit should be calculated on the basis of inc VAT development costs. In any event, the Conservation Deficit exceeds £2M even if the on the basis of an ex VAT development cost calculation and so, if a £2m grant is seen as the maximum achievable, there is no material impact.

13.3.3 Other Observations

The following notes summarise other relevant observations and learnings based on our dialogue with the HLF, and includes some specific points raised by the HLF⁴⁰ in follow-up to our meeting. The follow points all relate to the Heritage Enterprise scheme.

- There are very few applications to this scheme in London as most projects cannot prove a conservation deficit due to values of land / property.
- There is no current indication that the scheme is time-limited.
- One significant factor currently counting against any OLBAW application is that the building is not on the English Heritage At Risk Register and is therefore not formally 'at risk'. This could change as the building's status is to be reviewed in the coming weeks and could be referred by Southwark Council to English Heritage for them to consider whether it should be added to the At Risk Register. Clearly, if this was the outcome, this would enhance the projects prospects of successfully securing funding.
- Even if the building is not ultimately classified as 'at risk', if all other outcomes are met strongly, this is not necessarily a barrier to success. Such a scenario would further increase the need for heritage outcomes to be clear, including potentially an ongoing element that engages people, even if using the spaces for other reasons. An example cited by the HLF was a Belfast hotel project that will be housed in the former offices of the designers of the Titanic⁴¹. Whilst there are not specific ongoing heritage outcomes, the scheme will be designed in such a way as to preserve the heritage in such a way that it is available and can be enjoyed by users of the building.
- The most important deciding factor in schemes that are approved is long-term financial sustainability.
- Other important requirements include:
 - Capturing the imagination of the London panel, including during the site visit
 - Identifying the economic impact
 - Evidencing the local area economic benefit, as distinct from that already being delivered given the existing regeneration plans.
- It was noted that Outer London boroughs are priority areas for the HLF at the moment as they have historically accessed less funding
- Whilst the community being fully on board is less important for this scheme than ongoing financial sustainability (and applications can be successful if the most viable option is not the community's first choice,) nevertheless community backing is important, and more so when the building is not 'at risk'. Community use and benefit is also important. For example, one of the reasons that Percy House in Tottenham was successful through this scheme was that the end use benefited the community by being linked to employability for young people.
- The existing level of community consultation may be sufficient for Round One if it is relevant and recent. More detailed consultation can then take place prior to Round Two.

⁴⁰ [REDACTED] (HLF) email to MandP dated 13th January 2017

⁴¹ See <https://www.hlf.org.uk/about-us/media-centre/press-releases/new-belfast-titanic-hotel-draws%E2%80%99-closer>

- Private Sector partnership is seen as key, however the definition is fluid – charities can be partners, the key factor is sustainability.
- It is felt to be optimal to have the building operator / partner on board early – ideally at Round One or, as a minimum, a number of partners have been shortlisted and there is clear evidence of interest.
- The HLF Board has is currently re-emphasising: i) the link with Lottery Players i.e. community use; ii) benefits to young people and under-represented groups, including skills development.
- The project should meet environmental outcomes, however should not add any risk to the project through environmental measures that disproportionately escalate costs.
- He project would need a strong project champion able to fully represent both the heritage and economic narrative.

13.3.4 Community Engagement and Training Opportunities

As noted in Section 13.3.1, above, there is a requirement to construct the project in such way as to ensure there is community engagement with heritage and training opportunities provided during the duration of the project. This is a vital component in the HLF's assessment of any project application and provides an exciting framework for engaging the public with the building.

Whilst not within our scope of works to plan this activity, we have provided a series of suggestions as to the type of activity that could be considered to meet this requirement. This is set out in Appendix 17. Our assessment is that the potential scope for this activity is broad and strong.

We have made a provision of [REDACTED] within the project costing for the delivery of this activity, and further provisions within the planning phases to develop the relevant activity plans in advance of the delivery phase.

13.3.5 Application Process

Figure 08 below is an extract from the HLF Enterprise application guidance and describes the two-stage application process.



Fig. 08 – HLF Enterprise Application Process

Further, detailed application process guidance can be found here:

<https://www.hlf.org.uk/looking-funding/our-grant-programmes/heritage-enterprise>

13.3.6 A Note on the Resilient Heritage Fund

During our meeting with the HLF, it was briefly highlighted that there may be an opportunity for the project to receive further grant funding to enable further development of the proposed business and management model for OLBAW. Whilst this was not specifically discussed with the HLF, it may be that this could take the form of grant funding to help finance the operator tender process we have described within our proposed Implementation Plan (see Phase 3 described in Section 15.3, below).

Whilst this may have some merits and would represent a low cost or no-cost way of Southwark taking the project to the next stage, there are also some drawbacks:

- A review of the Resilient Heritage guidance suggests that there may in practice be some challenges in 'fitting' the proposed next steps into the criteria for such an application. In addition, the criteria for a grant of more than £10,000 are more tightly framed.
- Making such an application would also require time and resource which will serve to further delay the project.

For the reasons above, we do not recommend that Southwark pursue a Resilient Heritage grant, but we have noted this possible alternative approach within our Implementation Plan.

13.4 Recommended Funding Approach

Taking into account the guidance received from the HLF, we recommend that an HLF Enterprise Grant of £2,000,000 be pursued. This ensures that the grant application will be considered by the regional, rather than national committee.

The project funding would therefore be constructed as follows.

	Ex VAT
Total Funding Requirement	██████████
HLF Enterprise Grant	£2,000,000
Residual Funding to be provided by Southwark Council, chosen operators and/or other funding sources.	██████████

We are aware that the requirement for total capital funding is a substantially larger sum that was estimated by Plincke and will no doubt be challenging to fund in the light of other priorities.

We would note that chosen building operators may bring some capital funding capability, or may be able to unlock other sources of funding linked to their specific areas of operation, for example other grant making bodies that support the kind of work in which a building operator may be engaged.

Nonetheless, it is unlikely that an incoming building operator would be able to contribute more than ██████████ of the Residual Funding and so it will be necessary for Southwark to be prepared to underwrite ██████████ in order for the project to be able to proceed.

Note on VAT Recoverability

Our understanding is that VAT on the OLBAW redevelopment project would be fully recoverable and we have therefore calculated the Residual Funding requirement on ex VAT basis. However, this is a specialist area that is outside of our scope of works and further analysis should be undertaken by Southwark to confirm the appropriate VAT treatment in due course.

14. Project Feasibility Appraisal

14.1 Project Feasibility: Key Findings

The following points summarise our key findings as to the feasibility of a redevelopment of OLBAW on the basis of a vision, architectural scheme, management model and financial operating model broadly in line with that set out within this study.

- The initial capital required to enable the building redevelopment [REDACTED] is substantial, particularly when viewed in the context of (i) the post-redevelopment market value of the building; and/or (ii) the resulting level of income generating potential which, if the Redevelopment Objectives are to be respected and fully delivered, remains modest. However, the 'do nothing' scenario also carries a real cost with ever-increasing building maintenance expenditure inevitable, and the continued under-use of the building remaining a 'gap' in the otherwise coherent masterplan for the Park and its buildings, and the overall regeneration of the area.
- The prospects of securing an HLF Enterprise Grant appear to be reasonable, but success is by no means guaranteed, and care would need to be taken to ensure any Round 1 application was as well constructed as possible. The project's chances would be further improved if OLBAW came to be categorised as formally 'at risk' by English Heritage, and if a building operator was identified at an early stage in order to give the best possible definition to the post-redevelopment narrative.
- The potential operators with whom MandP undertook dialogue as part of this study were enthusiastic about the project and the prospects for the building. We are confident any tender process to find an operator for the building would generate significant interest.
- Once the redevelopment is completed, the operating model appears to be financially sustainable, although levels of income generation for Southwark will be modest. Our assessment is that the project is most financially viable, and has the least risk, if the management of OLBAW is combined with the meeting, event and co-working facilities within Chumleigh Gardens in order to harness the maximum possible benefits of scale.
- The significant residual uncertainty around the impact and pace of change associated with the local area regeneration is the most significant project risk and means that, for the time being, the vision must be left sufficiently flexible to be able to respond to a change in the regeneration context, or alternatively to harness the more bespoke, entrepreneurial approaches to mixed usage that may emerge from the proposed operator tender process.
- Subject to the points set out above, our conclusion is that, if capital funding is provided, the identified Redevelopment Objectives can be achieved and thus the project is feasible.
- Redeveloping OLBAW would undoubtedly deliver significant benefits to local residents and to Burgess Park users, and would complete the vision of a revitalised Burgess Park. Progressing the project now, rather than later, would enable OLBAW to stake a claim for the functions it seeks to perform, enabling the wider regeneration to develop in a way that takes account of that positioning. In this sense, there is a window of opportunity to secure the building's future that will not exist indefinitely.

14.2 Residual Risks

We have identified the following residual risks that should be taken into account in deciding whether to take the project forward, or what further testing to undertake.

	Risk	Potential Impact	Mitigation Options
1	HLF grant funding may not be secured, or not secured at the desired level.	Southwark investment in project up until that point is potentially lost. If the project proceeds, it is at a much greater capital cost to Southwark.	Invest in the right support to ensure the best possible HLF application process is delivered.
2	Local area regeneration develops in unexpected ways, either failing to deliver the anticipated demographic change, or duplicating facilities that OLBAW is seeking to provide or already providing.	Aspects of the OLBAW vision or business model could be undermined.	Subject the vision to intermittent informal review and re-testing in light of the emerging regeneration picture. Ensure any facilities proposed to be created at OLBAW are communicated to the Southwark Regeneration Team so as to ensure planned facilities are taken into as other regeneration projects develop.
3	Due to the modest scale of the exercise, MandP's market testing may not be fully representative.	Some elements of the proposed proposition may be less viable than thought.	Harness the expertise of prospective operators at tender stage to further test the vision.
4	Sound bleed through the building may be a more significant limiter on the types of activity that can take place in certain parts of the building at certain times.	Could impact Old Library business model, or limit types of activity that take place in Artists' Studios.	Commission an acoustic analysis to assess current levels of sound bleed and provide an assessment of the viability and costs of delivering greater acoustic separation.
5	Post re-development income may be overstated.	Financial sustainability of model may be threatened.	Harness the expertise of prospective operators at tender stage to further test the financial assumptions.
6	Post-redevelopment overheads may be understated. We have already noted specific risks in relation to Business Rates. Utilities costs may also increase faster than the forecast inflationary levels.	Financial sustainability of model may be threatened.	Harness the expertise of prospective operators at tender stage to further test the financial assumptions. Subject financial model to intermittent re-evaluation over the next few months as project progresses and as further data becomes available.

The risks set out above can also be managed and mitigated by following a phased implementation plan that provides opportunities to review and abort the project if pre-defined success criteria are not achieved. Our suggested Implementation Plan is set out in Section 15, below.

15. Proposed Implementation Plan and Timetable

This section sets out a proposed implementation plan and an approximate timetable, should Southwark wish to proceed further with the project.

Given the risks still inherent in the project (discussed above in Section 14.2), the implementation plan is designed to provide a series of gateways with success criteria associated. Thus, if the success criteria are not met, then project can be suspended with a view to it being re-thought or abandoned if appropriate, with the minimal level of further investment being put at risk at each stage.

The plan below is set out as a series of nine phases – each of which has an objective; a description of the activity; a forecast cost; a suggested approach to the phase; funding options; estimated timing; and the success criteria that must be met in order to proceed to the next phase is also defined.

The suggested costs are high level estimates only. The true costs will depend on the mix of in-house work and work outsourced to third party consultant, and the final brief agreed for each phase.

The nine phases, further described below, are as follows:

- Phase 1 – Secure Key Stakeholder Support for Vision
- Phase 2 – Secure Funding for Phase 3 (Provisional Tender)
- Phase 3 – Run Provisional Tender for Master Tenant and Catering Contractor
- Phase 4 – Refine OLBAW Vision and Plans with Chosen
- Phase 5 – Prepare HLF Enterprise Grant Round 1 Application
- Phase 6 – Prepare HLF Enterprise Grant Round 2 Application
- Phase 7 – OLBAW Redevelopment Final Planning
- Phase 8 – Redevelopment Works
- Phase 9 – OLBAW Launch Planning

Please note that a separate, parallel process would need to be followed to deliver the landscape changes set out in Section 9.7, assuming a decision is taken to implement some or all of those changes,

15.1 Phase 1 – Secure Key Stakeholder Support for Vision

Objective	Ensure support from key stakeholders, to include senior Southwark Council officers, Friends Of Burgess Park and other stakeholder groups as appropriate.
Activity Description	<p>Dialogue with key stakeholders, building on previous consultation activity to ensure buy-in to vision as set out.</p> <p>This must include verifying an ‘in-principle’ willingness from senior Southwark Council officers to provide the indicated levels of capital funding to bridge the gap between the hoped-for HLF grant and the total project costs.</p> <p>This would also be an opportunity to consider what further public consultation might be needed to ensure the widest possible support for the project.</p>
Approach and Process Lead	<p>Brief relevant groups and assess levels of support.</p> <p>Undertake further consultation as necessary.</p> <p>Led by John Wade and Matt Derry, Southwark OLBAW project sponsors.</p>
Timing	March 17 – May 17
Forecast Cost	
Funding Options	n/a
Success Criteria	Confirmation of support from key stakeholders

15.2 Phase 2 – Secure Funding for Phases 3 (Provisional Tender)

Objective	<p>Secure the funding required (estimated at £36k) to plan and run a ‘provisional’ tender process, designed to identify a preferred building operator / master tenant, and catering contractor.</p> <p>We have been advised by the HLF that having an operator in place, and thus being able to present the HLF with a much firmer vision and operating model, will significantly enhance the chances of success at Round 1.</p>
Activity Description	<p>There are two possible sources of funding for this phase:</p> <ol style="list-style-type: none"> 1) Funded by Southwark Council. This will enable the most rapid progression of the Implementation Plan 2) Alternatively, an application could be made for an HLF Resilient Heritage grant to cover some or all of the cost. <p>The HLF Resilient Heritage option was highlighted by the HLF as a possibility, but the envisaged tender activity does not fall easily into the scheme objectives so, whilst it might be successful, it is by no means guaranteed.</p> <p>The timetable below and for subsequent phases assumes Southwark funds Phase 3. The timetable would be extended by 3 – 6 months if the HLF Resilient Heritage route is pursued.</p>
Approach and Process Lead	<p>Could be led by Southwark Council officers or consultants could be engaged. HLF Resilience Grant application, if that route is chosen, is a relatively straightforward process</p>
Timing	<p>May 17 – Jun 17 Delayed by 3 to 6 months if Resilient Heritage route pursued</p>
Forecast Cost	<p>██████ if third party consultants engaged to prepare Resilient Heritage bid</p>
Funding Options	<p>Southwark Council</p>
Success Criteria	<p>Funding for Phase 3 secured</p>

15.3 Phase 3 – Run Provisional Tender for Master Tenant and Catering Contractor

Objective	Identify partners for the future operation and management of OLBAW
Activity Description	Run a tender process to identify preferred partners, with actual contract award dependent on funding being successfully secured.
Approach and Process Lead	<p>We suggest the following outline process:</p> <ul style="list-style-type: none"> - Issue ITT based on content of this study, setting out the broad vision and redevelopment concept, but allowing for enough flexibility to enable respondents to bring their own ideas and emphasis. - Require from respondents (building operators / catering contractor consortia): <ul style="list-style-type: none"> o A Pre-Qualification Response [REDACTED] setting out high level information and vision for OLBAW; from which a shortlist is selected. o A Full Proposal [REDACTED] - Following review of Full Proposals, a preferred partner/consortium can be selected.
Timing	Jul 17 – Dec 17
Forecast Cost	[REDACTED]
Funding Options	<p>Option 1: HLF Resilient Heritage Grant Option 2: Southwark Council (or a combination of both, as process for HLF RH Grant of under £10k is less onerous).</p>
Success Criteria	Preferred partners identified, together with associated vision for OLBAW future.


15.4 Phase 4 – Refine OLBAW Vision and Plans with Chosen Operators

Objective	Refine OLBAW vision and plans to a greater level of specificity, working with chosen operators.
Activity Description	With operators on board, it will be possible to restate the vision and recalculate financial forecasts for the operation of OLBAW (and Chumleigh, as appropriate). It will also be possible to modify space plans for the building if a different emphasis and use of space should emerge, versus the plans set out in this report.
Approach and Process Lead	Led by Southwark Council officers and chosen operators, supported by consultants if needed. It may be necessary to engage architects and QS if significant changes to the architectural scheme is required at this stage.
Timing	Jan 18 – Mar 18
Forecast Cost	
Funding Options	Funded by Southwark Council, with a possible contribution from partners.
Success Criteria	All information required for HLF Round 1 Application in place.

15.5 Phase 5 – Prepare and Submit HLF Enterprise Grant Round 1 Application

Objective	Prepare and submit the HLF Enterprise Grant Round 1 application
Activity Description	Compile and present the required information for a Round 1 application.
Approach and Process Lead	Led by consultants, with full involvement from Southwark officers and chosen partners. Most of the required content will be available from this study and from the further work done under Phase 4, thus relatively little new work should be needed. However, one important area of new work will be the development of a full Heritage Engagement plan, building on the initial ideas set out in Appendix 17 of this study. Another important new task will be to establish what portion of the final project design and build cost needs to be released after Round 1 to facilitate the greater level of detailed design required for the Round 2 application.
Timing	Prepare Mar 18 – May 18 Submit June 18 Response from HLF Oct – Dec 18
Forecast Cost	
Funding Options	Southwark Council, with possible contribution from chosen operators
Success Criteria	Round 1 application successful.

15.6 Phase 6 – Prepare and Submit HLF Enterprise Grant Round 2 Application

Objective	Prepare and submit the HLF Enterprise Grant Round 2 application
Activity Description	Compile and present the required information for a Round 2 application
Approach and Process Lead	<p>Led by consultants, with full involvement from Southwark officers and chosen partners.</p> <p>At this stage, significant new information and more detailed build project planning will be required. This includes:</p> <ul style="list-style-type: none"> Plans being taken to RIBA Stage 3, and planning and listed building consent should be in place. Detailed project costing in place, adequately tested Full project business plan, staffing and operational plans with strong evidence of financial sustainability over the long term Match funding secured and confirmed Full detail and implementation plans for Heritage Engagement activity
Timing	<p>Prepare: Jan 19 – May 19</p> <p>Submit: Jun 19</p> <p>Response from HLF: Oct – Dec 19</p>
Forecast Cost	
Funding Options	Funded by HLF Round 1 initial capital release
Success Criteria	Round 2 application successful

15.7 Phase 7 – OLBAW Redevelopment Final Planning

Objective	Complete final planning for building redevelopment
Activity Description	Develop all plans to required level for building works to commence.
Approach and Process Lead	<p>Appoint main contractor</p> <p>Process thereafter led by architects and main contractor.</p> <p>At this stage, any existing tenants still in the building would need to leave, prior to the commencement of works.</p>
Timing	Jan 20 – Jun 20
Forecast Cost	Included in main project costing (see Phase 8)
Funding Options	Funded by HLF grant capital and Southwark Council funding
Success Criteria	Final building redevelopment plans in place

15.8 Phase 8 – Redevelopment Works

Objective	Successfully deliver the building redevelopment works
Activity Description	Undertake the building redevelopment works in accordance with final plans
Approach and Process Lead	Led by main contractor and architects Heritage Engagement activity takes place during this period.
Timing	Estimated to be a 9-month build Circa Jun 20 – Mar 21
Forecast Cost	
Funding Options	Funded by HLF grant capital and Southwark funding
Success Criteria	OLBAW redevelopment complete

15.9 Phase 9 – OLBAW Launch Planning

Objective	Ensure OLBAW is ready to launch following completion of redevelopment works
Activity Description	The Phase needs to take place in parallel with Phase 8. It includes ensuring all operational plans are in place, and that the facilities are pre-marketed to ensure rapid take-up of tenancies and events facilities once available. This Phase also entails the recruitment and training of staff ready for the building to begin operating.
Approach and Process Lead	Led by master tenant and catering operator
Timing	Jun 20 – Mar 21
Forecast Cost	Unknown
Funding Options	Met by master tenant and catering operator, with the possibility of a contribution to ‘pre-opening costs’ by Southwark Council.
Success Criteria	Launch planning in place, effective pre-marketing in place, staffing in place and trained.

15.10 Summary of Implementation Plan Timetable and Costs

The table below summarises the costs and timetable set out above as part of the detailed description of each phase.

Implementation Phase	Estimated Phase Cost (£k)	2017				2018				2019				2020				2021				
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Phase 1 - Secure Stakeholder Support																						
Phase 2 - Secure Funding for Phase 3																						
Phase 3 - Provisional Tender																						
Phase 4 - Refine OLBAW Vision																						
Phase 5 - HLF Round 1																						
Phase 6 - Development Phase / HLF Round 2																						
Phase 7 - OLBAW Final Planning																						
Phase 8 - Redevelopment Works																						
Phase 9 - Launch Planning																						
Total Cost																						

16. Alternative Ways Forward

This study has been focussed around assessing the feasibility of the kind of vision for the future of OLBAW described in the Landscape Masterplan (LDA), Buildings Masterplan (Michael and Partners) and the Feasibility Study undertaken by Plincke and FoBP. Our conclusion, as set out above, is that it is possible to meet the Redevelopment Objectives and thus the project is feasible, but only on the basis of a substantial initial capital outlay and an acceptance that the project's ongoing income generation is likely to be relatively modest.

Whilst it is not within the scope of our work to set out alternative approaches in any detail, we would note the following options which could be further explored in due course if Southwark Council either (i) elect not to proceed with the proposals for OLBAW set out in this report for whatever reason, or (ii) require an appraisal of other options prior to electing how to proceed.

None of these alternatives meet the Redevelopment Objectives as fully as the vision set out above but they have other potential advantages, as noted below.

	Alternative Option	Description and Purpose	Advantages and Disadvantages
1	Whole building 'meantime use'	<p>Allocate the whole building (or all of it except the derelict basement) to 'meantime use', possibly alongside a defined level of investment to perform essential maintenance and repairs.</p> <p>Purpose would be to further test aspects of the model prior to making a decision to proceed with the larger refurbishment / vision.</p>	<p><u>Advantages:</u></p> <ul style="list-style-type: none"> - Much lower level of initial investment needed - Allows testing of some of the proposed building uses <p><u>Disadvantages:</u></p> <ul style="list-style-type: none"> - Testing of building uses could be undermined by poor state of the building (affecting its attractiveness to customers / hirers etc.) - Testing of building uses and management approach could be undermined by short meantime lease term which prevents significant investment from operator. - Attractiveness to potential operators may be reduced by short meantime lease term. - Any expenditure on maintenance is unlikely to reduce future refurbishment costs if the larger project goes ahead at some stage, and is thus incremental expenditure. - HLF Enterprise Grant scheme may be discontinued in the future, and thus a delay in making the application could be costly.

	Alternative Option	Description and Purpose	Advantages and Disadvantages
2	Reduced ambition vision and refurbishment and allocate to new tenants on long term basis.	<p>Under this option, some of the Redevelopment Objectives would be sacrificed in favour of a reduced ambition refurbishment program and vision for the building's future use.</p> <p>We would envisage Southwark deciding upon a sum of money they are willing to invest in a limited building repair project based around the priorities of chosen incoming tenants (selected through a tender process) and resolving accessibility problems to the extent possible.</p> <p>This approach could be built around giving over the entire building to an artist studio operator or another operator that met some portion of the Redevelopment Objectives.</p> <p>This approach is likely to entail abandoning the café bar and events aspects of the vision and is also likely to result in significantly less 'public access' to the building. It is also unlikely to safeguard the building's heritage to any significant extent.</p>	<p><u>Advantages:</u></p> <ul style="list-style-type: none"> - Lower level of initial investment needed, though still significant, especially if the derelict basement is to be brought into use. - Delivers a long-term solution / resolution. <p><u>Disadvantages:</u></p> <ul style="list-style-type: none"> - Unlikely to meet a significant number of the Redevelopment Objectives. - The building's future use is to a large extent dependent on choosing 'the best option available' from tenant tender responses, with Southwark having less control over outcomes. - Lack of a full refurbishment could leave significant ongoing repair and maintenance cost liabilities. - Building / project income likely to be reduced versus the forecasts in this study

These alternative approaches could be scoped out in more detail in due course as required.

17. Contact

This study report has been prepared by:

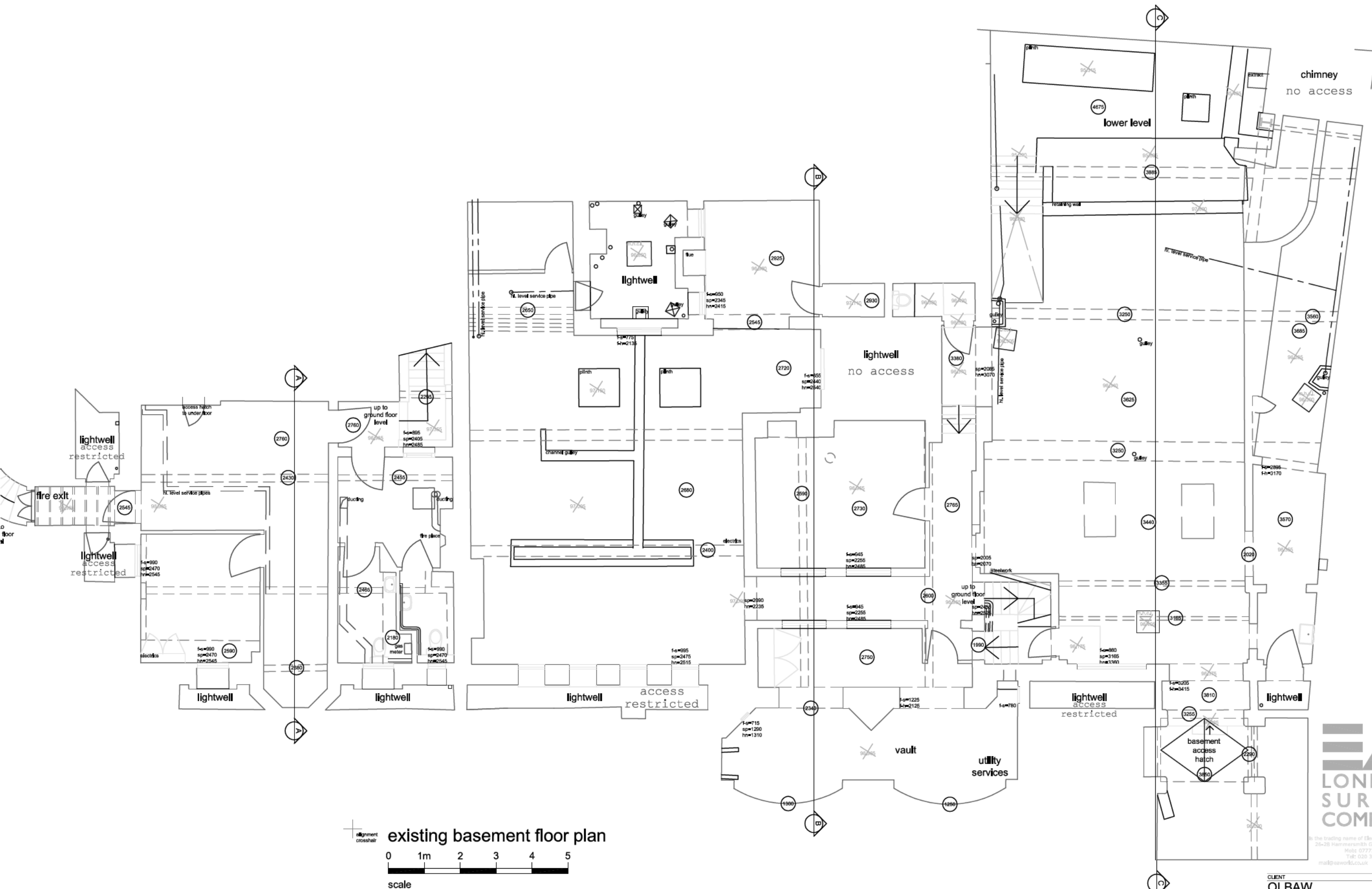
[REDACTED]
[REDACTED]
[REDACTED]

Appendix 01

OLBAW Measured Survey

Prepared by:

Electronic Architecture Limited



alignment crosshair
existing basement floor plan
 0 1m 2 3 4 5
 scale



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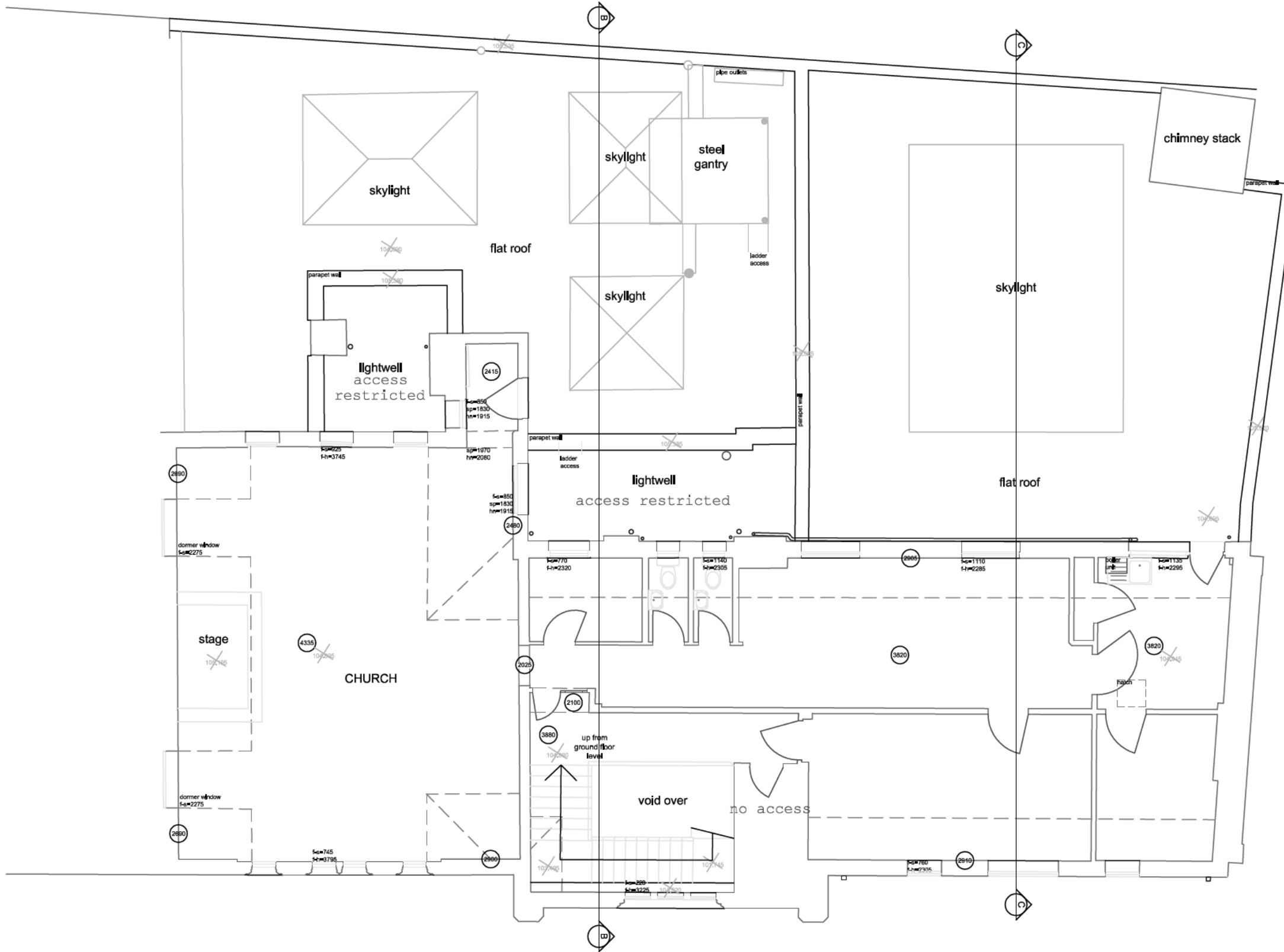
CLIENT
OLBAW

SITE
**39 Wells Way,
 Burgess Park
 London SE5 0PX**

DRAWING
Existing basement floor plan

DATE	SCALE	SURVEYOR	CAD
Oct. 2016	1:50	EA	GE
NUMBER	AMENDMENT		
EA206-16 - 01	A		

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REVISION	DATE	NOTE
A	05.10.16	Spot levels reset to datum +100.000. Section refs indicated.



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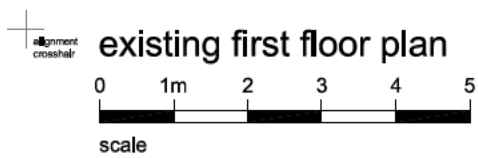
CLIENT
OLBAW

SITE
**39 Wells Way,
Burgess Park
London SE5 0PX**

DRAWING
Existing first floor plan

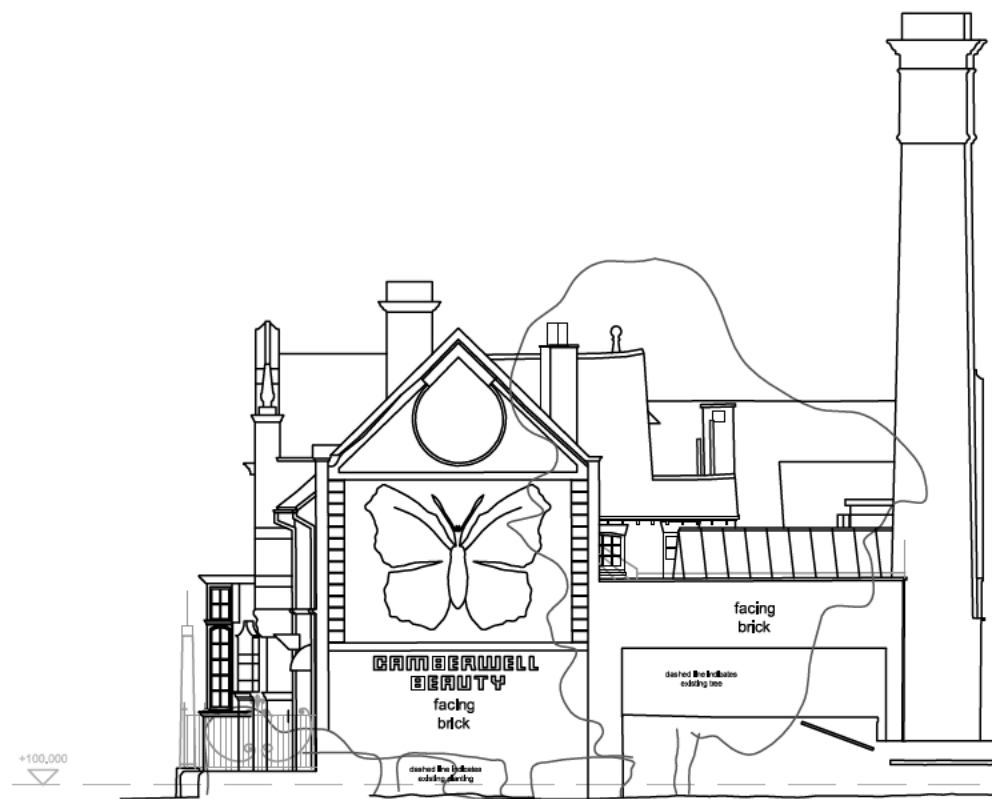
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EA206-16 - 03	A		

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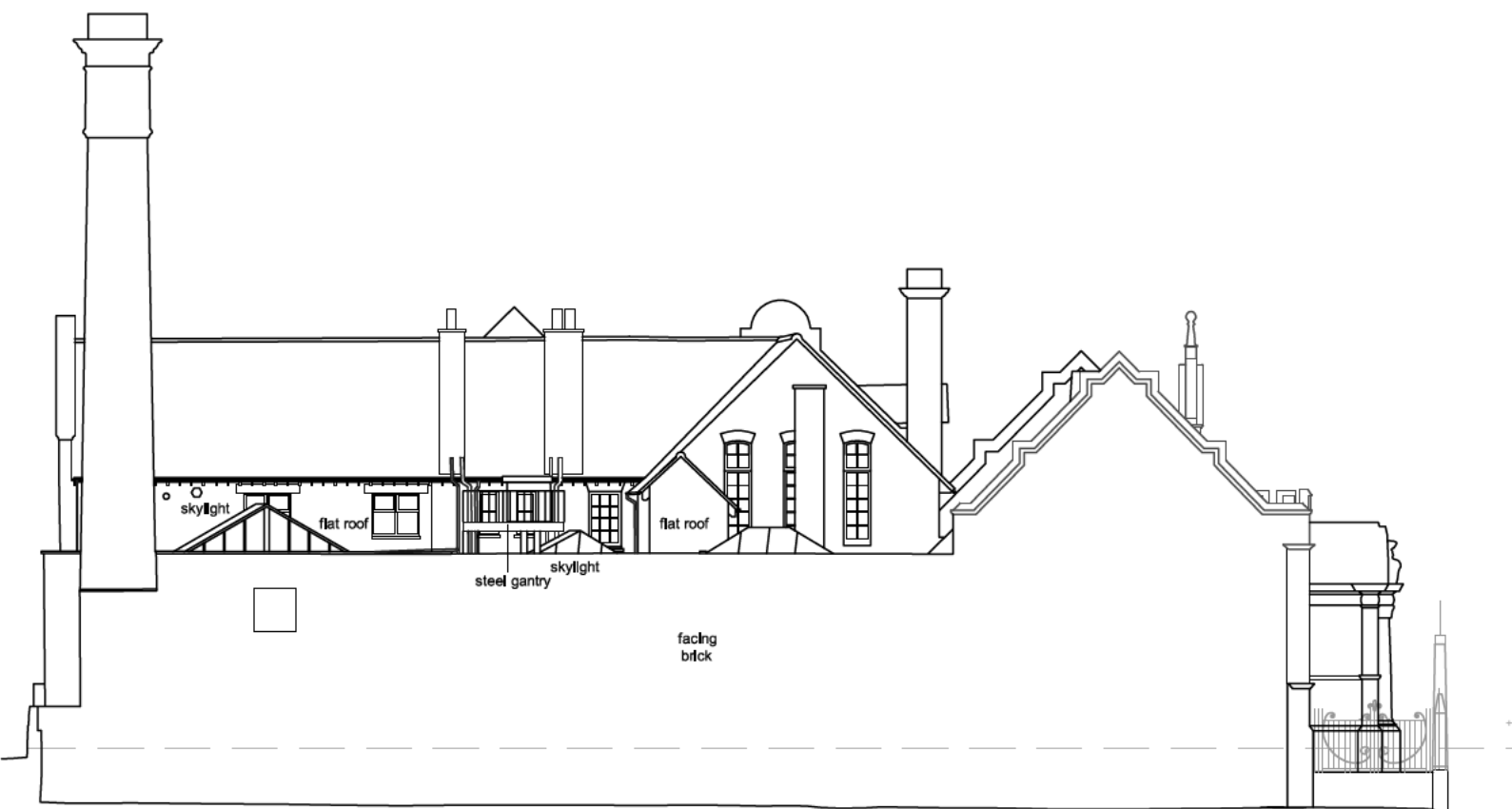




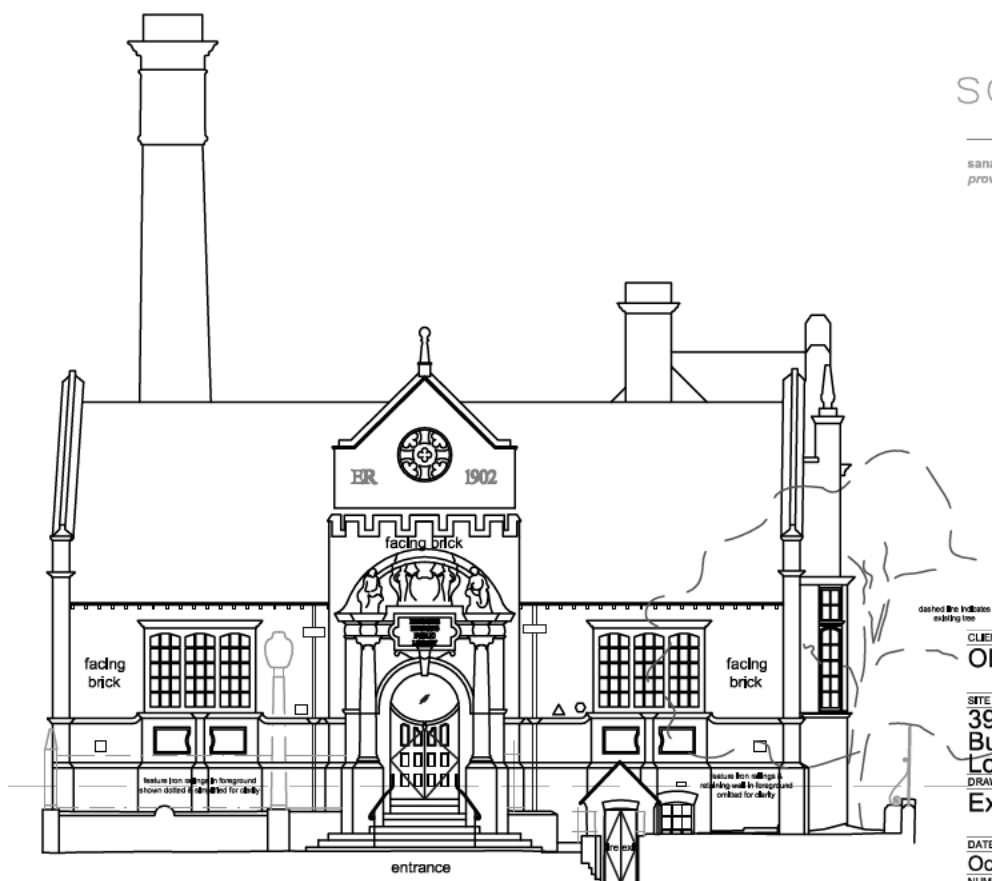
existing Wells Way elevation - west facing



existing side elevation - south facing



existing rear elevation - east facing



existing side elevation - north facing

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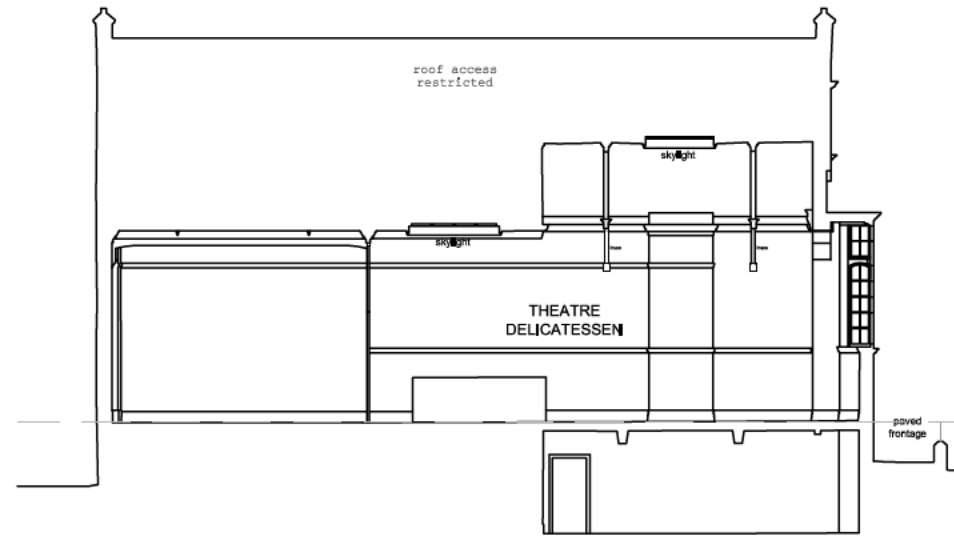
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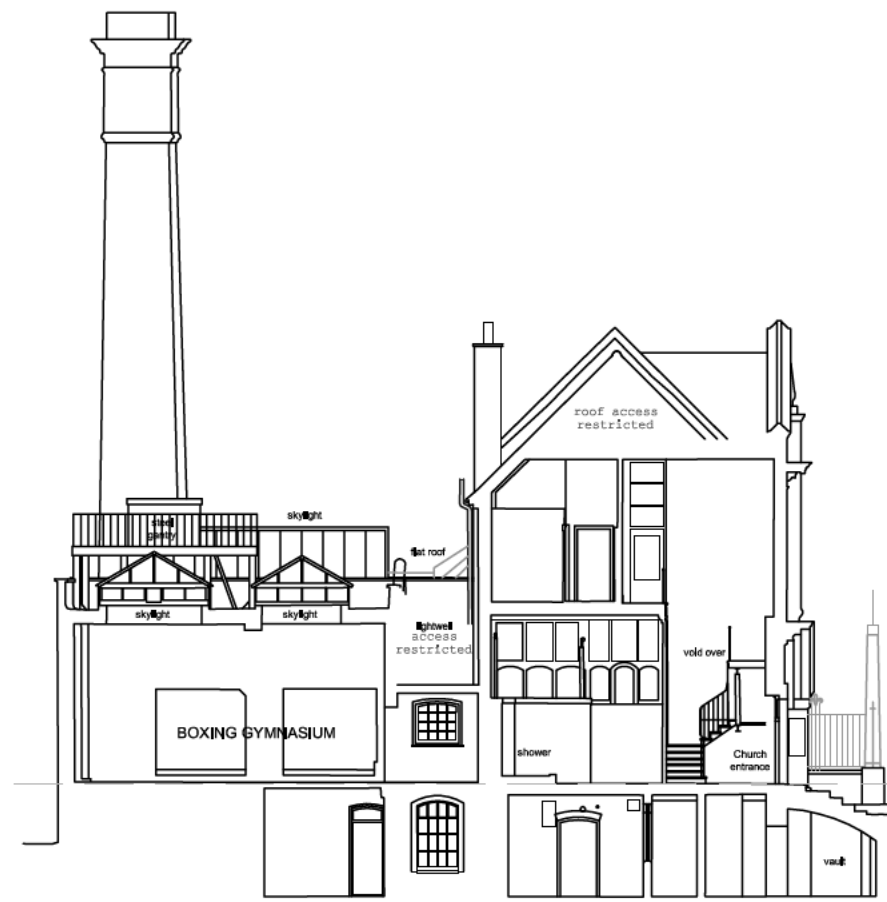
DRAWING
Existing elevations

DATE	SCALE	SURVEYOR	CAD
Oct. 2016	1:100	EA	GE
NUMBER		AMENDMENT	
EA206-16 - 04			

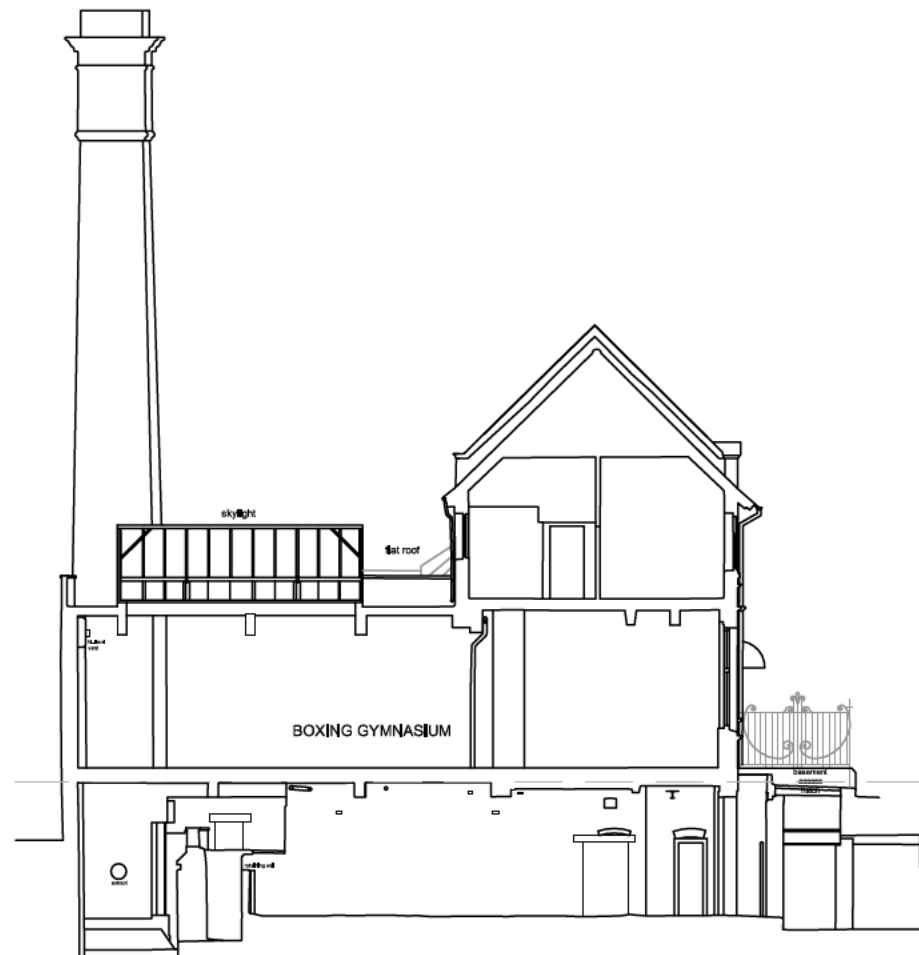
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existing section A - A



existing section B - B



existing section C - C

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CLIENT
OLBAW

SITE
**39 Wells Way,
Burgess Park
London SE5 0PX**

DRAWING
Existing sections

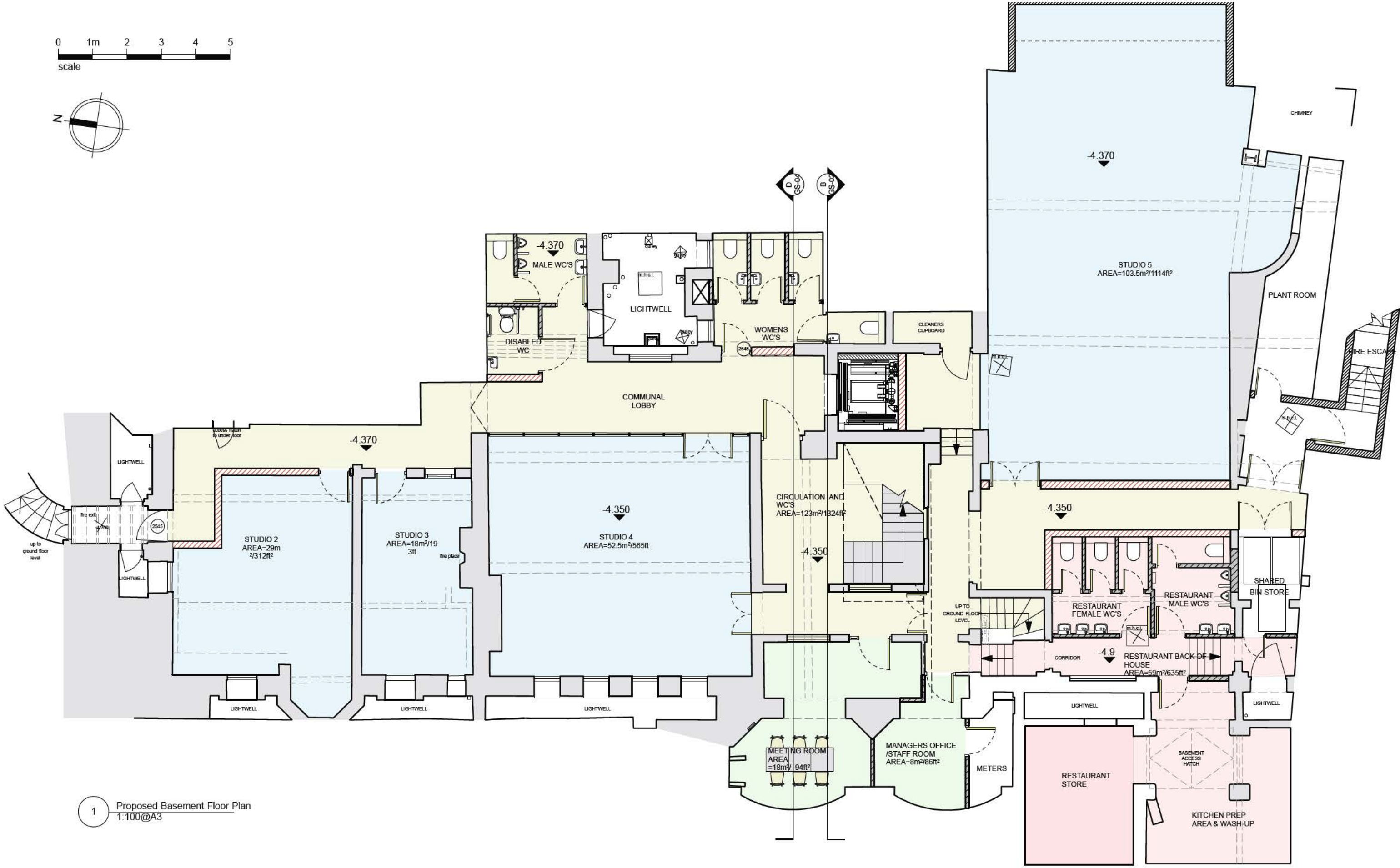
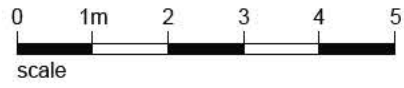
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Appendix 02

Architectural Scheme Concept Drawings

Prepared by:
Gundy & Ducker



1 Proposed Basement Floor Plan
1:100@A3



Notes

Revision	Date	Description

Gundry & Ducker Gundry & Ducker Architecture Ltd 3 Gerrick Street London WC2E 9BF t +44(0)203 417 4895 info@gundryducker.com		Project: Burgess Park- Old Library and Wash House
Drawing title: Proposed Basement Plan	Scale: 1:100@A3	Drwg. No. 311.GA.01
Date: October 2016	Status: Feasibility	Rev

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2 Proposed Section B B
1:200@A3



Notes

Revision	Date	Description

Gundry & Ducker
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 3 Gerrick Street
 London WC2E 9BF
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 info@gundryducker.com

Project	Burgess Park- Old Library and Wash House		
Drawing title	Proposed Section B_B		
Scale	1:200@A3	Drwg. No.	311.08.02
Date	October 2016	Rev	-
Status	Feasibility		

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4 Proposed Section D_D
1:100@A3



Notes

Revision	Date	Description
-	-	-

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Gundry & Ducker Architecture Ltd
3 Garrick Street
London WC2E 9BF
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info@gundryducker.com

Project	Burgess Park- Old Library and Wash House		
Drawing title	Proposed Section D_D		
Scale	1:100@A3	Drwg. No.	Rev
Date	October 2016	311.GS.04	-
Status	Feasibility		

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4 Proposed West Elevation
1:100@A3

NO WORKS TO BE CARRIED OUT



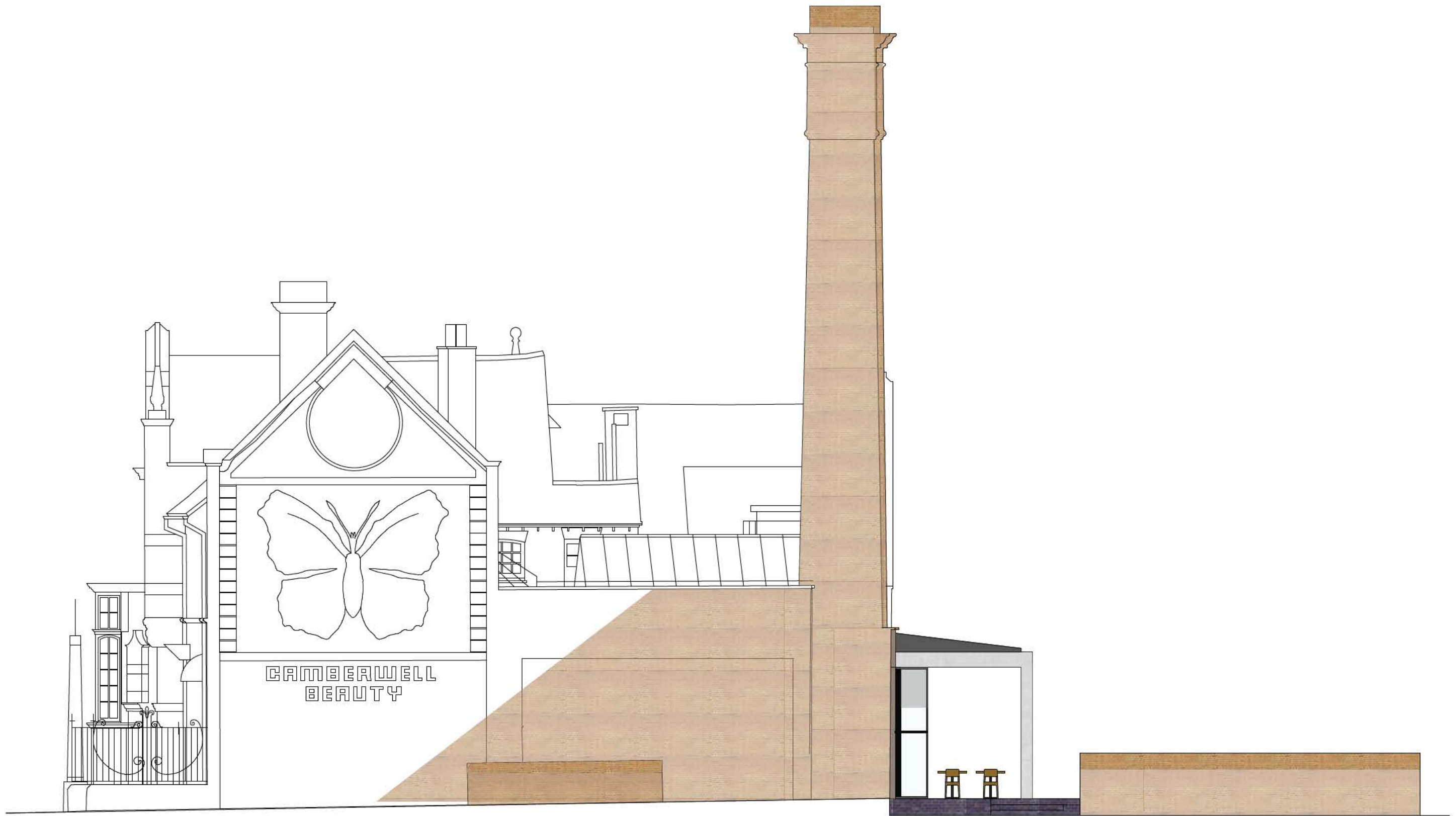
Notes

Revision	Date	Description

Gundry & Ducker
Gundry & Ducker Architecture Ltd
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Project	Burgess Park- Old Library and Wash House		
Drawing title	Proposed West Elevation		
Scale	1:100@A3	Drwg. No.	311.GE.04
Date	October 2016	Rev	-
Status	Feasibility		

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1.000
↗

3 Proposed South Elevation
1:100@A3



Notes

Revision	Date	Description
A	11.02.17	Minor level revision

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Project	Burgess Park- Old Library and Wash House		
Drawing title	Proposed South Elevation		
Scale	1:100@A3	Drwg. No.	Rev
Date	October 2016	311.GE.03	A
Status	Feasibility		

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2 Proposed North Elevation
1:100@A3

+100.000
▽



Notes
A

Revision	Date	Description
A	01.02.17	Porch added.

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Project	Burgess Park- Old Library and Wash House	
Drawing title	Proposed North Elevation	
Scale	1:100@A3	Drwg. No.
Date	October 2016	311.GE.02
Status	Feasibility	

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Rev
A



1 Proposed East Elevation
1:100@A3



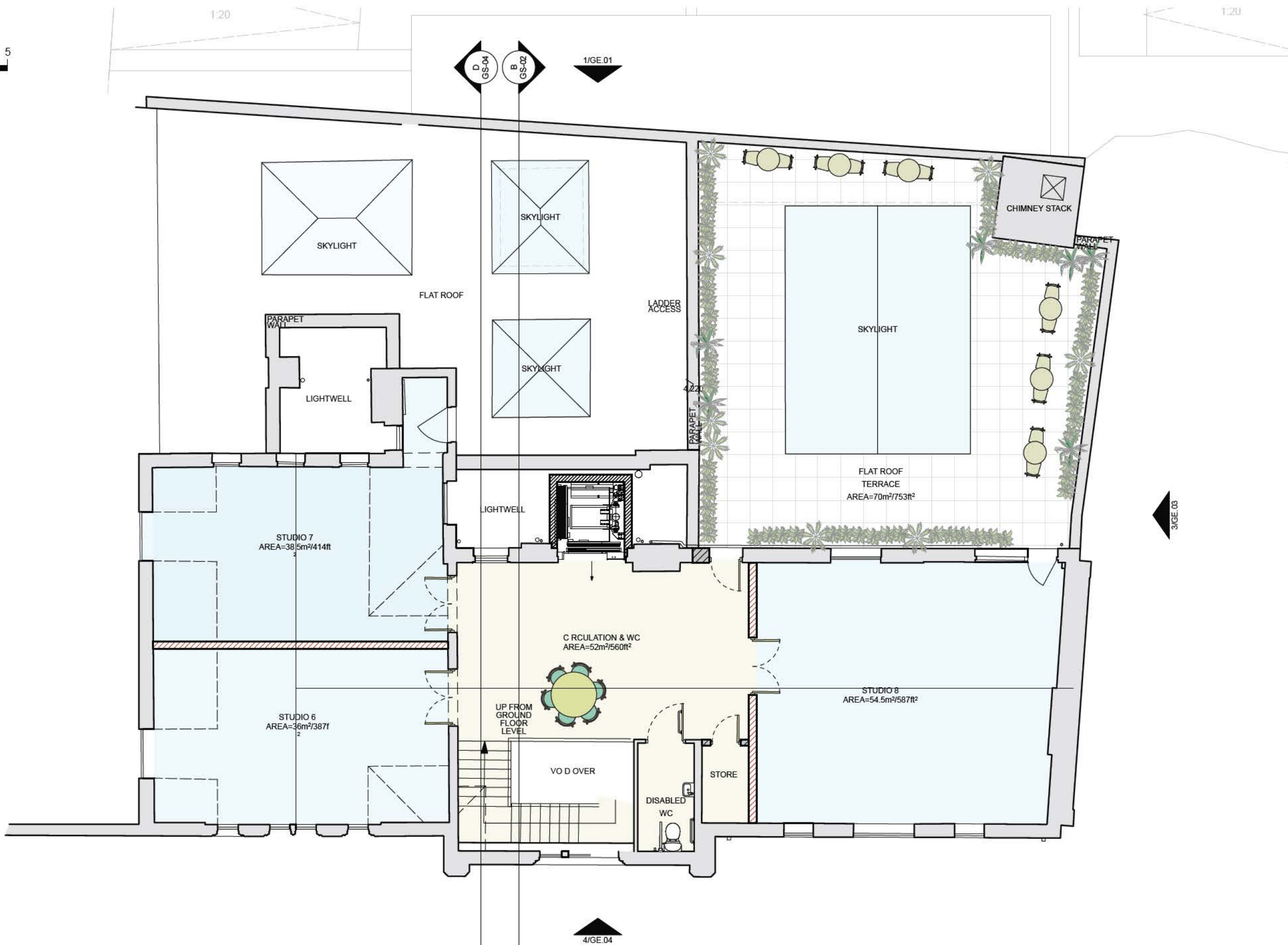
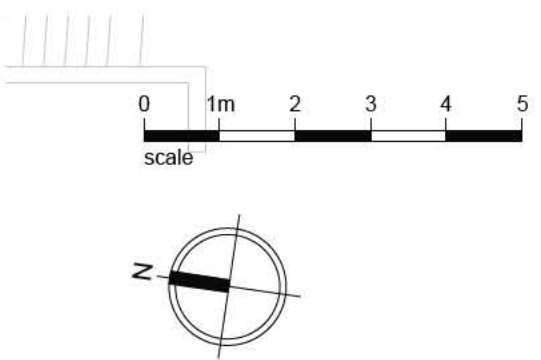
Notes
A

Revision	Date	Description
A	01.02.17	Porch added

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Project	Burgess Park- Old Library and Wash House		
Drawing title	Proposed East Elevation		
Scale	1:100@A3	Drwg. No.	Rev
Date	October 2016	311.GE.01	A
Status	Feasibility		

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3 Proposed First Floor Plan
1:100@A3

Notes

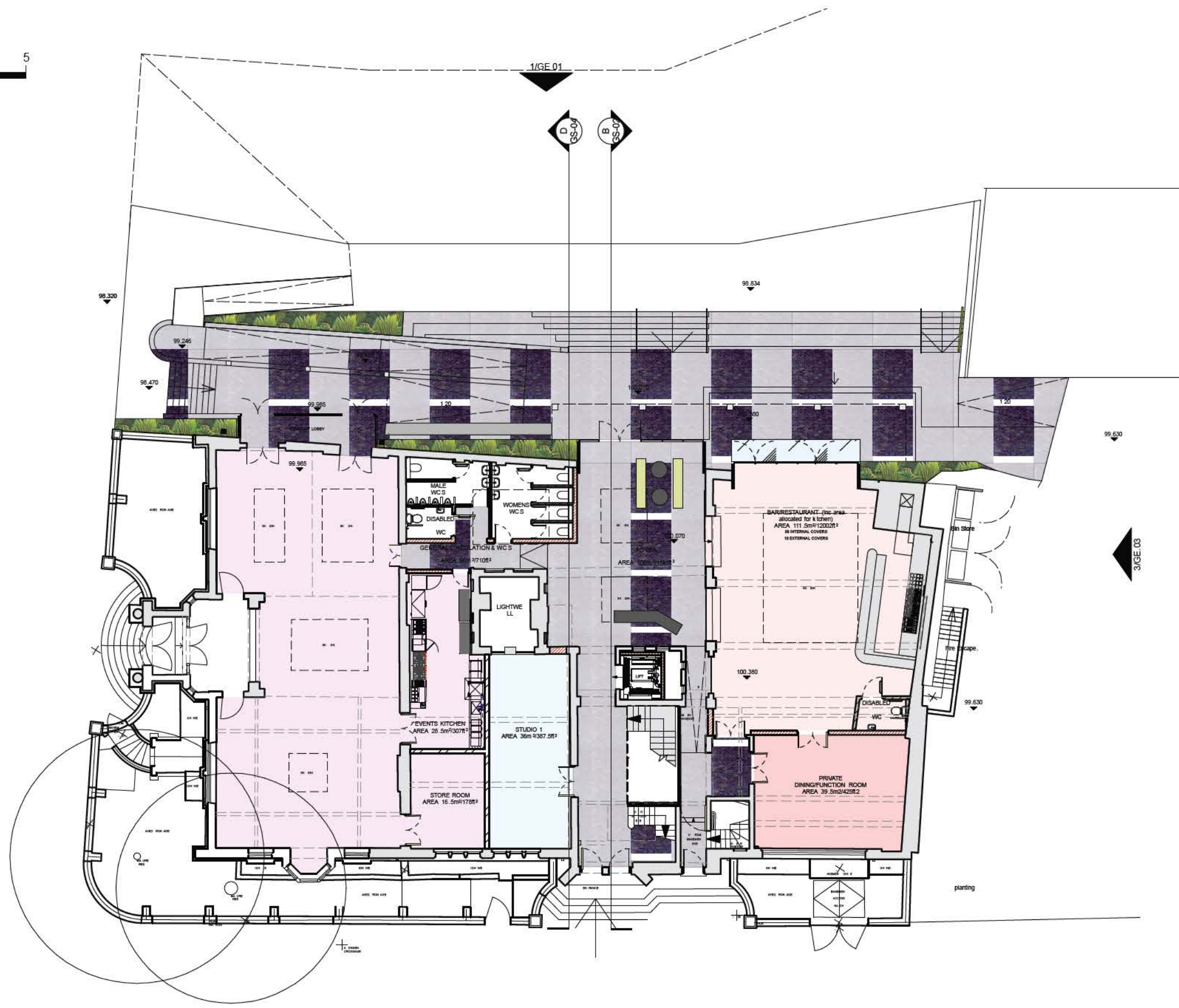
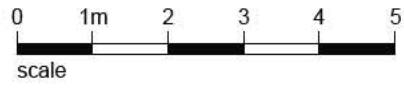
Revision	Date	Description

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Project: Burgess Park- Old Library and Wash House
Drawing title: Proposed First Floor Plan
Scale: 1:100@A3
Date: October 2016
Status: Feasibility

Drwg. No.: 311.GA.03
Rev: -

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2 Proposed Ground Floor Plan
1:200@A3



Notes

Revision	Date	Description

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Project	Burgess Park- Old Library and Wash House		
Drawing title	Proposed Ground Floor Plan & External Terrace		
Scale	1:200@A3	Drwg. No.	Rev
Date	October 2016	311.GA.02	
Status	Feasibility		

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Project	Burgess Park- Old Library and Wash House		
Drawing title	Proposed Rear facade visual		
Scale	1:200@A3	Drwg. No.	Rev
Date	October 2016	311.GA.09	
Status	Feasibility		

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Notes

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Project	Burgess Park- Old Library and Wash House		
Drawing title	Proposed Internal Foyer Visual		
Scale	1:200@A3	Drwg. No.	Rev
Date	October 2016	311.GA.08	
Status	Feasibility		

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Notes

Revision	Date	Description

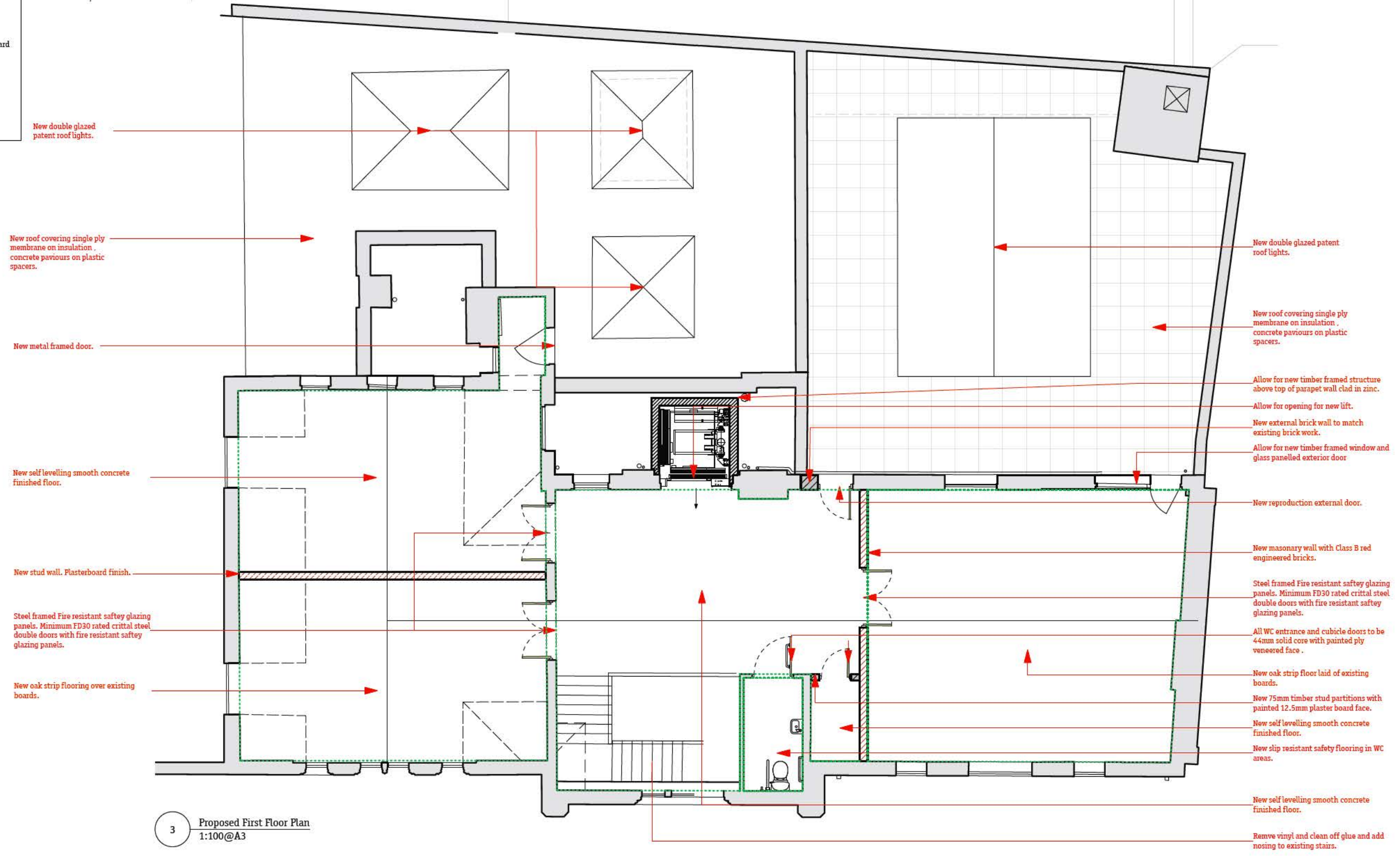
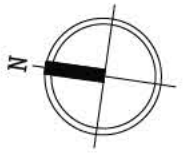
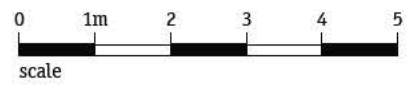
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Project	Burgess Park- Old Library and Wash House		
Drawing title	Proposed Entrance Visual		
Scale	1:200@A3	Drwg. No.	311.GA.07
Date	October 2016	Rev	-
Status	Feasibility		

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LEGEND

- New floor slab 150mm on 450mm of jableite insulation. (blue shade).
- Allow to strip paint off glazed bricks red dotted line.
- Tank walls with stud wall to face with insulation and plasterboard (blue dash).
- Decorate existing brickwork/plastered walls, including making good where partitions have been removed.
- Allow for glazed bricks to be cleaned.



3 Proposed First Floor Plan
1:100@A3

- Notes**
- EXISTING SKYLIGHTS TO BE REPLACED WITH NEW DOUBLE GLAZED PATENT ROOF LIGHTS.
 - EXISTING RETAINED EXTERNAL WINDOWS TO BE REPAIRED AND MADE GOOD.
 - WHERE EXISTING WALLS ARE PAINTED MAKE GOOD & PAINT WHITE EGGSHELL
 - ALL CEILINGS TO BE MADE GOOD AND PAINTED WHITE EGGSHELL
 - REFER TO SCHEDULE FOR PLASTER REPAIR DETAILS AND QUANTITIES

TO BE READ IN CONJUNCTION WITH BUILDING SURVEY REPORT.

Revision	Date	Description

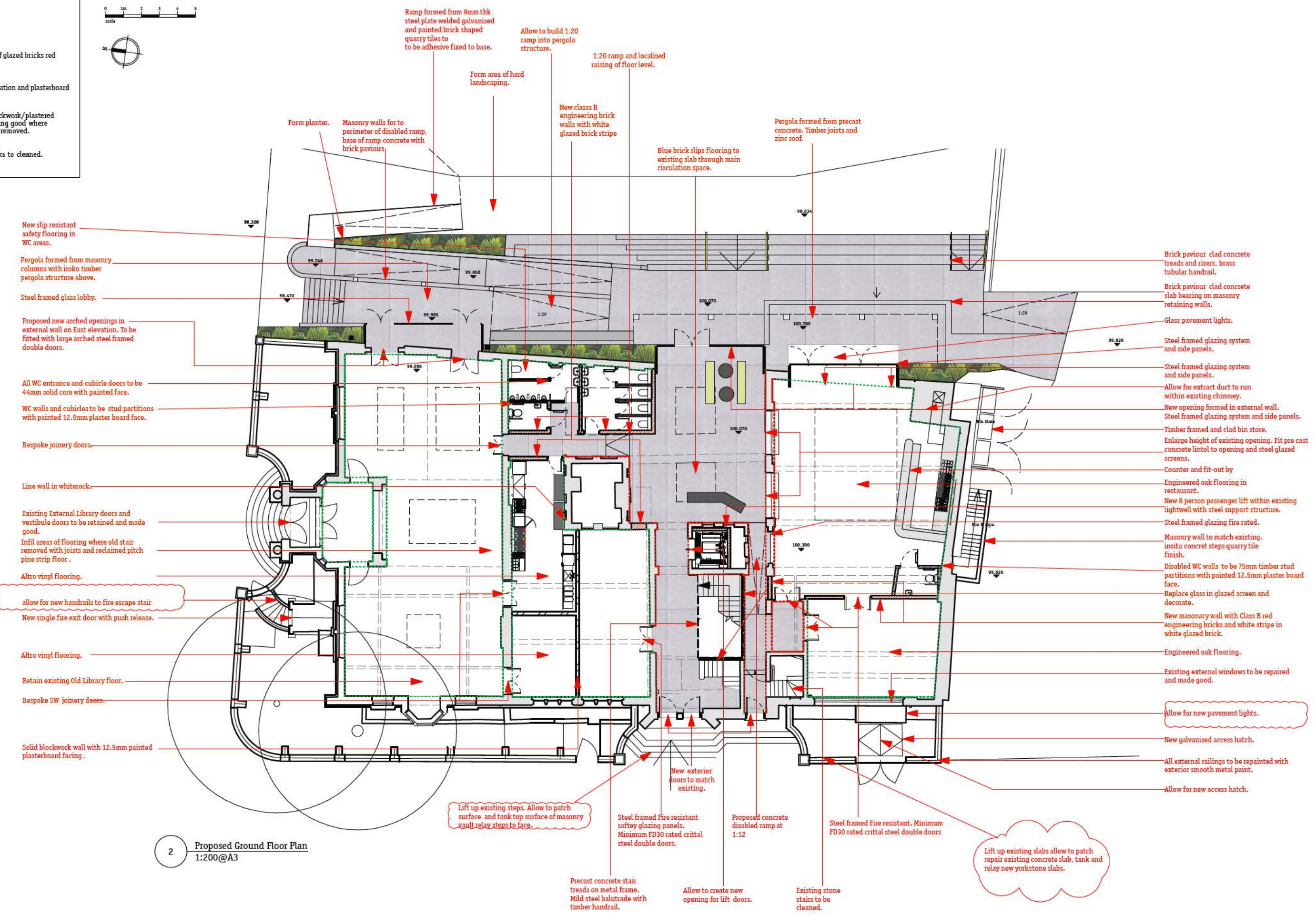
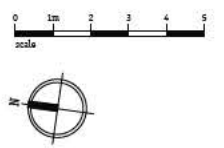
Gundry & Ducker
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Project Bugess Park- Old Library and Wash House
Drawing title Proposed First Floor Plan
Scale 1:100@A3 **Drwg. No.** Rev
Date October 2016 **311.GA.03**
Status Feasibility

Do not scale. All dimensions to be confirmed on site. Information contained in this drawing is the sole copyright of the designer and is not to be reproduced without permission.

LEGEND

- Allow to strip paint off glazed bricks red dotted line.
- Tank walls with stud wall to face with insulation and plasterboard (blue dash).
- Decorate existing brickwork/plastered walls, including making good where partitions have been removed.
- Allow for glazed bricks to be cleaned.



2 Proposed Ground Floor Plan
1:200@A3

- Notes**
- EXISTING RETAINED LIGHT WELL WINDOWS TO BE REPAIRED AND MADE GOOD.
 - EXISTING RETAINED EXTERNAL WINDOWS TO BE REPAIRED AND MADE GOOD.
 - WHERE EXISTING BRICK WALLS ARE PAINTED, PAINT IS TO BE REMOVED TO REVEAL GLAZED BRICKS. ALL PLASTERED WALLS TO BE PAINTED WHITE EGGSHELL.
 - ALL CEILINGS TO BE MADE GOOD AND PAINTED WHITE EGGSHELL.

TO BE READ IN CONJUNCTION WITH BUILDING SURVEY REPORT.

Revision	Date	Description

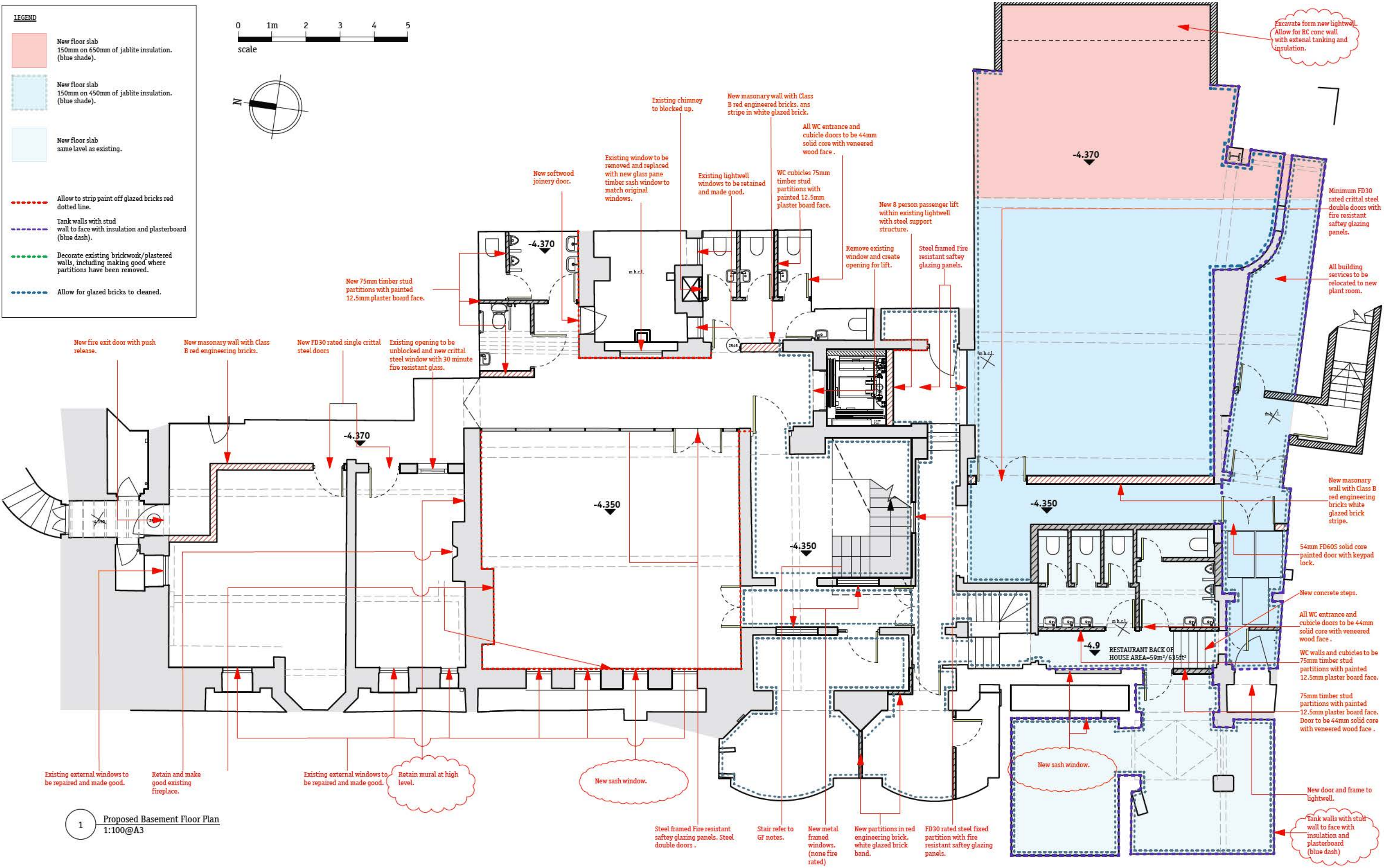
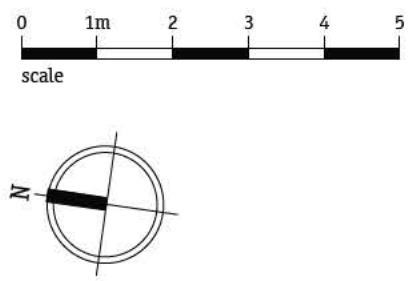
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Project	Burgess Park- Old Library and Wash House		
Drawing title	Proposed Ground Floor Plan & External Terrace		
Scale	1:200@A3	Drwg. No.	Rev
Date	October 2016	311.GA.04	
Status	Feasibility		

Do not scale. All dimensions to be confirmed on site. Information contained in this drawing is the sole copyright of the designer and is not to be reproduced without permission.

LEGEND

- New floor slab 150mm on 650mm of jablete insulation. (blue shade).
- New floor slab 150mm on 450mm of jablete insulation. (blue shade).
- New floor slab same level as existing.
- Allow to strip paint off glazed bricks red dotted line.
- Tank walls with stud wall to face with insulation and plasterboard (blue dash).
- Decorate existing brickwork/plastered walls, including making good where partitions have been removed.
- Allow for glazed bricks to be cleaned.



1 Proposed Basement Floor Plan
1:100@A3

- Notes**
- NEW CONCRETE FINISHED FLOOR THROUGHOUT BASEMENT FLOOR
 - EXISTING GLAZED BRICK WALLS IN BASEMENT TO BE RETAINED, REPAIRED WHERE NECESSARY AND MADE GOOD.
 - ALL CEILINGS TO BE REPAIRED, REPLASTERED AND MADE GOOD.
 - EXISTING RETAINED LIGHT WELL WINDOWS TO BE REPAIRED AND MADE GOOD

TO BE READ IN CONJUNCTION WITH BUILDING SURVEY REPORT, SURVEY REPORT.

Revision	Date	Description

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Project	Burgess Park- Old Library and Wash House		
Drawing title	Proposed Basement Plan		
Scale	1:100@A3	Drwg. No.	311.GA.01
Date	October 2016		
Status	Feasibility		

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OLBAW schedule of spaces

AREA	Floor.	SQM	SQFT
Studio Spaces			
Studio 1	Ground Floor	36	387.5
Studio 2	Basement	29	312
Studio 3	Basement	18	193
Studio 4	Basement	52.5	565
Studio 5	Basement	103.5	1114
Studio 6	First Floor	36	387
Studio 7	First Floor	38.5	414
Studio 8	First Floor	54.5	587
Bar Restaurant and Associated.			
Restaurant including area allocated for kitchen	Ground Floor	111.5	1200.2
Private Dining Room	Ground Floor	39.5	425
Restaurant back of house spaces.	Basement & GF	59	635
Old Library/ Village Hall			
Main Space	Ground Floor	157.5	1695
Storage Space	Ground Floor	16.5	178
Kitchen Space.	Ground Floor	28.5	307
Other Spaces.			
Meeting room basement.	Basement	18	194
Building Managers Office	Basement	8	86
Circulation and WC's basement	Basement	123	1324
Main Foyer space Ground Floor	Ground Floor	106	1141
General circulation & WC's Ground Floor	Ground Floor	66	710
General Circulation & Wc's First Floor.	First Floor	52	560
Roof Terrace First Floor.	First Floor	70	753

Appendix 03

Market Testing – Artists' Studios

Prepared by:

Michael and Partners

Appendix 03

Artists' Studios

Examples of relevant existing provision (Desk Research)

Studio	No. and sizes, floor levels, facilities	Rates	Availability	Notes
ASC Studios , Chaplin Centre, Taplow House, Thurlow Street, SE17 2UL	35 studios across 8500 sq.ft	<p>Not available on website for Thurlow Street site.</p> <p>New Cross Site: example studio: circa £17.50 sqft pa</p> <p>In most cases the rent includes: electricity; business and water rates; building insurance and service charges.</p>	There is high demand and a waiting list.	ASC is an arts charity providing lower than market rents and is primarily dedicated to helping visual artists, used to mean, fine artists, painters, sculptors, printmakers, installation artists, etc. They have limited space for applied artists. They also offer some space for charitable and not for profit organisations
Acme Studios Galleria , The Galleria, Pennack Road, London, SE15 6PW	<ul style="list-style-type: none"> - 50 self-contained studios ranging from 260f² to 500f² (24m² to 46m²) - Lower-ground, ground, first, second and third floors. - Accessible wash-up facilities and toilets are on each floor - On-street parking available, but not directly outside the building. No off-street parking. 	<ul style="list-style-type: none"> - £12.36 per square foot per year - Across their studios in Greater London: an average of £11.15 per square foot per year or £279 per month for a 300f² (28m²) studio. The rent is fully inclusive of business rates, insurance and service charges - the only extra cost is electricity. 	Waiting Lists. ACME manage 567 studio units across 15 sites in London. In the year to March 2015 they accommodated 170 'new' artists (141 through turnover).	<ul style="list-style-type: none"> -The studios form part of a mixed-use development which includes private and affordable residential apartments. -Original purchase part-funded by Arts Council England's Grants for the arts - capital programme. -The majority of studios across their sites are self-contained and average size is 372f² (35m²). -Practising fine artists only (e.g. painters, sculptors, print-makers or artists working in installation, photography, film, video, live art, time-based, digital or multi-media work)

Studio	No. and sizes, floor levels, facilities	Rates	Availability	Notes
Hotel Elephant , 5 Spare Street, London SE17 3EP (plus two other sites in Southwark)	<p>Open Plan Workspace Costs include a dedicated working area with trestle tables, shared wash-out, shared kitchen, high speed wi-fi, services, and access to the Creative Enterprise program including opportunities to exhibit / showcase work.</p> <p>Individual Work Spaces Also includes lockable door, shared wash out sink, access to the Creative Enterprise program</p> <p>Spare Street access is Mon-Fri 8am -6pm; Saturday 10am-5pm</p>	<p>Spaces are aimed at recent graduates and 'micro creative' businesses</p> <p>Open plan work space (either 'noisy and messy' or 'clean and quiet'): £40 per desk per week / £173.33 per month</p> <p>Individual work space (either 'noisy and messy' or 'clean and quiet') for a maximum of 2 people: £60 a week/ £260 a month</p>	Not currently known	<p>Hotel Elephant supports local artists and graduates to establish their practice in Southwark, and provides exhibition opportunities, space for artist led projects and a platform for non-venue based practitioners.</p> <p>A new space was created in July 2016: Spare Street, comprising 8750 sqft of workspace and public space across five railway arches and offers a range of different types of workspace for 80-100 emerging artists and creative people.</p>
Bussey Studios , Bussey Building, Peckham SE15	Units from 180-500 sqft for creative and production artists Over 60 units	Not available on website	Waiting List	Uses range from painters to writers to graphic design to woodwork.
Pullens Yard (Clements Yard SE17 3LJ, Peacock Yard SE17 3LH & Iliffe Yard SE17 3QA)	Live-work units: number not available on website	Number not available on website		<ul style="list-style-type: none"> - Managed by Southwark Council, Commercial Property Division - Built in 1870s as an estate of artisan live-work units - Live / work spaces at Pullens Yard: arts and artisan businesses - Clements Yard is focused on applied arts
Clockwork Studios , 38 Southwell Road, SE5 9PG	Not available on website but 15 artists are listed	Not available on website	Website states that 'spaces become available infrequently'	

Studio	No. and sizes, floor levels, facilities	Rates	Availability	Notes
Coldharbour London , 26 - 34 Southwell Road, SE5	<ul style="list-style-type: none"> - The overall building is 15,000 sq ft. There is a 3,500 sq ft exhibition space so an assumption is that they have circa 12,500 sq ft of studios, minus circulation and administration space. - Southwark Council's website states that the studios are: 200 sqft to 1500 sqft. - Studios are on the top two floors and have natural light 	Not available on website	Not available on website	Coldharbour London is a former print factory, built in the 1960's, which has been converted into a multifunctional gallery space and artist studio's in Camberwell.
The Arches Studios (Peckham Rye) , Blenheim Court 48-50 Blenheim Grove, Peckham London SE15 4QL	Houses 25 artists and makers	Not available on website	Not available on website	25 artists and makers, working in a wide variety of disciplines, including painting, printmaking, sculpture, metalwork, cabinet making, and a large number of ceramicists.
Vanguard Court Studios , Rear of 36-38 Peckham Road, Camberwell London SE5 8QT	Units range from 130 sq ft (12 sq m) to 2,200 sq ft (200 sq m)	Example studio: £8700 pa, 366 sqft. I.e. £23.77	There is a waiting list	Vanguard Court is home to around 50 artists and creative small businesses.
Cul De Sac London 65-69 County Street, SE1 4AD	Gallery space plus studios	Not available on website	Waiting List	
Empress Mews (Off Kenbury St) SE5 9BT	Little information available on website: appears to house 10 plus artists	Not available on website	Not available on website	
Remakery - 51 lilford Rd SE5 9HY	Lambeth based space running tariff based membership programme as well as courses	Ranges from £18 for 10 hours to £190 full-time per month	Membership model	Specific space open to local residents, makers, artists and businesses aiming to reduce waste and support local community

Studio	No. and sizes, floor levels, facilities	Rates	Availability	Notes
Warrior Studios - Arch 264, 241 Coldharbour Lane SW9 8RR		Not available on website	Not available on website	Warrior Studios is a collective of individual artists housed in a South London railway arch, originally founded in the 1990s
Denmark Place Studios . 47A Coldharbour Lane. SE5 9NR		Not available on website	Not available on website	Artist studios since the late 1980's and now comprised of a dozen painters and printmakers.
London Sculpture workshop London Sculpture Workshop, Unit Zero, First Floor, Harrington Way, SE18 5NR		London Sculpture Workshop operates a pay-as-you go open-access membership scheme. There is an annual membership fee of £25. Once you are a member of LSW you can then book as many sessions required. Sessions are 3.5 hours long and cost £25.99	Open Access Model	LSW is London's first open access sculpture workshop, offering an equipped metal and wood workshop and additional mould-making and ceramic areas and over 2,500 sq ft of flexible working areas.
Southwark Studios , Rich Estate, SE1	Currently closed since January 2016 but due to return to the Rich Estate once the estate is redeveloped.		Currently closed	
The Sunday Painter , 12-16 Blenheim Grove, SE15 4QL	Appears to provide a small number of artists' studios	Not available on website	Not available on website	An artist-led, non-profit gallery and studio organization.

Studio	No. and sizes, floor levels, facilities	Rates	Availability	Notes
V22, Ilderton Road, Peckham	Over 80 artists' studios and creative workspaces Studios and workspaces range in size from 100 to 1,500 sq ft.	Current availability gives examples circa £18.75 per sqft for studios with no natural light.		A former coffee-packing factory opened as artists' studios in 2015. Many spaces benefit from natural light through windows or skylights. Some studios have direct access onto the street, whilst others include mezzanines and areas of double height with roller-shutter access and their own toilet facilities. Studios and Workspaces at V22 are available to rent by artists as well as selected creative businesses and social enterprises
Bainbridge Print Studios, Thurlow St SE17 2DG		Membership model: £175 for 10 sessions; £125 for 6 sessions Open Access £55 a day Member plus desk space: £165 pcm.	Membership model	
Makerversity, Somerset House, WC2R 1LA		Full time desk space from £295 plus month (includes access to all workshop facilities); 60 hours hot-desk from £175 per month.	Membership Model	
Kiln Works, SE15 3SN		Membership model: £170 pcm; £930 6 month; £1780 1 year	Membership Model	Open access ceramics studio providing classes, equipment and technical support. New sites opening in 2017 for a range of different experience levels.

Studio	No. and sizes, floor levels, facilities	Rates	Availability	Notes
Artworks , Elephant Rd, Elephant & Castle, London SE17 1AY	Shipping containers housing a range of businesses including some creative industries	Not available on website	Not available on website	The Artworks Elephant is a creative work hub with over 30 start-up businesses in repurposed shipping containers. Opening Artworks Creekside in Deptford.

Appendix 04

Market Testing – Co-Working

Prepared by:

Michael and Partners

Appendix 04


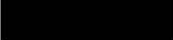
Co-Working

Examples of relevant existing provision (Desk Research)

Provider	Space(s)	Costs	Notes
The Office Club, Peckham Bussey Building 133 Rye Lane, SE15 4ST		£199 pcm permanent desk; £132 pcm 3 days hot desk a week. Plus: 'pay what you can afford, if and when you can afford it'.	Also offering groups of desks for small businesses
Cambridge House, http://ch1889.org/	1 Addington Square SE5 0HF – community hub with office, event and meeting space	Not available on website	Cambridge House's mission is to tackle the injustices of poverty. Office and desk space is concentrated on voluntary sector organisations broadly linked to this mission.
Hotel Elephant, 5 Spare Street, London SE17 3EP http://hotelelephant.co.uk/	Spare Street site (mainly artist's studios) also has hot-desking Hot-desking: Costs include access to high speed Wi-Fi, services costs, informal meeting space with sofa and armchairs, access to talks and networking events, members' rates in the café and ability to hire the public space.	Spare Street Prices: Spaces are aimed at recent graduates and 'micro creative' businesses Hot-desking is on a monthly subscription basis: £20 for 2 days per week, £40 for 5 days a week (circa £86 a month / £174 a month).	Hotel Elephant supports local artists and graduates to establish their practice in Southwark, and provides exhibition opportunities, space for artist led projects and a platform for non-venue based practitioners. A new space, Spare Street, from July 2016, comprises 8750 sqft of workspace and public space across five railway arches and offers a range of different types of workspace for 80-100 emerging artists and creative people.

Provider	Space(s)	Costs	Notes
The Trampery http://thetrampery.com/	<p>Three sites in London:</p> <p>The Trampery, Old Street, EC1V 9EY (50-desk shared workspace, members-only lounge & kitchen, meeting rooms that can accommodate up to 20 people, events venue)</p> <p>Fish Island. Founded with the Barbican, E3 2NQ: 10 self-contained studios, a 29-desk co-working space, meeting space for up to 6</p>	<p>The Trampery Old Street: Rolling monthly licence at £400.00 + VAT per desk</p> <p>Fish Island: Monthly rolling licence at £180.00 per desk + VAT fulltime or £100 + VAT per desk part-time (3 days pw). Studios: £315 + VAT to £880 + VAT per month</p>	<p>The spaces are themed:</p> <p>The Trampery Old Street: emerging entrepreneurs & small businesses.</p> <p>Fish Island: artists and small creative businesses of all backgrounds, including fashion, art, design, and software.</p>
Impact Hub Brixton http://brixton.impacthub.net/	<p>POP Brixton, 49 Brixton Station Road, London, SW9 8PQ</p>	<p>Packages according to number of hours per month ranging from 30 hours: £60 plus VAT to unlimited access: £225 plus VAT, fixed desk £250 plus VAT</p>	<p>Part of a global network of hubs</p>
The Brew www.thebrew.co.uk	<p>Various East London sites</p>	<p>From £98 pcm to £301 pcm</p>	<p>Plus, entry level: Nomad membership – free access to Coffice: a free café / business space</p>
Work. Life https://work.life/	<p>Medium sized co-working operation, currently managing sites in Bermondsey, Camden and London Fields. Opening Clerkenwell.</p> <p>Aimed at freelancers, start-ups and small businesses</p>	<p>£3.50 plus VAT - £5 plus VAT ph. pay as you go</p> <p>£250 plus VAT hot desk</p> <p>£365 plus VAT dedicated desk</p>	
Club Workspace http://www.workspace.co.uk/	<p>Various. Nearest space to Burgess Park is Kennington Club Workspace (SW96DE)</p>	<p>£275 a desk pcm. full-time across any of their sites; £325 fixed desk in one site</p>	

Provider	Space(s)	Costs	Notes
We Work https://www.wework.com/	Central London	- Desks from £325 to £800 a month depending on location - Offices from £600 (1 person) to £5150 (9 people)	
Le Bureau http://www.lebu.co.uk/	Studio F7 & F8, Battersea Studios, 80 Silverthorne Road	£343 Plus VAT small desk per month £30 plus VAT per day hot desk (members only)	
Co-work http://co-work.co/	Spaces in central London	Borough site: From £599+VAT per desk per month.	Shared offices for freelancers, entrepreneurs and businesses needing satellite workspace
Camberwell Business Centre http://www.bizspace.co.uk/spaces/camberwell-lomond#bizspace-content 99-103 Lomond Grove, Camberwell SE5 7HN	Office space (not co-working)	An example office space (empty): 323sqft (3-4-person office) £515 per month at time of enquiry	Lomond Business Centre in Camberwell provides a range of property for rent, including offices, studios and workshops. At the time of enquiry there were 4 3-4 person offices available.
Shakespeare Business Centre http://www.bizspace.co.uk/spaces/brixton	245a Coldharbour Lane Brixton, London SW9 8RR	Pay-as-you-go: £3 per hour, with a daily capped limit of £25 Weekly saver: £65 for 5 days of unrestricted access Monthly access, no allocated desk: £150 a month, with unrestricted access Monthly access with dedicated desk: £195 per month, with unrestricted access	Offers a variety of workspace for rent, including offices, studios, workshops, two meeting rooms and co-working for up to 40 people. 'It is a vibrant, quirky centre with a strong community feel'

Provider	Space(s)	Costs	Notes
Dek Catford, Dek Ladywell (London Small Business Centre)		£99 pcm hot-desk; 3 day a week £155 pcm hot desk, 7 day a week £185 pcm fixed desk £350 pcm 4 person office Prices incl. VAT	New initiative 2016
Camberwell Business Centre http://www.bizspace.co.uk/spaces/camberwell-lomond#bizspace-content 99-103 Lomond Grove, Camberwell SE5 7HN	Office space (not co-working)	An example office space (empty): 323sqft (3-4 person office) £515 per month at time of enquiry	Lomond Business Centre in Camberwell provides a range of property for rent, including offices, studios and workshops. At the time of enquiry there were 4 3-4 person offices available.
The Albany Theatre, Deptford, SE8 4AG	Office space (not co-working) aimed at social enterprise / community focused organisations	Community:  Commercial: 	

Appendix 05

Market Testing – Community and Private Hire

Prepared by:

Michael and Partners

Appendix 05

Community and Private Hire

Examples of relevant existing provision (Desk Research)

Venue	Facilities	Size / Capacities	Cost and availability	Notes
Cambridge House, 1 Addington Square, SE50HF	Technical equipment can be hired at £25-£50	Various spaces the largest of which is Gilroy Hall which can be configured in 3 ways Gilroy Hall 1: (1-50) Gilroy Hall 2: (1-100) Gilroy Hall 3: (1-150)	All rates per hour Gilroy Hall 1: Standard: £52.50 Public sector: £47.25, Community: £42 Gilroy Hall 2: Standard: £89.25 Public sector: £84, Charity /Community: £78.75 Gilroy Hall 3: Standard: £126 Public sector: £120.75, Charity/Community: £115.50	Cambridge House occupies 13 historic houses along Camberwell Road and Addington Square. Grade II Listed. Renovated in 2012, fully accessible Styled as Southwark's community hub, it houses 13 resident community-focused organisations. These are mainly related to young people; welfare, mental health, family support etc.
Chumleigh Gardens West, Burgess Park	Rooms on ground and first floor	Each room 25-30 people seated	£38.50-£43.50 ph. Discounts available	Operated by 1 st Place Children's Centre
Peckham Library Pod 2	Raised stage, children-sized chairs and folding tables. Booking also includes access to the kitchen area on the 5th Floor.	30	Standard: £45 per hour Community: £25 per hour	Aimed at children's activities Architecturally award winning building
Thurlow Lodge Community Hall, 1 Thurlow Street, SE17 2US T: 020 7703 1691	Kitchen facilities	150 people	Prices unavailable at time of research: currently closed	This facility will not exist following the regeneration of the Aylesbury Estate.

Venue	Facilities	Size / Capacities	Cost and availability	Notes
Inspire , The Crypt, St Peter's Church, Liverpool Grove, London, SE17 2HH	Main Hall space	Main Hall 100 seated 150 standing	Weekdays (charity / private) Hourly £38/£65 Half Day £97/£166 Full day £194/ £332 Eves and weekends (charity / private) Hourly: £45/£75 Half Day £115/191 Full: £230 / £383	Through its two dedicated community centres Inspire works to support and build the capacity of local residents and the wider community to overcome barriers and perceived barriers to success by providing a range of programmes and services for all members of the community.
Pembroke House Community Centre , 80 Tatum St, London SE17 1QR Lower and Upper Halls	Lower Hall can be divided into two. Access to a chill-out zone and the Community Garden. Disabled access. Kitchen facilities (3 cookers) Upper Hall: Disabled access Kitchen facilities (3 cookers)	Lower Hall: 12 x 15m Upper Hall: 12 x 12m: 300 standing 120 seated conference style 80-90 around trestle tables	Lower Hall £35/hour Upper Hall £45/hour Kitchen £25/hour (free if booked with Upper or Lower Hall for more than 9 hours) Garden £25/hour (must be booked alongside Lower Hall) Majority of users are invited / partners	A multi-use community space linked to the Cambridge College and a local church. Both halls have sprung floors and ballet bars. Limited availability for one-off hires due to programmed activities
RCCG Victory House SE17			Listed as a space to hire on Southwark Communities website but no info on their website about hire rates	
Methodist Church Walworth			Listed as a space to hire on Southwark Communities website but no info on their website about hire rates	
The Trunk, Artworks Elephant and Castle	Technical equipment available	Multi-purpose space 60 seated 80 standing 6 x 8m	£35 ph. plus VAT; £210 a day plus VAT Discounts for charities or social enterprises within Southwark	Gallery space / events / parties / meetings and away days.

Venue	Facilities	Size / Capacities	Cost and availability	Notes
Wickway Community Centre , 245 St George's Way, Peckham, SE15		240m2 hall 200 people seated or standing	£50 ph. flat-rate. Tends to get booked up 6 months in advance	
Peckham Liberal Club , 24 Elm Grove, SE15 5DB	No kitchen but relationship with local catering provider	Main Hall: 150 seated, 265 standing Lounge: 80 people	Main Hall weekdays: £50 ph.; weekends £500 for a 4 hour evening event Lounge: approx. £200 for an evening event.	Not a licensed venue but does wedding receptions.
Albrighton Community Centre , 37 Albrighton Road, East Dulwich, SE22 8AH	Main Hall Medium Space	Main Hall: 150 Medium Space: 40-50	Main Hall £30 ph. daytime £60 ph. evening Medium Space £20 ph. flat rate	Managed by the East Dulwich Estate Tenants & Residents Association.
Draper Hall , 1 Howel Walk, Newington Butts, SE1 6TL 0207 708 4094	Hall space plus gardens	Up to 80 seated	Not available on website	
Trinity Centre Hall , Coleman Road, off Southampton Way) SE15 6EF	Large Hall		Not available on website	Church of England facility
The Flying Dutchman (corner of Wells Way / Southampton Way)	Club space and bar Small exhibition space in basement	The Bar (ground level) Capacity: 300 over 2 floors, 110sq metres / floor The Dungeon (basement level) 110m2	Not available on website	Advertised as a uniquely flexible space suited to host club nights, art performances, theatre shows, private parties, exhibitions, workshops. Permanent 6am license on weekends
Copleston Centre Church , Copleston Road, SE15 (between Peckham and East Dulwich stations) SE15 4AN		Heatley Hall 9m x 16m 150 standing or 100 seated	Saturday 'Day hire' runs 1-5pm: £200 Saturday hire runs 6-11pm: £300 All other times: £30 per hour	Multi-purpose community centre.

Venue	Facilities	Size / Capacities	Cost and availability	Notes
Bradfield Club, 5-13 Commercial Way, London SE15 6DQ		150 people seated	£110 ph. with alcohol permitted, £95ph. without alcohol permitted Mandatory cleaning fee of £215	Exists to support young people in Peckham. Offers a wide range of hobbies and activities
The Green, Nunhead	Nunhead's new community centre#; A range of hireable spaces	Some rooms have kitchen facilities Holly – capacity 10 Ivy- capacity 9 yoga or 55 in rows The Large Hall has a capacity of 136 auditorium style, 56 dining, 24 fayre stalls and 20 yoga mats and comes with chairs and basic equipment	Holly (small) 12ft by 15ft £6 p/h off peak £8 peak. Weekend: £10 Ivy (medium) 16ft by 23ft £12 off peak £15 peak. Weekend: £20 Willow (large hall) 28ft by 37ft. £16 off peak, £20 peak. Weekend £30 Whole centre – large, medium and small rooms garden, balcony kitchen and living room foyer £31 off peak £37 peak Weekend £45	Part of regeneration of Nunhead, involving Southwark Council. Any bookings running after 6pm have a mandatory booking charge of £40

A full list, searchable by postcode, of community halls (often linked to TRAs) in the area can be found at:

<http://search3.openobjects.com/kb5/southwark/directory/results.action?communitychannel=20700>

Appendix 06

Market Testing – Business Hire

Prepared by:

Michael and Partners

Appendix 06

Spaces for Business Hire

Examples of relevant existing provision (Desk Research)

For larger spaces, see also Community and Private Hire facilities Appendix 05

Venue	Facilities	Capacities	Cost	Notes
Chumleigh Gardens West, Burgess Park	Rooms on ground and first floor	Each room 25-30 people seated	£38.50-£43.50 ph. Discounts available	Operated by 1 st Place Children's Centre
Cambridge House, 1 Addington Square, London SE5 0HF	For all spaces: - various equipment at £25-£50 to hire - Tea and coffee charged - Free wifi	Various: M2 (1-15) M3 (1-25) Gilroy Hall 1: (1-50) Gilroy Hall 2: (1-100) Gilroy Hall 3: (1-150)	All rates per hour: M2: Standard: £45; Public sector: £36.75, Charity/Community: £31.50 M3 Standard: £47.25; Public sector: £42.10; Community: £36.75 Gilroy Hall 1: Standard: £52.50 Public sector: £47.25, Community: £42 Gilroy Hall 2: Standard: £89.25 Public sector: £84, Charity /Community: £78.75 Gilroy Hall 3: Standard: £126 Public sector: £120.75, Charity/Community: £115.50	Cambridge House occupies 13 historic houses along Camberwell Road and Addington Square. Grade II Listed. Renovated in 2012, fully accessible
Peckham Library Pod 1 5th Floor, 122 Peckham Hill Street, SE15 5JR	Folding tables and chairs. Kitchen and Wi-Fi subject to availability	50	Standard rate of £45 per hour Community rate of £25 per hour	The pod can be used in conjunction with a foyer immediately outside the room as a breakout area.
Camberwell Library Meeting Rooms 1 and 2		4	Standard £15 per hour Community £10 per hour	

Venue	Facilities	Capacities	Cost	Notes
Camberwell Library Meeting Room 3, 48 Camberwell Green, SE5 7AL	Projection, chairs, folding tables, wifi	50	Standard £30 ph. Community £15 ph.	Features a large window overlooking Camberwell Green.
Inspire , The Crypt, St Peter's Church, Liverpool Grove, London, SE17 2HH	Various	Yellow and Red Rooms: 20 seated 25 standing (each room) Main Hall: 150 standing, 100 seated	Yellow and Red Rooms (each) Weekdays (charity / private) Hourly £20/£25 Half Day £51/64 Full day £102/128 Main Hall Weekdays (charity / private) Hourly £38/£65 Half Day £97/£166 Full day £194/£332	
Avonmouth House , 6 Avonmouth Street, London SE1 6NX	Training and Meeting Dedicated venue	14 rooms on 2 floors, capacities up to 150	Not available on website	Via ETC. Venues
The Trunk , Artworks, Elephant Road, Elephant and Castle SE17 1AY	Multipurpose room plus tables, chairs, equipment	6m x 8m Seats up to 60	£35 ph. plus VAT £210 a day plus VAT Discounts for charities or social enterprises within Southwark	Marketed as good for meetings and away days
ORTUS Learning and Events 82 - 96 Grove Lane, Camberwell, London, SE5 8SN	1500m2 of dedicated event space Onsite kitchen and catering team	5 large event spaces which can be divided into 15 different configurations	Not available on website	Nearest station Denmark Hill
South London Gallery 65-67 Peckham Road London SE5 8UH		Clore Studio	£100 plus VAT for a meeting / workshop (new rates) or £450 full day	

Venue	Facilities	Capacities	Cost	Notes
Camberwell Business Centre 99-103 Lomond Grove, SE5 7HN		8-10	£15 per hour plus VAT	
Shakespeare Business Centre , 245a Coldharbour Lane, Brixton, London SW9 8RR	Wifi, Flip charts, unlimited tea and coffee	Small Meeting: 10 Conference: 24	Small Meeting: £20 hour / £140 day Conference: £35 hour / £250 day	
Darwin Court 1 Crail Row, Walworth, London, SE17 1AD	Conference Room 8.6m x 6.4m	Capacity 30 seated	Conference Room £30 ph. £70 half day, £120 a day	

Appendix 07

Market Testing – Marriage and Civil Partnerships

Prepared by:

Michael and Partners

Appendix 07

Marriage and Civil Partnerships

Examples of relevant existing provision (Desk Research)

Venue	Spaces	Capacities	Prices	Further information
Kingswood House , Seeley Drive, East Dulwich, SE21 8UH	<p>Golden and Jacobean interconnected rooms with access to garden.</p> <p>A fully equipped industrial sized kitchen is available for use by caterers at an additional charge</p> <p>Charles Suite: 2nd Floor: 'Suitable for intimate celebrations, small parties, and rehearsal space'. Small kitchen and a large bar area</p>	<p>Golden and Jacobean Room: 160 seated at tables, 250 standing</p> <p>Charles Suite: Capacity 100 max.</p>	<p>Golden and Jacobean Rooms</p> <p>Mon to Thursday hourly: £79</p> <p>Mon to Thurs all day incl. kitchen: £1150</p> <p>Fri to Sunday hourly: £92</p> <p>Fri to Sun all day incl. kitchen: £1300</p> <p>Charles Suite: £56 per hour</p>	<p>Kingswood House is a Southwark Council owed grade II listed building. Located between Gypsy Hill and Sydenham Hill train station it has developed in to a hub for the community and is available for hire for parties, events and civil ceremonies.</p> <p>10% discount to local residents</p>
Caroline Gardens Chapel , Asylum Road, London, SE15 2SQ	<p>Ceremony and drinks/ canapes only</p> <p>Available for 2 wedding slots: Morning Ceremony 9am-2.30pm; Afternoon Ceremony 3.30pm-8.00pm</p> <p>Each slot allows time for post ceremony drinks, canapes and photos.</p>	<p>200 Standing 120 Theatre 120 Wedding</p> <p>93m2</p>	<p>2017 prices (incl. VAT)</p> <p>Mon-Weds £1100</p> <p>Thurs-Sun £1560</p> <p>Onsite coordinator £240</p> <p>Rubbish collection £50</p> <p>2018 prices (incl. VAT and rubbish collection)</p> <p>Mon-Weds £1200</p> <p>Thurs-Sun £1650</p>	<p>Grade II Listed chapel</p> <p>The space itself is atmospheric but is in a poor state of repair.</p> <p>The space is managed by Asylum, an arts organisation and is used as a flexible project space.</p> <p>Prices include chair hire, lighting and candle decoration.</p>

Venue	Spaces	Capacities	Prices	Further information
Dulwich Picture Gallery, Gallery Road, London SE21 7AD 020 8299 8713	Available for events and weddings		Not available on website	
Dilston Grove, London, Southwark Park, Bermondsey, SE16 2DD	Large chapel, and gallery space		Not available on website	A dilapidated but beautiful and atmospheric space
South London Gallery, 65- 67 Peckham Road London SE5 8UH		Clore Studio: 60 seated or 90 standing Double height room: 26 seated. 40 standing	Up to: £3250 plus VAT: full day and evening, excl. catering. You get smaller room for break out and access to the garden for this as well as the studio. Evening only also available.	Grade II Listed Gallery in Camberwell
Pumphouse Gallery, Battersea Park, Battersea Park, London, SW11 4NJ	Available for weddings	70 people for drinks and canapes within the building extending to 120 people for dinner within a marquee on the piazza and 150 for standing reception on the piazza	High Season (May – September) Mons – Thurs (3hrs min): £420 ph Fri – Sun (5hrs min): £450 ph Low Season (October – April) Mondays – Thursdays (3hrs min): £320 per hour Fridays – Sundays (5hrs min): £350 per hour	Listed building in park setting Managed by Enable on behalf of Wandsworth Council

Venue	Spaces	Capacities	Prices	Further information
Horniman Museum, Forest Hill, SE23 3PQ	Pavilion	Pavilion space: 60 seated or standing, hire includes private deck area	<p>Minimum hire period, Thursday & Friday – 2 hours £500.00 plus VAT</p> <p>Minimum hire period Saturday – 6 hours £1,500.00 plus VAT</p> <p>Minimum hire period Sunday – 4 hours £1,000.00 plus VAT £210.00 plus VAT per hour thereafter</p>	Modern pavilion within garden grounds of the museum.
Horniman Museum, Forest Hill, SE23 3 PQ	Conservatory	Capacity 120 Includes terrace and fenced lawn	<p>Minimum hire period, Monday to Thursday – 2 hours £840.00 plus VAT £375.00 plus VAT per hour thereafter</p> <p>Minimum hire period, Saturday – 6 hours £2,250.00 plus VAT £375.00 plus VAT per hour thereafter</p> <p>Minimum hire period, Sunday – 4 hours £1,500.00 plus VAT £340.00 plus VAT per hour thereafter</p>	It is possible to erect a guest marquee on the terrace directly adjoining the Conservatory, increasing numbers for an evening reception to 150.
Siobhan Davies Studios 85 St George's Rd, London SE1 6ER	Exclusive use of the entire building and garden Roof Studio; 16.5m x 12m Research Studio, 12.7m x 6.5m	Total capacity in building 210	All day hire from £2750	

Venue	Spaces	Capacities	Prices	Further information
Belair House , Gallery Road, Dulwich, SE22		Wedding breakfasts up to 80, receptions up to 120	£4000 all day exclusive 1 st floor, afternoon exclusive restaurant and terrace Minimum spends £7000- £12000	2 floor Georgian mansion in Belair Park

Appendix 08

Market Testing – Rehearsal Space

Prepared by:

Michael and Partners

Appendix 08

Rehearsal Space

Brief examples of rehearsal studios for comparison

NB for spacial comparison: Studio 5 OLBAW 103m² (8m x 13m);

Space and location	Size of space	Cost	Further Discounts	Notes
Jerwood Space , Space 5 SE1 OLN	15 x 7.3 (110m ²) x 3.5m ²	£169 p/d; £803 p/wk.; £22.30 p/hr plus VAT		Jerwood Space offer seven rehearsal spaces available for professional theatre, dance and music theatre work. The studios are mirrored with sprung flooring. Very high quality, natural light plus 'grey out' blinds, semi sprung floor
Rehearsal Space, London Bubble Theatre , SE16 4JD	11.5 x 8.4m (97m ²)	£153 p/day £599 p/ wk.; £28 p/hr Plus VAT		Good quality, light, black out available
Deli Studios , E14 9TP (Canary Wharf) Rehearsal Studio 2.4	11.5m x 12m (138m ²) x 2.6m	£12 p/hr incl. VAT		Theatre Delicatessen meanwhile use of building
Abacus Arts SE17 1LN	12.2 x 9.7 (119m ²) x 2.55-2.9m	£200 p/day £650 p/wk. No VAT		Sprung Floor, Lighting Bars (5 mins from Elephant and Castle)
Canada Water Studios: Medium & Large Premium Studios, SE16 7BW	42m ² & 121m ²	From £20 p/hr, £30 p/hr		High quality dance space 80m from the Canada Water Tube/Bus station. Studios have mirrors, sprung floors, barres
Albany Theatre , Deptford	Largest room is Red Room 10.5m x 8 m (84m ²)	Charity Day £165 Charity hour £24		
Rehearsal Room, Menier Chocolate Factory , 53 Southwark Street, SE1 1RU	Dimensions not clear on website	£950 plus VAT p/wk.		

2InSpire , Wendover House, Thurlow Walk, London SE17 2UD Dance studio	Dimensions not on website	Not available on website		Seating capacity of 70 Dance floor
Theatre Peckham , 221 Havil Street, SE5 7SD	Studio 1: A large studio with a lighting rig, sound equipment & adaptable seating for up to 75; for small performances, parties & workout classes. Studio 2: a medium-sized studio with lighting rig, sound equipment and adaptable seating for up to 25; for yoga sessions, photography & small screenings / events	Not available on website: new space		New space
Siobhan Davies Dance , 85 St George's Rd, London SE1 6ER	Roof Studio; 16.5m x 12m Research Studio, 12.7m x 6.5m	Not available on website: varies according to use		Award winning building. The studios are mirrored with sprung flooring

Appendix 09

FoBP Old Library Consultation Summary

Prepared by:

Friends Of Burgess Park

FOBP Consultation on OLBAW – The Old Library village hall concept

Report for Michael and Partners December 2016

FOBP consultation 2013 and 2014 on building use

FOBP undertook two openings of the old library and used this opportunity to undertake consultation on the types of activity which people thought could be held within the old library bath and washhouse.

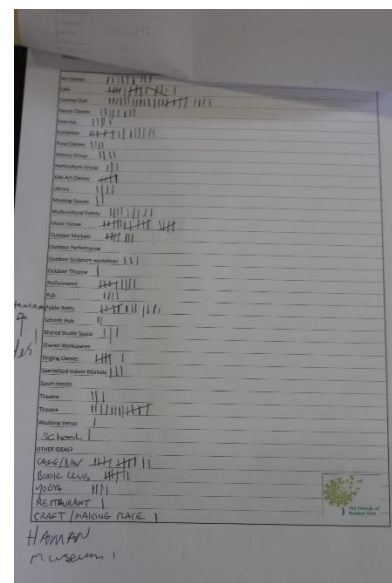
Open House 2013



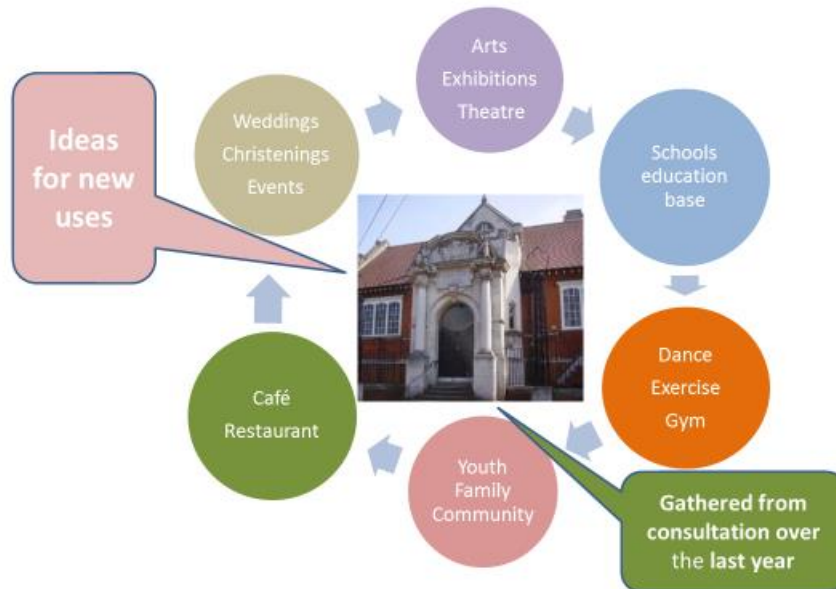
The 2013 consultation was completely open and using several prompt questions asked for qualitative comments and suggestions. This information was compiled and led to a long list of suggestions. Over 200 people attended across the two days of 2013 Open House.

In 2014 we used the information already collected to produce options and gained a sense of preferred options which brought the long list down to some broad areas. Over 250 people attended across the two days of 2014 Open House.

Open House 2014



We found that over the course of the two consultation events that the same types of events and activities were described. These can be broadly grouped or themed as set out below.



FOBP consultation with potential users of the old library

The second strand of activity which FOBP has undertaken is to engage with potential users. We did this to raise the profile of the building and gain some feedback on how potential users might want to be involved and make use of the space.

FOBP have been in touch with a number of local organisations about the OLBAW including: SE5 Forum, Walworth Society and Peckham Vision to gain wider support for the plans; local organisations such as PEXMAS, South London Gallery and Camberwell Arts who might want to use or manage the building.

Enquiries to FOBP

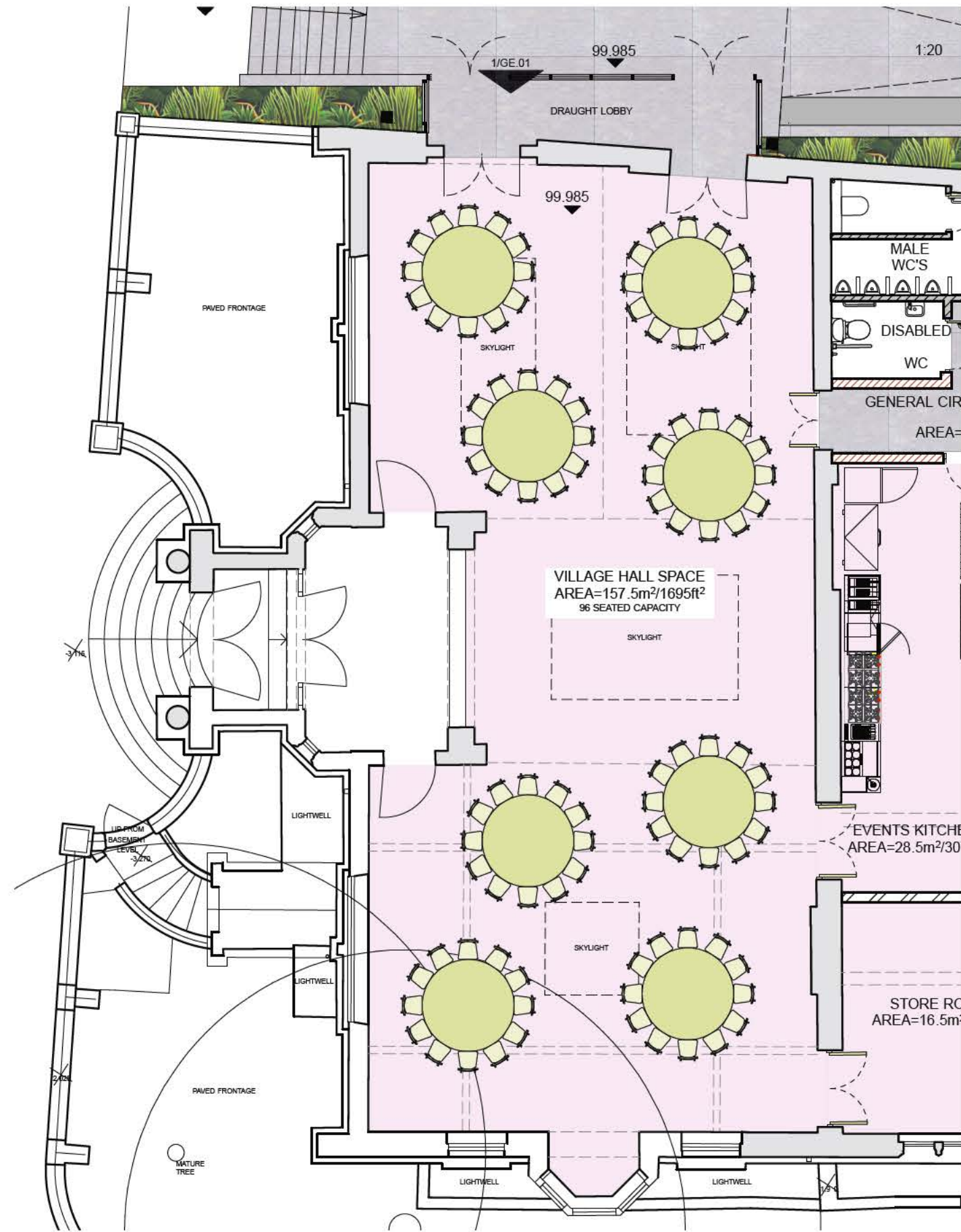
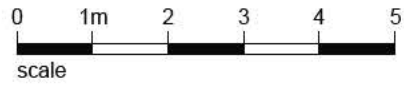
Prior to Wells Way Pop-Up opening at the old library FOBP received a regular, at least monthly, email enquiries about using the building. The requests included:

- Weddings
- Birthday parties
- Yoga
- Theatre rehearsals/drama groups
- Children's dance class
- Sewing space
- Youth activity

Appendix 10

Old Library Event Layouts

Prepared by:
Gundry & Ducker



6 Proposed Old library space seated banquet capacity
1:100@A3



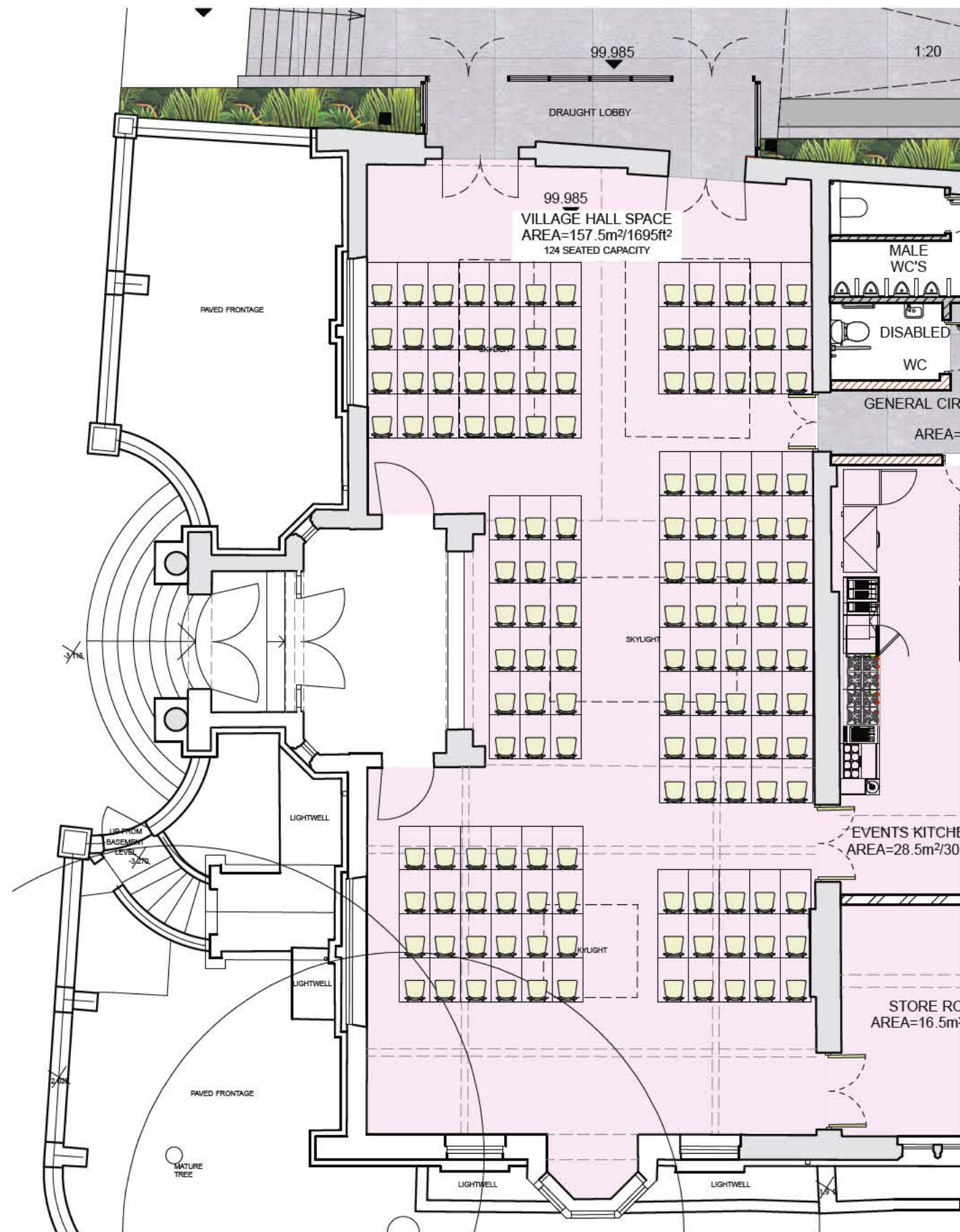
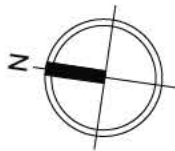
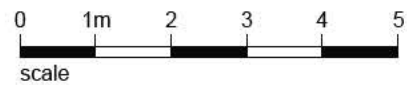
Notes

Revision	Date	Description

Gundry & Ducker
Gundry & Ducker Architecture Ltd
3 Garrick Street
London WC2E 9BF
t +44(0)203 417 4895
info@gundryducker.com

Project	Burgess Park- Old Library and Wash House		
Drawing title	Proposed Old Library Space seated banquet capacity		
Scale	1:100@A3	Drwg. No.	Rev
Date	October 2016	311.GA.06	-
Status	Feasibility		

Do not scale. All dimensions to be confirmed on site. Information contained in this drawing is the sole copyright of the designer and is not to be reproduced without permission.



5 Proposed Old Library Space Theatre style with aisle capacity
1:100@A3



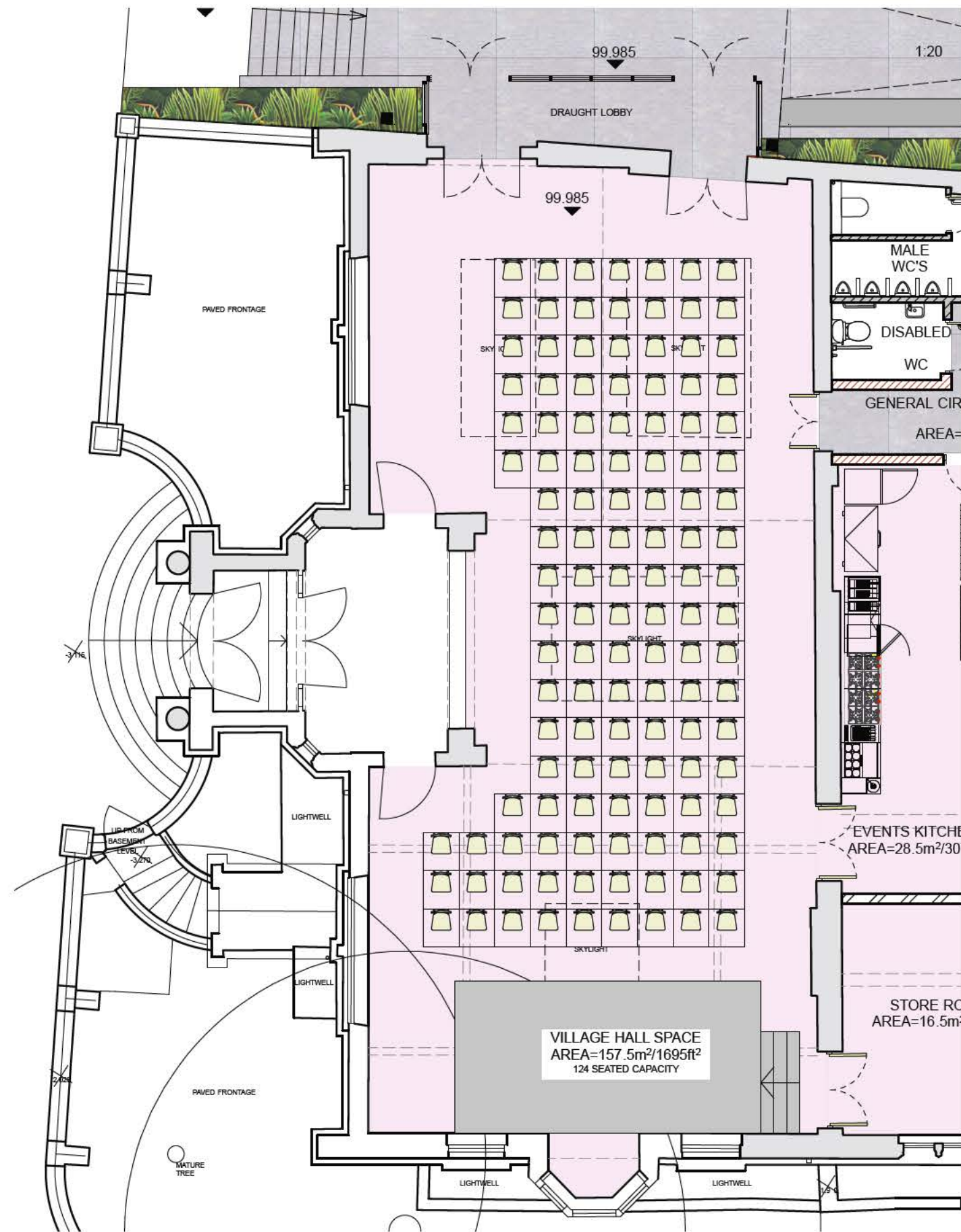
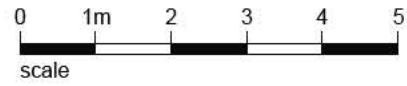
Notes

Revision	Date	Description

Gundry & Ducker
Gundry & Ducker Architecture Ltd
3 Garrick Street
London WC2E 9BF
t +44(0)203 417 4895
info@gundryducker.com

Project	Burgess Park- Old Library and Wash House		
Drawing title	Proposed Old Library Space Theatre Style & aisle capacity		
Scale	1:100@A3	Drwg. No.	Rev
Date	October 2016	311.GA.05	-
Status	Feasibility		

Do not scale. All dimensions to be confirmed on site. Information contained in this drawing is the sole copyright of the designer and is not to be reproduced without permission.



4 Proposed Old Library Space Theatre style capacity
1:100@A3



Notes

Revision	Date	Description

Gundry & Ducker
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London WC2E 9BF
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info@gundryducker.com

Project	Burgess Park- Old Library and Wash House		
Drawing title	Proposed Old Library Space Theatre Style Capacity		
Scale	1:100@A3	Drwg. No.	Rev
Date	October 2016	311.GA.04	-
Status	Feasibility		

Do not scale. All dimensions to be confirmed on site. Information contained in this drawing is the sole copyright of the designer and is not to be reproduced without permission.

Appendix 11

Structural Engineering Scheme

Prepared by:
Feres Limited

FERES LIMITED

Project:

BURGESS PARK – OLD LIBRARY AND WASH HOUSE

Report:

STRUCTURAL BASIC SCHEME FOR INITIAL COSTS CALCULATION

	Initials	Signature	Date		Document Status	
Written	TUF		03	Print Status	FORMAL	FOR REVIEW
Checked	TUF		11	Commenced	OCT 16	
Approved	TUF		16	File Name	FER-REP-100001	

Issuer	Type	Sequence	Rev
FER	REP	100001	A

FERES LIMITED

REPORT: STRUCTURAL BASIC SCHEME

NOTES:

- This document provides a basic scheme to be used as a base for an initial cost plan. No other uses should be intended.
- Based on PDF files provided to Feres Ltd by Gundry and Ducker Architecture Ltd on 25th of October 2016.
- Based on assumptions, approximate dimensions and one visual inspection.
- This document does not provide lift structure or any other addition to the building.

FERES LIMITED

REPORT: STRUCTURAL BASIC SCHEME

LEGEND

Basement

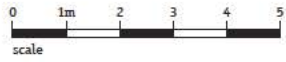
1. Do not disturb existing brick arch
2. Do not disturb existing brick arch
3. Lintel over opening UC 203x203x46
4. Concrete lintel over new opening, Naylor R7 or similar.
5. Existing steel beams supporting vaulted slabs and walls above are highly corroded, replacement is recommended.
6. Double concrete lintel over new opening, Naylor R7 or similar.
7. Concrete lintel over new opening, Naylor R7 or similar.
8. Reinforced concrete lift shaft foundation. 500mm deep x full shaft area, estimated depth 1m.

Ground floor

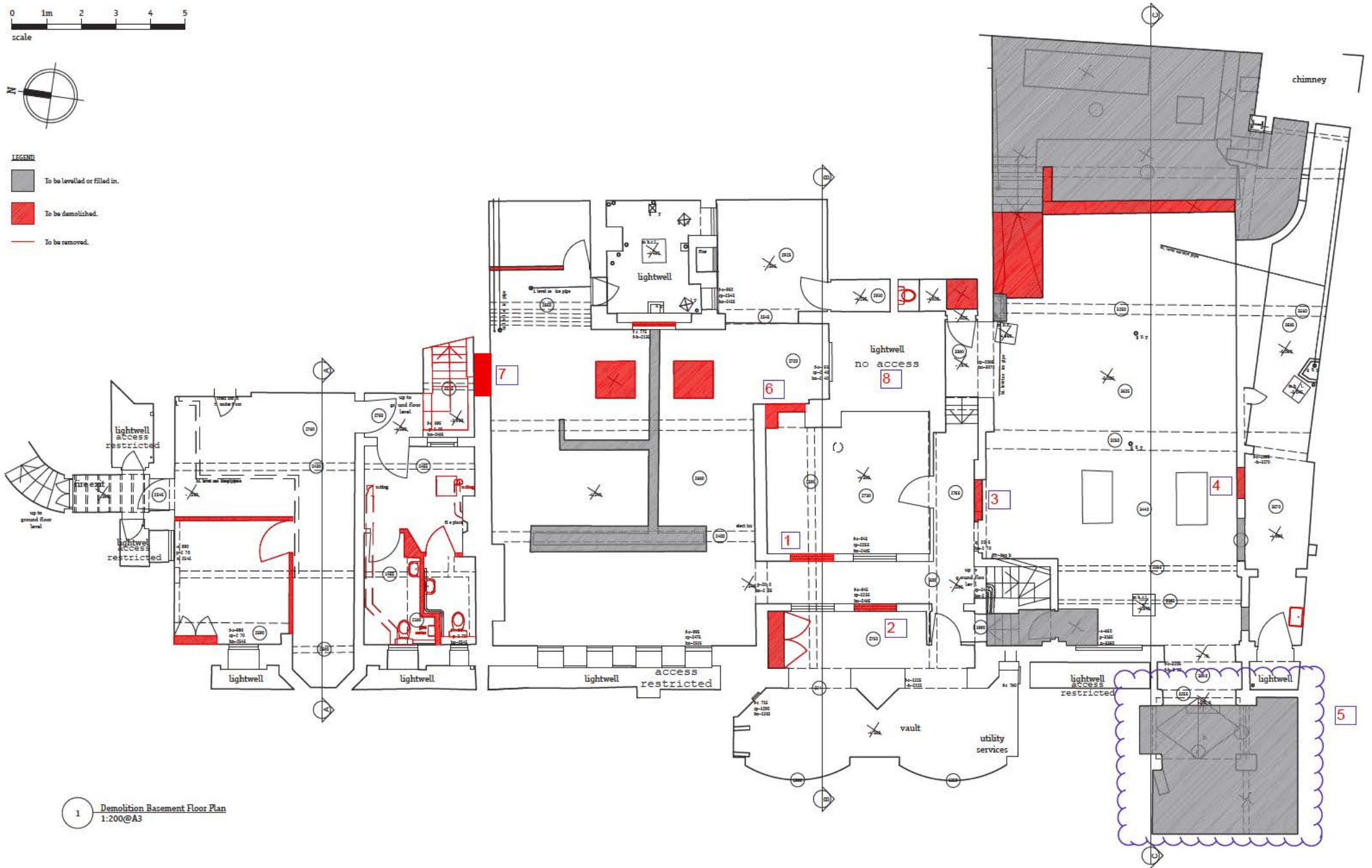
201. New semi circular arched lintel over new opening , 2.2m span
202. New semi circular arched lintel over new opening, 2.2m span
203. Concrete lintel over new opening, Naylor R7 or similar.
204. Concrete lintel over new opening, Naylor R7 or similar. Door to be relocated to avoid beams
205. Concrete lintel over new opening, Naylor R7 or similar. Door to be relocated to avoid truss
206. Concrete lintel over new opening, Naylor R7 or similar. Door to be relocated to avoid beams
207. Concrete lintel over new opening, Naylor R7 or similar
208. New concrete lintel if new opening is higher than existing , Naylor R7 or similar
209. Concrete lintel over new opening, Naylor R14 or similar
210. Wall apparently non-loadbearing but not confirmed. Structural assessment required before demolition.
211. Cut slab to create new stairwell and add edge support, UC152x152x23
212. Stairwell opening timber infill, 120x38 @ 400 c/c stair site-to-side floor joists on hangers with 19mm plywood.
213. Steel beam above opening UC 305x305x118
214. Steel beam above opening UC 305x305x118
215. Infill with engineering bricks
216. Refer to External Works page.
217. Wall apparently non-loadbearing but not confirmed. Structural assessment required before demolition.
218. Infill part of the opening with engineering bricks to minimize damage on wall caused by beam above.
219. Pre-cast concrete lintel over opening enlargement.
220. Pre-cast concrete lintel over opening enlargement.

First Floor

31. Infill with engineering bricks
32. Concrete lintel
33. Concrete lintel
34. Steel beam above opening UC 203x203x46



- LEGEND**
- To be levelled or filled in.
 - To be demolished.
 - To be removed.



1 Demolition Basement Floor Plan
1:200@A3

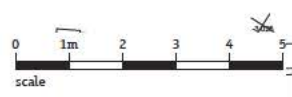
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Revision	Date	Description

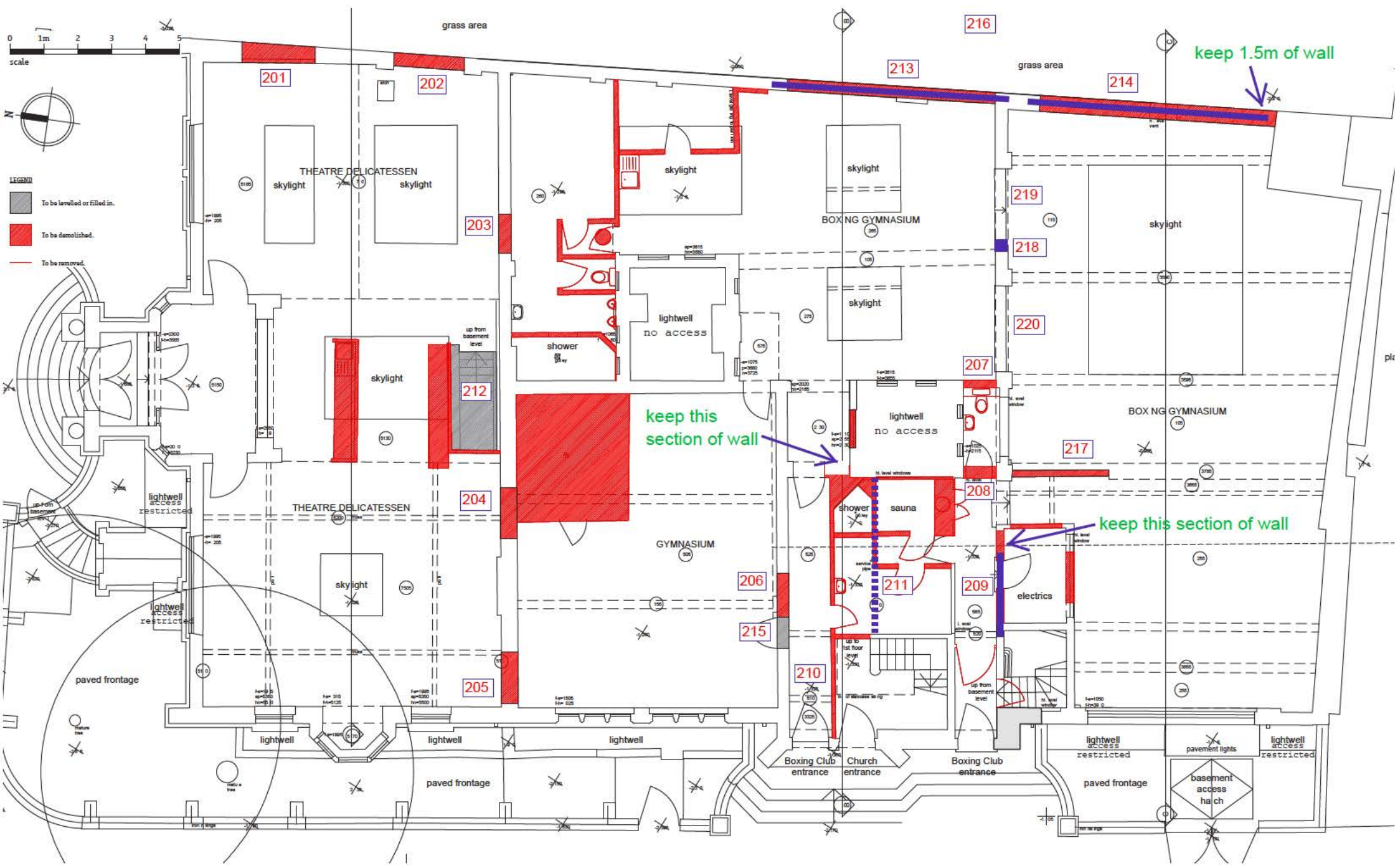
Gundry & Ducker		Project	Burgess Park Old Library and Wash House
Gundry & Ducker Architecture Ltd 3 Garrick Street London WC2E 9RF t +44(0)203 417 4895 info@gundryducker.com		Drawing title	Demolition Basement Plan
Scale	1:200@A3	Draw No	311.DM.01
Date	October 2016	Status	Feasibility

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Rev



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 - To be demolished.
 - To be removed.



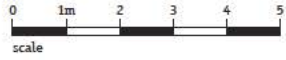
2 Demolition Ground Floor Plan
1:200@A3

Revision	Date	Description

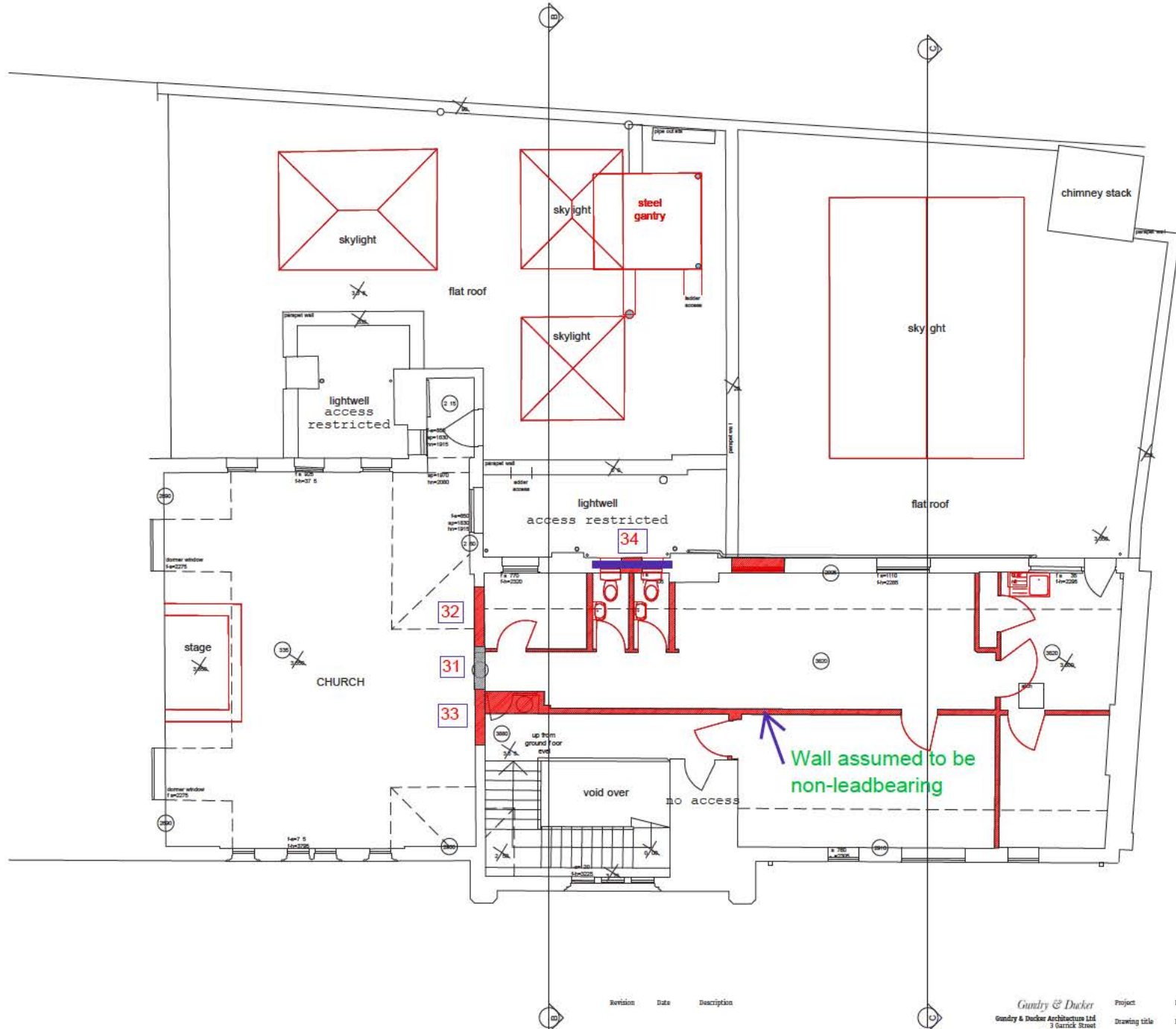
Gundry & Ducker
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Project: Burgess Park Old Library and Wash House
 Drawing title: Demolition Ground floor Plan
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- LEGEND**
- To be levelled or filled in.
 - To be demolished.
 - To be removed.



3 Demolition First Floor Plan
1:200@A3

Notes



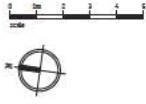
Revision Date Description

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Project: Burgess Park Old Library and Wash House
Drawing title: Demolition First Floor Plan
Scale: 1:100@A3
Date: October 2016
Status: Feasibility

Draw No: 311.DM.03
Rev: 001

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400x500dp trench filled foundations at -1m below ground level, with foundation blocks to support slabs and pergola columns

200mm thk concrete suspended slab with A252 mesh top and bottom

Mass concrete stairs



2 Proposed Ground Floor Plan
1:200@A3

EXTERNAL WORKS

Revision Date Description

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Project: Burgess Park Old Library and Wash House
 Drawing title: Proposed Ground Floor Plan & External Terrace
 Scale: 1:200@A3 Draw No: Rev
 Date: October 2016 311.0A.04
 Status: Feasibility

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Appendix 12

Building Condition Reports

Prepared by:
Ridge LLP

RIDGE

PROPERTY & CONSTRUCTION CONSULTANTS

MichaelandPartners
commercial innovation for culture | media | sport | hospitality

BUILDING SURVEY REPORT

**BURGESS PARK FORMER BATH HOUSE, WELLS WAY
LONDON, SE5 7TW**

30 January 2017
Version 2

Prepared for

Michael and Partners Limited
Mayfield House
Frankfort
Sloley
NORWICH
NR12 8HG

Prepared by

Ridge and Partners LLP
Harling House
47-51 Great Suffolk Street
London
SE1 0BS
Tel: 020 7593 3400

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1. INTRODUCTION

1.1 Clients Name and Address

Michael & Partners Ltd
Mayfield House
Frankfort
Sloley
Norwich
NR12 8HG

1.2 Property Address

Burgess Park Old Bath House
Wells Way,
London
SE5 7TW

1.3 Brief and Scope of Survey

We are instructed by Michael and Partners Ltd to inspect and report upon the condition of this building in the context of repairs or replacement necessary to improve the condition of the property. Our report is prepared in accordance with the Client's Instruction to focus on the following:

- All external masonry construction to include brick, stone dressing, coping stones and chimneys,
- The tiled mural on the south elevation,
- External dwarf brick walls with railings,
- External steps and perimeter paving,
- All windows,
- All areas of tiled roofs and flashings (where visible from ground level through binoculars only),
- Gutters and rainwater downpipes,
- Any observations on any structural movements,
- Any observations on any rot and infestation,
- Plaster internal finishes to non-stud walls to ground and first floor only,
- Plaster ceiling finishes to ground and first floor and
- Any services penetrations to the dividing wall with the former library where this has an impact on fire integrity with the former Bath House.

Areas not included as part of this survey are listed below:

- All areas of flat roof,
- All lanterns on flat roofs,
- All steel plant structures on flat roofs,
- The main entrance doors to Wells Way (to the former public library),
- All internal areas of the former public library part of this building,
- All building services including kitchen and sanitary ware and above ground drainage,
- All stud partitions,
- All internal joinery,
- All internal floor finishes
- All internal decorations,
- Basement internals generally and
- The ground floor library area.

We have provided quantities and described the defects we have noted in sufficient detail to allow other consultants to provide budget costs or obtain contractor's estimates.

Similarly, comments on the building services, where included, is made by the Building Surveyor concerned who has not tested or undertaken design checks upon the equipment.

Entry was not made to any roof spaces due to the significant floor to ceiling heights. We have made comments on the roof areas where these have been viewed externally from ground level or the flat roof.

1.4 Brief Description of Building Surveyed

Burgess Park's former old Bath House is a three storey property including basement comprising of solid brick walls laid in English Bond under a pitched, clay tiled roof with overhanging eaves, penetrated by a large chimney to the South elevation.

The North elevation consists of fair-faced brickwork to ground level, with decorative brickwork panels below windows and Portland stone band courses formed below windows in two rows.

Centrally, on this elevation the entrance porch is formed from decorative vestibule formed of Portland stone, comprising of two Ionic supporting columns (carved stone capitals with cherubs), columns, a decorative arch (including carved cherubs and statues), key stone forming arch over entrance doors, with Portland stone steps and painted galvanised steel handrails, leading to ground level. The roof area over this entrance porch is in the form of a turret design, with decorative features to the pitched roof section behind.

Fenestration consists of various single glazed timber casement and crittal windows with small glazed panes separated by glazing bars.

The East elevation is formed of fair-faced brickwork, with coping stones forming a parapet detail to the sloping flank pitched roof section behind. There is a tall fair-faced brick chimney stack at the junction of the south and east elevation, with decorative Portland stone detailing forming various bands to this brickwork. To the top of this stack there is a Portland stone chimney detail to the pot. There are also other fair-faced brickwork chimney stacks to the roof area, with sand: cement flashing surrounding the clay pots.

The South elevation is formed of fair-faced brickwork, which forms the flank wall to the west elevation facing Wells Way. There are decorative tiles forming a large butterfly design. The rear section of this elevation (towards the East elevation) is formed of a combination of painted render to the upper section (with concrete copings) and painted brickwork to the lower sections to ground level.

The West elevation consists of fair-faced brickwork to the complete elevation, with Portland stone surrounding the majority of the windows and horizontal bands. Part of this elevation forms the front entrance to the Lynn boxing club, a church and the former public baths. Part of this elevation has been re-built in fair-faced brickwork of a differing colour, which stands out noticeably from the remainder of the elevation and was re-built following extensive bomb damage following the Second World War after 1945.

Access is gained to the property from Wells Way via the Portland stone steps with curved painted cast iron railing to the Bath House entrance leading to the three painted timber porch entrance doors.

Internally, The basement houses the old bathing areas which are extremely dilapidated. This comprises of two large rooms, a main corridor and smaller rooms branching off from each area. The ground floor is currently being used by The Lynn Boxing Club which comprises of three large exercise areas with toilets, showers and changing room facilities. The first floor is a mixture of an open plan room used as a church hall with partitioned offices and other smaller rooms. Access to the flat roof area is given from the rear office within the church.

It is estimated the property was constructed circa 1903, given Grade II listed status in 1972 and is located within the Camberwell Conservation area.

2. CONCLUSIONS AND RECOMMENDATIONS

2.1 Executive Summary

Burgess Park former Bath House (which also comprises a former library that was excluded from the inspection) is a three storey property including basement comprising solid brick walls with part render to the south elevation, under a pitched roof with clay tiles, with construction finishing circa 1903. The fenestration comprises of a combination of single glazed timber casements and double hung sashes.

The property is generally in a fair to poor condition, with a number of the building elements in need of immediate maintenance. Generally the property would benefit from upgrading and refurbishment to some areas.

The roof covering to the property is in a fair to poor condition (where visible) and is showing signs of deterioration with loose, slipped and broken tiles. The lead flashings to the East and South elevations have been removed or are missing, which has resulted in no weathering being present to prevent water ingress into the internal areas below in these positions. There is evidence of stained plaster below roof areas to the ceiling to the church hall, which is indicative that water penetration has occurred in the past. It is recommended that further roof investigation and roof repair works are carried out to prevent further water ingress from occurring.

Spalling brickwork, lack of pointing and damaged brickwork were noted to all elevations, with repairs required in the short to medium term. Staining, vegetation and moss growth is not of great concern however removal is recommended.

The single glazed timber windows are in poor condition and offer minimal thermal insulation. Several of the windows are showing signs of deterioration, with paint coating missing from some areas. Overhauling or replacement of rotten timbers and redecoration is required in the short term.

The stonework to copings and masonry walls etc. are suffering from weathering and erosion. Whilst there is no concern for their structural integrity, some stonework has become detached from parapet walls and some stone finishes have become undefined and less decorative as a result. Important repair recommendations have been noted as well as optional aesthetical repair options.

Externally some of the paving slabs surrounding this property are miss-aligned, damaged and/or missing, with significant cracking and undulation to areas.

Internally, there are areas of blown plaster to ceilings and walls throughout the ground and first floors. Similarly, the concrete render ceiling finish within the Bath House has also cracked, blown and is in very poor condition. This is particularly evident to the basement room off the main staircase (Room No. B/003). It is recommended these areas are reviewed for the structural integrity by a structural engineer. The tiled walls in the basement area is in fair condition for their age. They are generally chipped or cracked however they can be retained.

Generally, the internal finishes are aged and in some cases in poor condition. The property would benefit from updating and redecoration throughout.

2.2 Schedule of Items of Note

2.2.1. Major Structural Defects

Further investigation is recommended to the ceiling of room B/003 (room number plan can be found in the appendix) which is in very poor condition with potential structural issues.

Some openings within the internal masonry walls to the basement are missing substantial sections of brickwork such as the entrance to B/006 as well as the arch within B/007.

The steel beams throughout the basement are severely corroded in most areas and further structural checks are recommended in the first instance.

2.2.2. Repairs

The roof covering to areas of the property over the former library is in a fair to poor condition and is showing signs of deterioration with several loose, slipped and broken tiles. There are some areas of moss growth in places.

The lead flashings to the South pitched roof area and West gable end wall have been dislodge or removed, which has resulted in no weathering being present to prevent water ingress into those areas.

The external walls have signs of weather in places, in the form of spalling brickwork and failed pointing. There is evidence of water ingress into the structure, particularly to the basement area where efflorescence was noted to plastered areas. External repairs are necessary to these areas in the short term and internal repairs and redecoration following on from this.

The mortar to the ridge and verges appear to be in fair condition for the age of the building, with only minor deterioration present. Internally, from first floor level, penetration is evidenced by staining to the ceiling and wall junction in the church hall. A full inspection of the structural roof timbers will need to be carried out once suitable access can be gained to the roof void to determine their condition and whether any remedial repairs are required.

From basement and ground level, the ceiling and wall areas are in fair to poor condition in places, indicated by extensive cracking to plaster finishes found throughout.

It was not possible to inspect the main roof space above the roof lights apart from small areas at ground level through gaps between the ceiling tiles. From limited inspection at ground level, the current level of loft insulation in the property does not meet current standards, resulting in the roof having a poor thermal performance. It would be beneficial to both the property and resident to install insulation within the roof space to improve both thermal comfort and reduce heating costs in accordance with current Building Regulations.

The rainwater goods comprise of cast iron hoppers, gutters and downpipes. Rainwater downpipes and ventilation stacks throughout have resulted in staining to the brickwork and stonework to all elevations. Following consultation with English Heritage, consideration should be given to undertake light brushing to the brickwork to remove existing staining, as well as repairs, redecorations and clearing out to all rainwater goods and flushing through.

The single glazed Victorian style casement windows are in poor condition with some timber members rotten in their entirety, requiring overhauling, repairs and complete redecoration.

The steps were noted to be in fair condition however pointing and stone erosion have been commented upon.

Externally, some of the paving was in poor condition, with significant cracking and undulations with damage to the leading steps. It is recommended that remedial works are undertaken to rectify the defects and ensure any paved areas are level and even.

General maintenance of all plants and trees should be undertaken on a regular basis to ensure that damage to the building is prevented and access routes are kept clear.

Internally, particularly to the basement, ground and first floor areas, cracking and 'live' plaster to the walls was noted.

Remedial structural repairs are required to the property, further information, comments and recommendations can be found in this document.

In passing we noted that the internal finishes, fixtures and fittings are aged and in some cases in very poor condition. Generally, the property would benefit from updating and redecoration throughout, including replacement of the sanitary ware and floor finishes.

3. GENERAL INFORMATION

3.1 Date of Instruction, Inspection Date, Weather Conditions

The property was inspected on Thursday, 19th January 2017. Weather conditions were sunny with cold winds at times and a temperature of approximately 5 degrees Centigrade.

3.2 Personnel Involved in Inspection

Building Surveyors - Stuart Magill BSc (Hons) MSc of Ridge and Partners LLP
Laurence Stech BSc (Hons), of Ridge and Partners LLP
Philip Ives BSc (Hons) MRICS, of Ridge and Partners LLP

3.3 Occupiers and Use of Building

The section of the building surveyed is used as a boxing club and church. The former Bath House in the basement is currently un-occupied.

4. GENERAL DETAILS

4.1 Site

Burgess Park Bath House is on the edge of Burgess Park and was formally part of the public library and community space. The boxing club, church and Bath House are incorporated into the Burgess Park site, which is approximately 56 hectares in total.

The former Burgess Park Library and Bath House is situated next to the Jubilee Plaza, with the first floor of the building now housing a church and ground floor section for Lynn AC boxing club.

The boundary of the former Burgess Park Library and Bath House is formed from a combination of fair-faced brickwork and painted wrought iron railings.

4.2 Rights of Way and/or Shared Accesses

Access to the part of the property inspected is gained via Wells Way, which is part of Burgess Park. Wells Way is the main access road, leading to the side entrance to the former library section of the site.

4.3 External Landscaped Areas, Car Parking, Estate Roads and Fences

The property has painted wrought iron railings set onto a fair-faced brick dwarf boundary wall (with Portland stone copings) to the North elevation, a combination of fair-faced brickwork flank wall and continuation of the painted wrought iron railing set onto fair-faced brickwork dwarf wall to East and West elevations and a combination of fair-faced and painted render/ brickwork to the South Elevation.

There is no parking within the confines of the former Burgess Park Bath House site. The front entrance of the Bath House is paved. These external areas have various types of unauthorised vegetation causing difficulties with identifying if any planned vegetation resides there.

5. SCHEDULE OF CONSTRUCTION ELEMENTS AND STATE OF REPAIR

CONSTRUCTION	CONDITION	RECOMMENDATION
5.1 Foundations		
No excavations were taken to expose or inspect the foundations. It is expected that the building will have relatively shallow foundations due to the age of the property.	No areas of significant movement of the foundations noted due to the absence of any cracking or movement to the superstructure.	No action.
5.2 Roof		
The main roof to the west and east elevation of this property is pitched and supported off purlins with a clay tile covering.	To the West and East elevation, the roof coverings are in fair condition with 1nr broken tile noted four courses above rainwater gutter level to the West elevation and 7nr missing tiles to the east elevation.	Replace 8nr clay tiles to match existing. Remove staining and moss growth to roof covering using an appropriate cleaning application.
The roof directly above the ground floor boxing club area is an asphalt flat roof surface. Please note that the flat roof area inspection is not included within the remit of this report.	There is minor staining and moss growth to the clay tiles throughout.	Allow to further investigate suspected failed/inadequate leadwork at roof level above main hall to church and allow to carry out remedial works. Remove all damp-affected plaster internally and carry out repairs with plaster.
	Internally there are signs of water ingress to the second floor main hall (occupied by a church) where the eaves meet the wall on the north elevation. This is due to suspected	Allow to replace missing lead in an accordance with LSA guidelines and re-fix existing dislodge lead.

failed/inadequate leadwork.

1000mm of lead missing from ridge level to the eaves on the South elevation. 4000mm of leadwork has been dislodged from position.

Allow to replace missing lead in an accordance with LSA guidelines and re-fix existing dislodge lead.

Lighting conductor in fair condition.

Allow to test integrity for certification.

5.3 Chimney

The chimney located in the valley between the church hall and old library is of masonry construction with facing brickwork and bands of Portland stone.

The chimney appears to be in reasonable condition with minor spalling to the stone work.

Approximately 0.25m² of stone repairs to the Portland stone to the smaller chimney.

A larger chimney is situated on the South elevation of the building constructed from masonry with facing brickwork and bands of Portland stone bedded in a lime-based mortar.

The larger chimney brickwork appears to be in reasonable condition with minor staining, minor erosion to the Portland stone and copper corrosion staining to the south elevation.

Approximately 0.25m² of stone repairs to the Portland stone to the larger chimney.

Another three brick chimney stacks are located on the East side of the building visible from the East elevation.

There are 16nr missing bricks to the base of the chimney and approximately 5m² of perished pointing to the South facing stack.

Removal of staining to the larger chimney.

Replacement of 16nr missing bricks to the larger chimney to match existing in a lime-based mortar.

5m² of repointing to the larger chimney in a lime-based mortar to South elevation.

Coping stones to the small single flue chimney stack are in poor condition. Pointing to chimney stack in fair condition.

Undertake repairs to the coping stones to the single flue chimney and repoint.

Soil and vent pipe attached to small rear chimney in poor decorative condition.

Redecorate soil and vent pipe to small rear chimney stack.

5.4 East Facing Porch

Pillared entrance porch formed from Portland stone, with marble entrance arches.

Roof covering unknown. Erosion present to two decorative stonework mermaids.

Aesthetic repair option: Specialist stone repairs to eroded mermaids.

Minor erosion and staining to stone arches.

Using an appropriate cleaning application, clean and undertake specialist stonework repairs to 20m² of stonework.

Leadwork above arch not fitted correctly.

Allow to re-fix 1000mm of leadwork where not fitted correctly.

Stonework in fair condition with a series of redundant fixing holes and minor vegetation growth at base level. A 200mm x 1mm crack is present at the base of the stonework.

Remove redundant fixing and make good holes. Remove minor vegetation. Prepare and fill in 200mm crack to base of stonework using an appropriate resin repair system.

Granite door surround in fair condition. Minor amount of

Repoint 5m² in lime-based mortar the steps where

perished pointing with 100mm crack to middle column at base level.

pointing has perished. Undertake specialist granite repair application to 100mm crack at base of column.

5.5 Rainwater Goods

Rainwater goods comprise cast iron gutters and downpipes, including hoppers.

The gutter to the East elevation is in fair condition general with evidence of previous repair. In poor decorative condition.

Overhaul these gutters, down-pipes and hoppers, including re-corking all joints, re-aligning, wire brushing brushwork and redecoration of all rainwater goods.

Rainwater downpipes in poor decorative condition. Evidence of leaking joints and vegetation growth behind downpipes.

Overhaul and re-joint all rainwater downpipes and re-decorate.

Remove all plant growth and make good.

5.6 External Walls

External walls are constructed of solid fair-faced brickwork, with bands of Portland stone running through these to all elevations. The South elevation also includes a section of tiles in the form of a butterfly, painted brickwork and render. The former library entrance, Lynn boxing club, church entrances and steps are formed from Portland stone facing Wells Way.

WEST ELEVATION

The high level decorative stonework detailing to the gable end wall has eroded and is heavily stained.

Undertake an appropriate cleaning application to remove approximately 300m² of staining, soiling and vegetation growth to brick and stonework.

The coping stones to the gable end wall are in fair condition with minor spalling to 4nr coping stones.

Aesthetic repair option: Undertake specialist stonework repairs to 6 linear meters of coping stones.

To the West elevation this has a rendered plinth below bay window.

Approximately 6m² of heavy staining to masonry below

Included in cleaning item above.

coping stones.

Approximately 2m² of spalling to the Portland stone window surrounds to gable end wall.

Aesthetic repair option: Undertake specialist stonework repairs to 2m² of window surrounds to gable end wall.

Approximately 14m² of spalled brickwork behind rainwater downpipe.

Aesthetic repair option: Allow to undertake specialist brick repairs to damaged 14m² of brickwork.

Erosion noted to the Portland stone triangular parapet wall end at the junction of the South elevation.

Aesthetic repair option: Undertake specialist stone repairs to 1nr parapet wall end stone.

4nr 1mm cracks to brickwork running from bottom of first floor window surrounds to top of ground floor window surrounds.

Undertake brickworks repairs using a crack stitch repair method to 4nr cracks.

Minor staining to top of decorative stone window surrounds to ground floor windows.

Included in cleaning item above.

Approximately 1m² of failed pointing to brickwork between ground floor windows and rainwater downpipe.

Repoint 1m² of perished pointing.

Minor vegetation and moss growth to brickwork behind rainwater downpipe.

Included in cleaning item above.

There are a series of 1mm cracks to brickwork above the North set of basement windows.

Undertake brickworks repairs using a crack stitch repair method to 4nr cracks.

There is minor spalling and cracks with staining to the high level decorative stonework on the South gable end wall and coping stones below the lettering.

Aesthetic repair option: Allow to undertake specialist stone repairs to damaged 1m² of brickwork.

Lead covering to the coping stone adjacent to the "Borough of Camberwell" lettering has been dislodged.

Re-fix existing lead flashing if in good condition to coping stone.

There are a series of high level cracks to the first floor facing brickwork with approximately 15nr redundant fixing holes.

Undertake brickworks repairs using a crack stitch repair method to 3nr cracks and remove redundant fixings, making good 15nr holes.

Brickwork to boxing club ground floor wall in fair condition. Minor high level crack with 3m² of spalling and 3m² of perished pointing. Paint splashes located

Undertake brickworks repairs using a crack stitch repair method to 2nr cracks. Undertake 3m² of repointing where perished. Aesthetic repair option: Allow to undertake specialist brick repairs to damaged 3m² of brickwork.

below window.

Minor staining and erosion to stonework below first floor window to boxing club. A 200mm long and 3mm wide crack located below first floor window.

2nr damaged air brick vents to below ground floor level windows to boxing club wall.

SOUTH ELEVATION

Brickwork in fair condition with evidence of ivy growth.

Render to return edge in fair condition.

Render below flat roof area in general poor condition with cracking throughout with minor exposed areas.

Brickwork below render has perished pointing with a 2000mm long stepped crack to the brickwork.

Undertake brickworks repairs using a crack stitch repair method to 1nr crack.

Aesthetic repair option: Allow to remove and replace air brick vents with new to match existing.

Undertake an appropriate cleaning application to remove approximately 150m² of staining, soiling and vegetation growth to brick and stonework.

Remove and replace 20m² of lime-based render.

Repoint 5m² of brickwork where pointing has perished. Undertake brickworks repairs using a crack stitch repair method to 1nr 2000mm long crack.

Undertake concrete 1m² of concrete repairs to damaged coping stones.

Coping stones to flat roof area in fair condition with damage in isolated areas. Install 2nr 6000mm long external mastic expansion joints to perimeter wall.

EAST ELEVATION

Lack of 2nr expansion joints between perimeter wall and large chimney.

Investigate cause of water egress.

Evidence of water egress to junction of boundary walls and large chimney.

Undertake concrete 1m² of concrete repairs to damaged coping stones.

Minor damage to three coping stones with five coping stones having perished pointing. Rest of coping stones in fair condition.

Investigate cause of internal leaks.

Undertake brickworks repairs using a crack stitch repair method to 1nr crack.

Timber boarding not opened up and inspected.

Allow to inspect what timber panel is boarding up.

Generally a large amount of damage to the brickwork with 15m² of spalled and cracked bricks.

Aesthetic repair option: Allow to undertake specialist brick repairs to damaged 15m² of brickwork.

Approximately 20m² of pointing

Repoint 20m² of perished pointing.

has perished.

Paint staining to 6m² of brickwork.

Using an acid application, remove 6m² of paint staining.

2m² of sporadic isolated render.

Hack off 2m² of render.

Loose wiring and cables not fixed to brickwork.

Refix cables to wall.

Heavy staining to 15m² of brickwork below coping stones.

Undertake an appropriate cleaning application to remove approximately 200m² of staining, soiling, pigeon faeces and vegetation growth to brick and stonework.

Boiler extract is missing protection grille.

Supply and install grille to boiler extract.

Gable end wall brickwork in fair condition.

Using lime-based mortar allow to fill hole in gable end wall.

Small gable end wall belonging to light well structure has a small hole below the ridge level. Eave fillets have been dislodged and are in poor condition.

Inspect and seal vent pipe.

Vent pipe adjacent to church roof access door is leaking and in poor decorative condition.

Remove 5m² of graffiti using an appropriate graffiti removal application.

Graffiti present throughout the brickwork on the flat roof area.

To the light well, pigeon faeces cover the majority of brickwork.

Parapet walls in fair condition. Approximately 15m² of perished pointing. Minor moss growth to coping stones with 15nr damaged coping stones.

Undertake 15m² of repointing in a lime-based mortar.

Undertake 1m³ concrete repairs to 15nr coping stones.

5.7 Windows

A variety of single glazed leadlight windows casement windows, clear glazing casement windows and timber sash windows. Ground floor windows below church hall have metal protection cages.

WEST ELEVATION:

Window grilles to ground floor in fair condition. One single glazing pane broken.

Window grille to basement window has corroded.

Five stone window cills to basement windows severely damaged.

Windows to first floor above main entrance in fair condition.

First floor windows to church office in poor decorative

Replace 0.25m² single glazing pane.

Remove corrosion and redecorate grille.

Remove existing cills and replace 5nr 1000m concrete cills.

Prepare and redecorate 12nr windows in white gloss paint.

condition. Glazing and frames in fair condition.

EAST ELEVATION:

Timber window frames timbers and decoration in very poor condition, especially to the bottom rail of frames.

Undertake isolated approximate 1m² of timber repairs to each window by replacing with new timber members and a resin application where needed.

Concrete window cills in fair condition generally. One cill showing 1mm crack to whole depth of cill adjacent to flat roof entrance door.

Undertake resin repair to 1nr crack to concrete window cill.

Broken glazing to one timber framed window below chimney.

Replace 0.25m² of single glazing to window.

One timber window board has rotted away completely.

Replace 1000mm timber window board in its entirety.

The cills, frames and decoration to the church hall windows are in very poor condition.

Allow to replace the 6m² windows on the rear elevation to the church halls in their entirety.

1nr window to the light well in very poor condition generally.

Allow to replace 2m² of timber single glazed window the light well in its entirety.

5.8 Decorative Glazed Tiles

To the South elevation, an instalment of decorative glazed ceramic coloured tiles fashioned into the shape of a butterfly with the words “Camberwell Beauty” in brickwork is situated within the facing brickwork.

Minor hairline crazed cracking to all tiles. Larger crazing to approximately 10% of the tiles.

Apply appropriate sealant solution to further preserve the glazed tiles.

5.9 External Areas and boundaries

External areas comprise paving slabs around the perimeter of the property, which are surrounded by glazed brick dwarf walls with pre-cast concrete copings, then painted metal railings over.

Some of the paving slabs are cracked, misaligned and dropped and covered with heavy moss growth with damage to concrete steps.

Undertake repairs to replace cracked slabs and realign those where possible.

Steel railings in fair condition generally with decoration in poor condition.

Steel railings require decoration and treatment of corrosion. Approximately 20m.

Concrete coping stones to the light well wall are covered in moss and are very eroded. 2000mm of missing coping stones with 6000mm of live coping stones. The top five courses to the retaining wall have is live from the rest of the wall. Glazed bricks have extensive damage to their faces.

Carefully remove 5m² of live coping stones and brickwork and allow to rebuild using existing materials.

Allow supply and install 2 linear meters of new concrete coping stones to match existing.

Brickwork to perimeter dwarf walls in very poor condition. With coping stones heavily eroded.	Aesthetic repair option: Specialist stone and brickwork repairs to 20m ² of damaged brickwork and eroded stonework.
Light well filled with rubbish and debris.	Remove and cart away rubbish and debris
Light impact damage to stone steps throughout. Pointing between steps has perished with heavy erosion to steps. A 100mm long and 3mm wide crack to tread of top step present.	Renew pointing to 5m ² of steps. Fill in stonework crack with resin repair application.
A 400mm long and 6mm wide crack to boxing club main entrance door present.	Fill in stonework crack with resin repair application.
0.1m ² of stone missing to step outside boxing club main entrance door.	Fill in stonework crack with resin repair application.
Minor vegetation and chewing gum stains throughout steps.	Remove chewing gum stains to 5m ² area to steps using appropriate chewing gum removal applications
Decoration to the basement light well grilles in poor condition.	Prepare and redecorate grille. Approximately 6m ² in area. Prepare and redecorate double doors. Approximately

Double doors to basement in poor decorative condition.

4m² in area.

Luxcrete light well in poor condition with 40nr damaged glass bricks.

Replace 40nr Luxcrete glass bricks.

5.10 Ceilings

B/001

Plaster skim finish below concrete structural ceiling.

In very poor condition. Water damage as a result of ingress through concrete ceiling. Concrete ceiling in very poor condition. Corroded steel reinforcements with heavy cracking to slab.

Breakout 6m² of structural concrete ceiling and replace with new.

B/002

Concrete skim finish below concrete structural ceiling with steel beam supports.

In fair condition. Several redundant fixing holes present. 2 x 200mm crack running along structural ceiling with damaged plaster around pipework openings in ceiling slab. Steel beams very corroded and not fire protected.

Fill 1m² of holes to ceiling with concrete.

Remove redundant pipework penetrations and fireproof existing and redundant penetrations.

Remove surface corrosion to steel beams for further structural stability inspection. Treat steel beams to protect from further corrosion.

B/003

Concrete skim finish below concrete structural ceiling with steel beam supports.

Very poor condition throughout. 30m² of failed concrete skim

Employ the services of a structural engineer to confirm the structural integrity of this ceiling. Allow to replace in

	finish with 1nr large hole in concrete ceiling slab. Steel beams not fire protected. Generally not structurally sound.	its entirety.
B/004 Concrete skim finish below concrete structural ceiling with steel beam supports.	Cracking to concrete finish throughout with 1m ² of failed concrete finish.	Replace concrete skim finish to 1m ² of ceiling area.
B/005 Vaulted ceiling finished with glazed ceramic bricks.	In poor condition generally. 5m ² of repointing has perished to the vaulted ceiling glazed brickwork. Approximately 15m ² of the bricks are heavily damaged.	Repoint 5m ² of glazed brickwork. Aesthetic repair option: Undertake specialist repair to 15m ² of glazed brickwork to improve appearance.
B/006 Concrete skim finish below concrete structural ceiling with steel beam supports.	Approximately 30m ² of damaged ceiling finish. Corroded steelwork throughout with various redundant fixing holes and service penetrations present. Generally in very poor condition.	Hack out live plaster and replace approximately 40m ² of concrete ceiling finish.
B/007 Concrete skim finish below concrete structural ceiling with steel beam supports.	8m ² of damaged concrete and cracks to ceiling finish and steel beam corrosion. No fire protection present to beams.	Hack out live plaster and replace approximately 15m ² of concrete ceiling finish. Fire protect approximately 20 linear meters of steel

		beams.
B/008 Concrete skim finish below concrete structural ceiling with steel beam supports. Luxcrete light well present to allow natural light. Double steel door hatch access to street level also present. Vaults have glazed ceramic brick finish to ceilings.	Ceiling finish in very poor condition. Luxcrete structure in very poor condition. Pointing to vaulted brickwork in very poor condition.	Rake out and repoint vaulted ceiling in its entirety.
0/001 Plaster finish to ceiling.	In fair condition.	
0/002 Plaster finish to ceiling.	In fair condition generally with 3000mm long and 1mm wide crack to ceiling plaster finish.	Remove live plaster and replace 1m ² of ceiling plaster finish.
0/003 Plaster finish to ceiling.	Heavy smoke staining to ceiling with series of redundant service openings. 600mm hairline crack to plaster finish.	Remove live plaster and replace with 2m ² of ceiling plaster finish.
0/004 Plaster finish to ceiling.	3nr 200mm hairline cracks to plaster finish. Generally in fair condition.	Remove live plaster and replace with 2m ² of ceiling plaster finish.
0/005		

Plaster finish to ceiling.	In fair condition.	
0/006 <u>No access.</u>		
0/007 Plaster finish to ceiling.	3nr 400mm cracks to plaster finish. Assumed live. In poor condition generally.	Remove live plaster and replace with 5m ² of ceiling plaster finish.
0/008 Plaster finish to ceiling.	Extensive cracking to plaster ceiling finish. Majority of ceiling finish assumed live. 6nr redundant service openings. 2000mm x 4mm crack to plaster finish to underside of concrete beams	Allow to remove live plaster and replace with 20m ² of ceiling plaster finish. Fire proof 6nr redundant service openings.
0/009 Plaster finish to ceiling.	600mm x 3mm crack to plaster finish to ceiling finish with a further 2nr hairline cracks.	Remove live plaster and replace with 5m ² of ceiling plaster finish.
0/010 Plaster finish to ceiling.	In fair condition.	
0/011 Plaster finish to ceiling.	1m ² of damaged plaster to ceiling finish. 2nr 300mm hairline cracks to plaster. 2nr pipework	Remove live plaster and replace with 5m ² of ceiling plaster finish.

	dead legs situated within the ceiling.	Remove dead leg pipework where redundant.
0/012 Plaster finish to ceiling.	42nr redundant service openings. Extensive hairline cracks throughout the plaster finish. Assumed live.	Fill in 42nr service openings with concrete and make good plaster ceiling. Remove live plaster and replace with 10m ² of ceiling plaster finish.
0/013 Plaster finish to ceiling.	In fair condition.	
0/014 Plaster finish to ceiling.	2nr 2000mm cracks to plaster finish. Generally in fair condition.	Remove live plaster and replace with 5m ² of ceiling plaster finish.
1/001 Plasterboard finish to ceiling.	Extensive cracking to plaster ceiling consistent to plasterboard edges. Evidence of water ingress at junction of wall to north elevation.	Remove live plaster and replace with 4m ² of ceiling plaster finish.
1/002 Plaster finish to ceiling.	Extensive cracking to plaster finish throughout.	Remove live plaster and replace with 2m ² of ceiling plaster finish.
1/003 Plaster finish to ceiling.	Extensive cracking to plaster	Remove live plaster and replace with 1m ² of ceiling

	finish throughout.	plaster finish.
1/004 Plaster finish to ceiling.	Extensive cracking to plaster finish throughout.	Remove live plaster and replace with 1m ² of ceiling plaster finish.
1/005 Plaster finish to ceiling.	7000mm hairline cracks throughout ceiling.	Remove live plaster and replace with 5m ² of ceiling plaster finish.
1/006 Plaster finish to ceiling.	Crack to South elevation 8000mm long and up to 3mm wide.	Remove live plaster and replace with 3m ² of ceiling plaster finish.
1/007 Plaster finish to ceiling.	4000mm crack to ceiling and wall junction. Otherwise in fair condition.	Remove live plaster and replace with 3m ² of ceiling plaster finish.
1/008 Plaster finish to ceiling.	Extensive hairline cracking to plasterboard ceiling. Otherwise in fair condition.	Remove live plaster and replace with 2m ² of ceiling plaster finish.
1/009 Plaster finish to ceiling.	Extensive hairline cracking to plasterboard ceiling. Otherwise in fair condition.	Remove live plaster and replace with 2m ² of ceiling plaster finish.

5.11 Internal Walls

B/001

Painted facing brickwork and concrete engineering blocks.

3m² of pointing has perished. Series of redundant fixing holes. A 600mm long 1mm wide stepped crack present to brickwork. Generally in very poor condition.

Renew 3m² of perished pointing.

Undertake brickworks repairs using a crack stitch repair method to 1nr cracks.

B/002

Painted facing glazed brickwork.

Redundant service pipework going into library wall. Water supply pipe going into library wall unprotected. 3nr 0.25m² holes to walls throughout. 20nr damaged bricks adjacent to light well. 4m² of perished pointing with various redundant fixing holes throughout.

Remove redundant pipework and fire proof penetrations.

Fire proof remaining service penetrations.

Repair 1m² of openings with brickwork.

Undertake 4m² of repointing repairs to perished pointing.

Aesthetical repair option: brick repair specialist to repair ceramic glazed bricks

B/003

Glazed ceramic brickwork.

Generally the brickwork is in very poor condition with damage to glazed faces and heavy staining. 2nr dead legs situated

Aesthetical repair option: brick repair specialist to repair 10m² of ceramic glazed bricks.

Remove 2nr dead legs and make good wall.

	in wall with various redundant service penetrations.	
B/004 Glazed ceramic brickwork.	Generally the brickwork is in poor condition. Various redundant service penetrations with heavily stained brickwork throughout. 1m ² of brickwork missing opening between B/004 and B/006.	Aesthetical repair option: brick repair specialist to repair 10m ² of ceramic glazed bricks. Fire proof redundant service penetrations. Rebuild 1m ² of missing brickwork to match existing where missing.
B/005 Glazed ceramic brickwork.	Heavily stained throughout with 3nr missing bricks to B/004 wall. 5m ² of pointing has perished.	Replace 3nr missing bricks. Renew 5m ² of perished pointing.
B/006 Glazed ceramic brickwork with facing brickwork above.	Heavily stained throughout and generally in very poor condition. Damage to face of glazed bricks generally with approximately 20m ² of perished pointing. To the facing brickwork, approximately 4m ² has spalled.	Renew 20m ² of perished pointing.
B/007 Facing painted brickwork.	Generally in very poor condition with water staining throughout. 30m ² of pointing has perished	Renew 30m ² of perished pointing. Replace 5nr bricks.

	with 5nr heavily damaged bricks. Structural column is missing supporting brickwork.	Replace 5nr bricks to structural column.
B/008 Glazed ceramic brickwork with facing brickwork.	Heavily water stained throughout with 3m ² of pointing perished and 1m ² of brickwork damaged and missing.	Renew 3m ² of perished pointing. Replace 1m ² of damaged brickwork.
0/001 Painted facing glazed brickwork.	Half a brick missing adjacent to basement door. Rest of brickwork in fair condition.	Replace 1nr brick.
0/002 Painted facing glazed brickwork.	In fair condition.	
0/003 Facing glazed ceramic brickwork.	In poor condition generally with 8nr redundant service openings. 2nr bricks partially missing. Various redundant fixing holes and damage to glazed brickwork.	Fire proof 8nr redundant service openings. Replace 2nr bricks.
0/004 Painted facing glazed brickwork.	In fair condition.	

0/005 Decorated plaster finish.	In fair condition.	
0/007 Painted facing glazed brickwork.	In fair condition.	
0/008 Painted plaster finish.	1m ² of missing plaster with a series of 2000mm long cracks to plaster finish. Generally in fair condition.	Replace 3m ² of plaster finish to walls.
0/009 Painted facing glazed brickwork.	10nr redundant fixing holes. Generally in fair condition.	Remove and make good 10nr redundant fixing holes.
0/010 Painted facing glazed brickwork and stud plaster partitions.	Minor damage to surfaces. Differential movement at junction of masonry and plasterboard wall. Generally in fair condition.	Caulk junction between two walls to make good gap.
0/011 Painted facing glazed brickwork.	In fair condition.	
0/012 Painted facing glazed brickwork.	In fair condition with minor redundant fixing holes.	Remove and make good 5nr redundant fixing holes.
0/013		

Painted facing glazed brickwork.

In fair condition.

0/014

Painted facing glazed brickwork.

In fair condition.

1/001

Decorated plaster finish.

In fair condition with approximately 5m² of live plaster. 5000mm cracks to plaster finish.

Remove and replace 7m² of live plaster.

1/002

Decorated plaster finish.

Hairline cracks to walls approximately 5000mm long with 2m² of live plaster.

Remove and replace 5m² of plaster finish to walls.

1/003

Decorated plaster finish.

Redundant dead leg penetrating wall. 1m² of live plaster.

Remove redundant dead leg.
Replace 2m² of plaster.

1/004

Decorated plaster finish.

1m² of live plaster.

Replace 2m² of plaster.

1/005

Decorated plaster finish.

Approximately 10nr redundant fixing holes with a 300mm

Remove 10nr redundant fixing holes and make good.

	hairline crack. In fair condition otherwise.	Remove and replace 1m ² of live plaster.
1/006 Decorated plaster finish.	A 2000mm long by 2mm wide crack to masonry wall. Generally in fair condition otherwise.	Remove and replace 3m ² of live plaster. Allow for structural repair works following further investigation.
1/007 Decorated plaster finish.	A 3000mm crack at the corner junction with a series of redundant fixing holes. Otherwise in fair condition.	Remove and replace 3m ² of live plaster. Allow for structural repair works following further investigation.
1/008 Decorated plaster finish.	In fair condition.	
1/009 Decorated plaster finish.	In fair condition.	
<hr/>		
5.12 Floors		
B/001 Precast concrete structural floor.	In poor condition generally. Steel frame is heavily corroded. Concrete beams have cracks and erosion to concrete.	Lay 1m ² of concrete to fill cracks and achieve a smooth surface.
B/002 Solid concrete floor with historic washing	Extensive 1mm wide cracks	Lay 5m ² of concrete to fill cracks and achieve a smooth

facilities formed within structural floor.	throughout the concrete floor approximately 15000mm long in total. Suspected cause is ground movement over time and the expansion and contraction of the concrete itself.	surface.
B/003 Solid concrete floor.	In poor condition generally. Covered with debris and minor cracks running throughout. Minor delamination of concrete finish.	Lay 2m ² of concrete to fill cracks and achieve a smooth surface.
B/004 Solid concrete floor.	In poor condition generally with minor cracks running throughout.	Lay 3m ² of concrete to fill cracks and achieve a smooth surface.
B/005 Solid concrete floor.	In poor condition generally with minor cracks running throughout.	Lay 3m ² of concrete to fill cracks and achieve a smooth surface.
B/006 Solid concrete floor.	In poor condition generally with minor cracks running throughout. Heavily soiled.	Lay 20m ² of concrete to fill cracks and achieve a smooth surface.
B/007 Solid concrete floor.	In poor condition generally with minor cracks running throughout.	Lay 3m ² of concrete to fill cracks and achieve a smooth surface.

B/008 Solid concrete floor.	In poor condition generally with minor cracks running throughout.	Lay 3m ² of concrete to fill cracks and achieve a smooth surface.
0/001 Ceramic tiles.	Very poor condition with extensive cracking and missing tiles to floor finish.	Break up exiting tiling and lay 3m ² of new quarry tiles to match existing.
0/002 Painted ceramic tiles.	The tiles are in fair condition however the paint finish has delaminated and is in poor condition.	Remove 15m ² paint finish in its entirety.
0/003 Timber parquet flooring.	In fair and dry condition however heavily water damaged.	Sand down and laquer 4m ² of timber parquet flooring.
0/005 Painted ceramic tiles.	The tiles are in fair condition however the paint finish has delaminated and is in poor condition.	Remove 15m ² paint finish in its entirety.
0/008		

Precast concrete floor with vinyl covering.	Localised damage to concrete floor 1m ² in area. Corroded steel frame visible with 2nr redundant service holes visible. Majority of the floor inaccessible due to vinyl and boxing rings.	Break up damaged concrete and lay 2m ² of new concrete to make good structural floor. Allow for a further 10m2
0/009 Precast concrete floor with vinyl covering with a timber double door access hatch.	Majority of the floor inaccessible due to vinyl and boxing rings. Timber floor access hatch not accessible.	Further investigation is recommended to inspect all concealed or hidden areas prior to determining the full extent of repairs to these areas.

6. DELETERIOUS MATERIALS

Whilst we have not carried out any intrusive tests for the presence or otherwise of deleterious materials, in view of the age and construction of the building we are by law required to presume asbestos is in the building as we have no evidence to say that it is not.

6.1 Asbestos

The building dutyholder is required by law to comply with Control of Asbestos Regulations 2012. However this survey report does not fulfil any of the obligations prescribed by these regulations. Specifically the building dutyholder must comply with regulation 4 the duty to manage. Further details can be found from the Health and Safety Executive at <http://www.hse.gov.uk/>.

The dutyholder in relation to the Control of Asbestos Regulations is defined as the person or organisation that has clear responsibility for the maintenance or repair of non-domestic premises through an explicit agreement such as a tenancy agreement or contract.

Where there is no such agreement or where the premises are unoccupied the duty is placed on whoever has control of the premises or part of the premises.

We had sight of part of an asbestos survey undertaken by Invicta Analytical Services Ltd dated 21st November 2011, covering the Butterfly building. This noted that asbestos-containing materials were discovered within various parts of the property, with details within Appendix 2.

7. INACCESSIBLE AREAS

You will appreciate we could not inspect parts of the structure or services that are covered, inaccessible or not exposed. We cannot therefore report that they are free of any defect that may subsequently become apparent. This also applies to all underground or external but concealed service ducts, pipes, cables, etc.

We were not able to access the ceiling void below the main pitched roof area to the former Bath House and church and the areas of the roof areas which could not be viewed from ground level or the flat roof area, including within the floor void from the boxing club at first floor level.

8. ACCESIBILITY

The property is over three storeys, however, there are steps and ledges into the property meaning wheelchair access may not be possible. We are unable to confirm if the facilities provided meet current legislation, although wheelchair access would be extremely difficult. It is not known whether Southwark Council currently has any disabled residents, however, looking towards the future this may be something to consider.

9. MEANS OF ESCAPE

The building has two means of escape within Bath House site. This is via the male and female entrance to the baths which are situated in close proximity to each other which would not be a safe means of egress in the event of a fire in the main boxing club area. The church has one means of exit however it has the benefit of access onto the flat roof area.

10. THIRD PARTY CLAUSE

In accordance with our standard practice we must state this report is confidential to the party to whom it is addressed and their professional advisers.

A handwritten signature in blue ink, appearing to be "H. Ridge", written in a cursive style.

Signed:

For Ridge and Partners LLP

Dated: 30 January 2017

APPENDIX A

Photographs



1. West Elevation



2. South Elevation



3. East Elevation



4. North Elevation



5. Tile Roof to West Elevation



6. Tile Work to South Elevation



7. Chimney Stack



8. Eaves Detail to East Elevation



9. Pigeon Netting to Light Well



10. Parapet Wall to East Elevation



11. Basement



12. Basement



13. Basement Ceiling Slab



14. Vaulted Ceiling with Glazed Ceramic Bricks



15. Basement Floorplate



16. Heavily Corroded Steel Beam



17. Ground Floor



18. Ground Floor



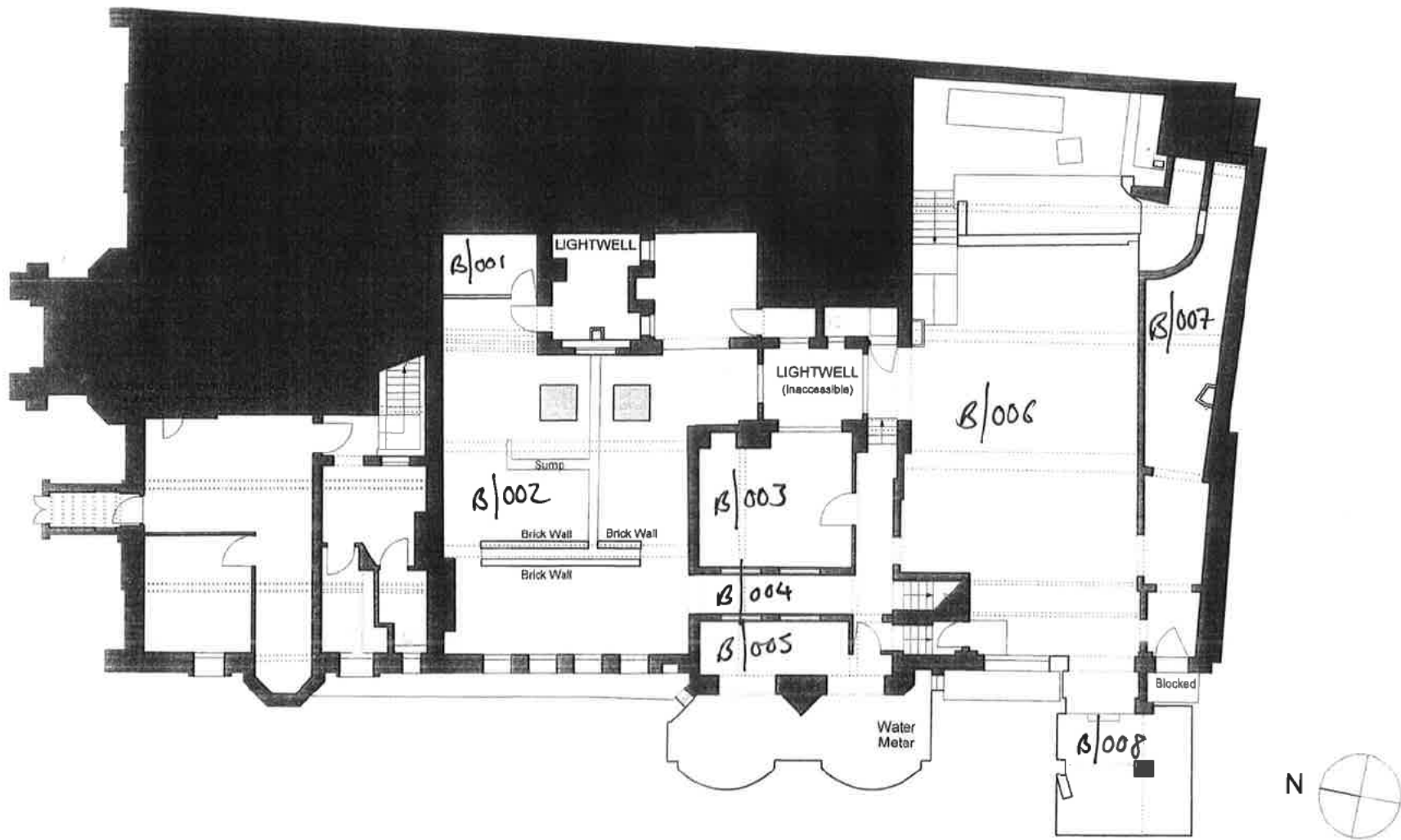
19. First Floor



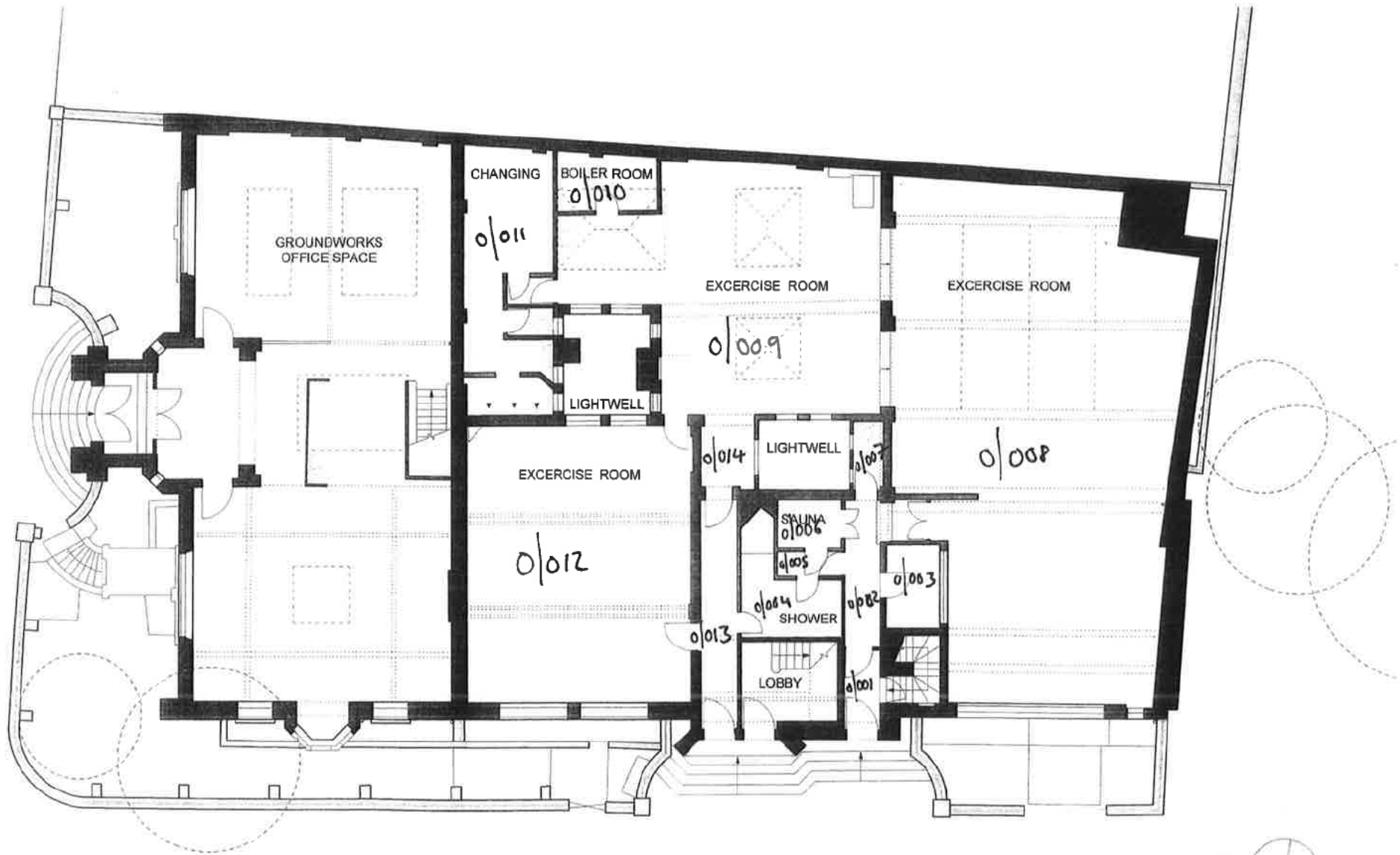
20. First Floor

APPENDIX B

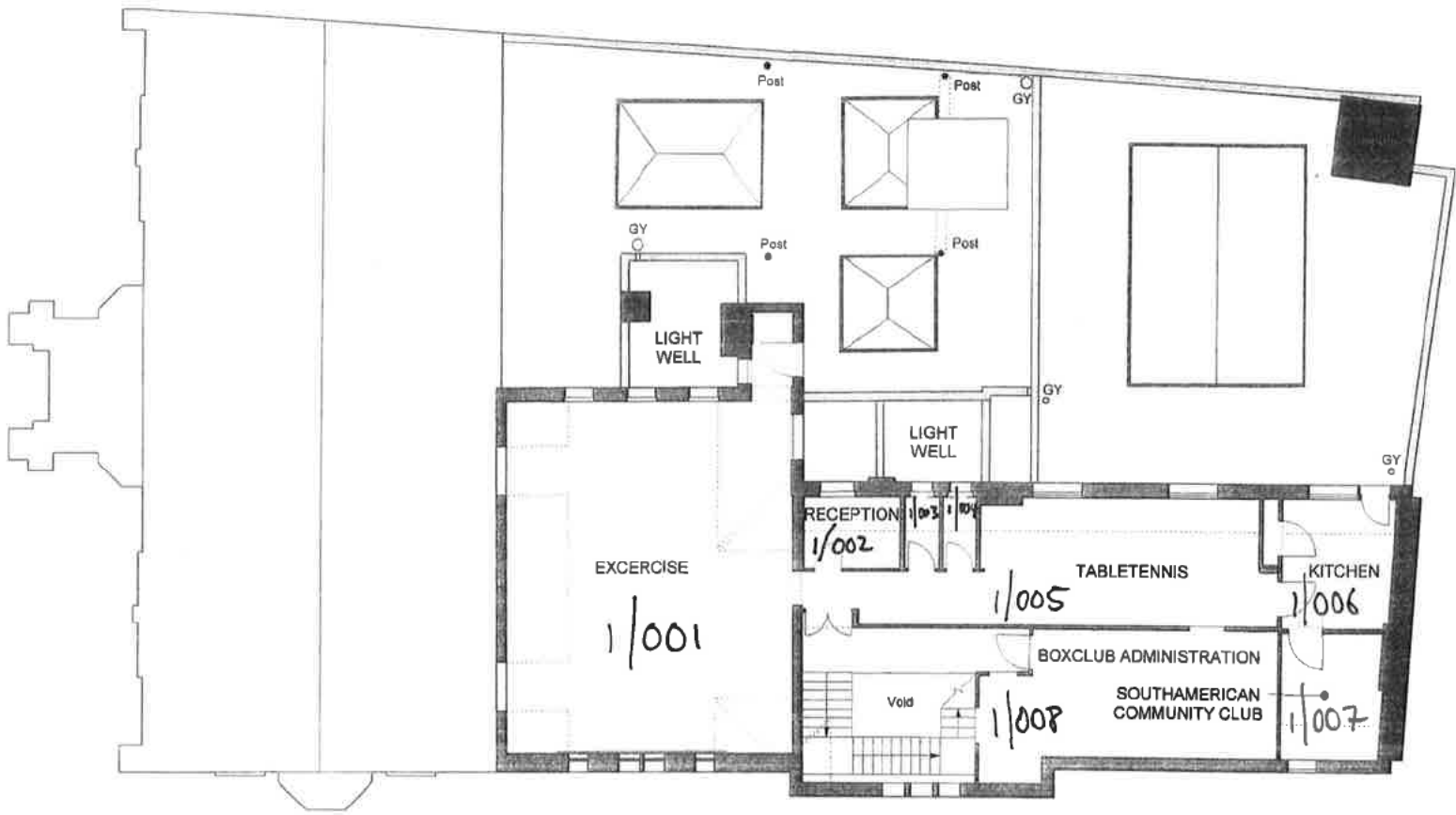
Marked Up Floor Plans



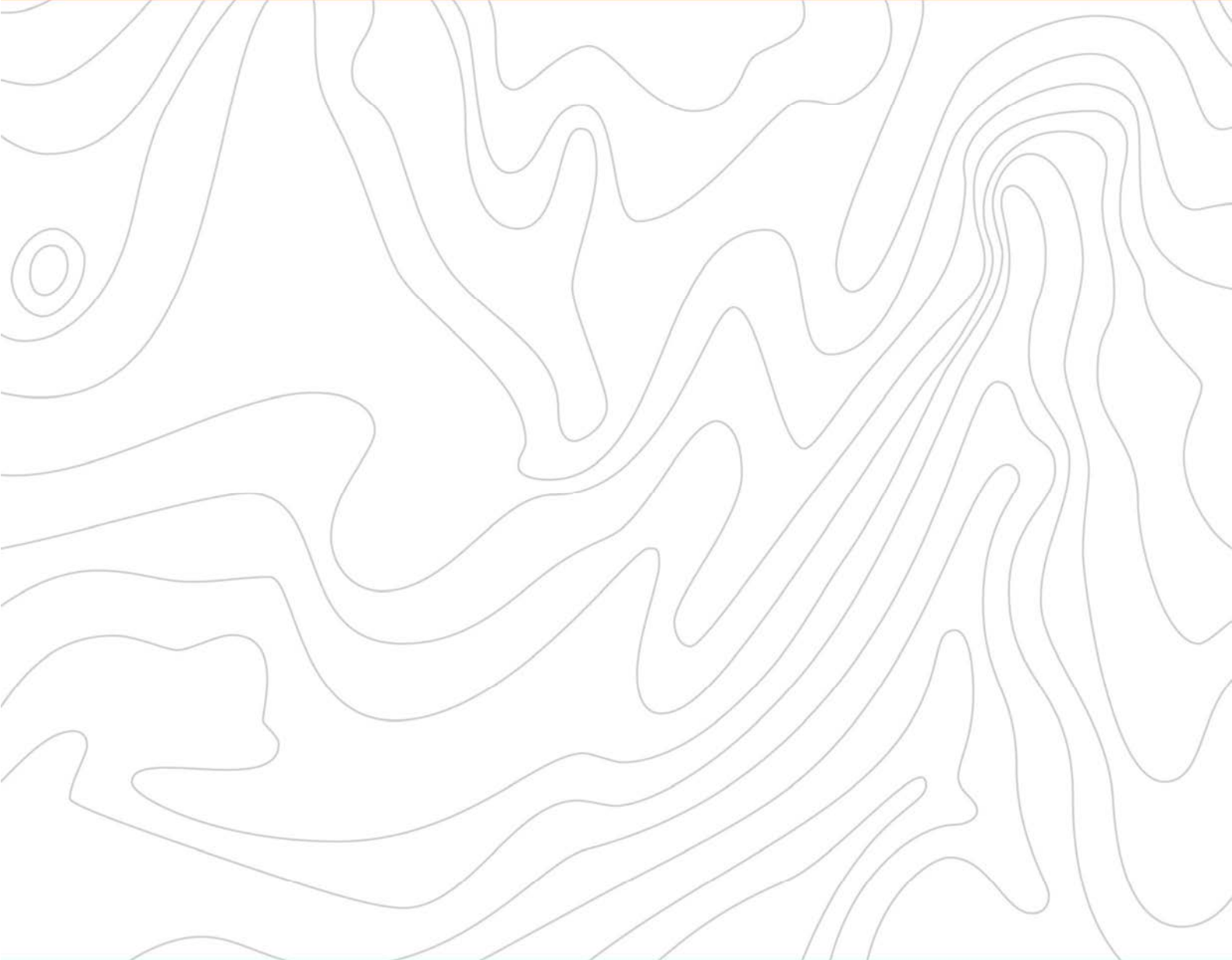
Basement Plan - as existing 1:125



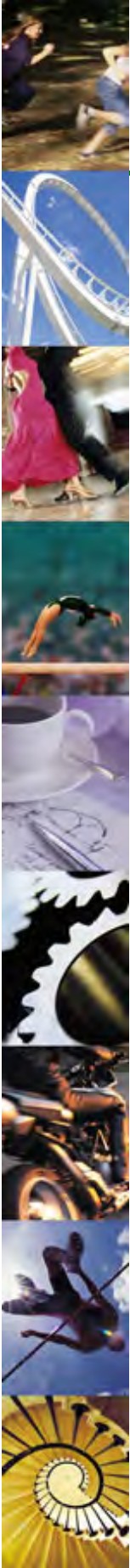
Ground Floor Plan - as existing 1 : 125



First Floor Plan - as existing 1 : 125



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Property and Construction Consultants

Building Survey Report

Burgess Park Old Library
Wells Way
London
SE5 7TW

25/06/2014

Prepared for
Southwark Council
Parks and Open Spaces
Public Realm
PO Box 64529
London
SE1P 5LX

Prepared by
Ridge and Partners LLP
Harling House
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Client name : Southwark Council

Project title : Burgess Park Old Library

Job nr : 141238

Issue: 2

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Inspection Report

Client name : Southwark Council

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Client name : Southwark Council

Project title : Burgess Park Old Library

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VIEW OF FRONT (NORTH) ELEVATION



ISSUE	DATE	DESCRIPTION	CREATED BY	REVIEWED BY
1	25.06.2014	AS ISSUED	PI	
2	05.07.2014	PHOTOS UPDATED	PI	

Client name : Southwark Council

Project title : Burgess Park Old Library

Job nr : 141238

Issue: 2

1.0 INTRODUCTION

1.1 Clients Name and Address

Southwark Council
Parks and Open Spaces
Public Realm
PO Box 64529
London, SE1P 5LX

1.2 Property Address

Burgess Park Old Library
Well Way,
London
SE5 7TW

1.3 Brief and Scope of Survey

We are instructed by Southwark Council to inspect and report upon the condition of this building in the context of repairs or replacement necessary to improve the condition of the property. Our report is prepared in accordance with the Client's Instruction, in which we are required to concentrate upon major defects and building problems rather than minor items of disrepair.

Budget costs, where applicable are provided for indicative purposes only and are not based upon detailed specifications or builders estimates.

Similarly comment on the building services, where included, is made by the Building Surveyor concerned who has not tested or undertaken design checks upon the equipment.

Entry was not made to any roof spaces due the floor to ceiling heights. We have made comments on the roof areas where these have been viewed externally from ground level.

1.4 Brief Description of Building Surveyed

Burgess Park old library is a two storey height end of terrace property comprising of solid brick constructed external walls laid in English Bond under a pitched, clay tiled roof with overhanging eaves, penetrated by a large chimney to the South-facing elevation.

The Northern elevation consists of fair-faced brickwork to ground level, with decorative brickwork panels below windows and Portland stone band courses formed below windows in two rows.

Centrally on this elevation the entrance porch is formed from decorative entrance vestibule formed of Portland stone, comprising of two Ionic supporting columns (with carved stone capitals with cherubs), columns, decorative arch (including carved cherubs and statues), key stone forming arch over entrance doors, with Portland stone steps and painted galvanised steel handrails, leading to ground level. The roof area over this entrance porch is in the form of a turret design, with decorative features to the pitched roof section behind this.

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Fenestration consists of various single glazed timber casement windows with small glazed panes separated by glazing bars.

The East elevation is formed of fair-faced brickwork, with coping stones forming a parapet detail to the sloping flank pitched roof section behind this. There is a tall fair-faced brick chimney stack to junction of the southern and eastern elevation, with decorative Portland stone detailing forming various bands to this brickwork. To the top of this stack there is a Portland stone chimney detail to the pot. There are also other fair-faced brickwork chimney stacks to the roof area, with sand: cement flaunching surrounding the clay pots.

The South elevation is formed of fair-faced brickwork, which forms the flank wall to the western elevation facing Wells Way. There are decorative tiles forming a large butterfly. The rear section of this elevation (towards the Eastern elevation) is formed of a combination of painted render to the upper section (with concrete copings) and painted brickwork to the lower sections to ground level.

The West elevation consists of fair-faced brickwork to the complete elevation, with Portland stone surrounding the majority of the windows and horizontal bands. Part of this elevation forms the front entrance to the Lynn boxing club, a church and the former public baths. Part of this elevation has been re-built in fair-faced brickwork of a differing colour, which stands out noticeably from the remainder of the elevation and was re-built following extensive bomb damage following the second world war after 1945.

Access is gained to the property from Neate Street (off Wells Way) via the Portland stone steps with elegantly curved painted cast iron railing to the former library entrance leading to the double painted timber porch entrance doors.

Internally the layout comprises of the former library reception area behind the entrance porch area, then main open-plan library / exhibition space to the remainder of the ground floor. The basement of the former library comprises of staircase lobby, boiler room space/ lobby off toilets, male and female toilets, large office/ store off staircase lobby and one smaller office facing towards Wells Way.

It is estimated the property was constructed circa 1903, given Grade II listed status in 1972 and is located within the Camberwell Conservation area.

Client name : Southwark Council

Project title : Burgess Park Old Library

Job nr : 141238

Issue: 2

2.0 CONCLUSIONS AND RECOMMENDATIONS

2.1 Executive Summary

Burgess Park former library is a two storey property comprising solid constructed walls with part render to the rear elevations, under a pitched roof with clay tiles, with construction finishing circa 1903. The fenestration comprises of a combination of single glazed timber casements and double hung sashes.

The property is generally in a fair to poor condition, with a number of the building elements in need of immediate maintenance, and generally the property would benefit from general upgrading and refurbishment to some areas.

The roof covering to the property is in a fair to poor condition (where visible) and is showing signs of deterioration with loose, slipped and broken tiles.

The lead flashings to the lower pitched roof area over the basement means of escape have been removed, which has resulted in no weathering being present to prevent water ingress into the basement area below this position. There is evidence of stained plaster below roof areas to the ceiling to the main former library, which is indicative that water penetration has occurred in the past.

Internally, there are areas of blown plaster to ceilings and staining around the internal skylight positions to the main former library space. It is recommended that further roof investigation and roof repair works are carried out to prevent further water ingress from occurring.

Where it was accessible, the current level of loft insulation in the property does not meet current standards, resulting in the roof having a poor thermal performance. It would be beneficial to both the property and resident to install insulation within the roof space to improve both thermal comfort and reduce heating costs in accordance with current Building Regulations.

Spalling brickwork and missing areas of pointing were noted to all elevations, with repairs required in the short to medium term.

The single glazed timber windows are in poor condition and offer minimal thermal insulation. Several of the windows are showing signs of deterioration, with paint coating missing from some areas. Overhauling and redecoration is required in the immediate term.

Internally the finishes, fixtures and fittings are aged and in some cases in poor condition. Generally the property would benefit from updating and redecoration throughout, including replacement of the sanitaryware, floor finishes and upgrades to the heating system and testing / repairs to the electrical installations.

There was no mechanical extract ventilation present in the property and the property would benefit from the installation of mechanical ventilation to the basement areas.

Externally some of the paving slabs surrounding this property are miss-aligned, cracked and missing, with significant cracking and unevenness particularly adjacent to the large trees to the western boundary.

The steps from the fire escape from the basement part of the former library part of the property were noted as being narrow and damaged treads. It is recommended works are undertaken to ensure safe access is provided to the basement means of escape.

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2.2 Schedule of Items of Note

(a) Major Structural Defects

No significant structural defects of note.

(b) Repairs

The roof covering to area of the property over the former library is in a fair to poor condition and is showing signs of deterioration with several loose, slipped and broken tiles. Some areas of moss growth in places.

The lead flashings to the lower pitched roof area over the basement means of escape have been removed, which has resulted in no weathering being present to prevent water ingress into the basement area below this position.

The external walls have signs of weather in places, in the form of spalling brickwork and failed pointing. There is current evidence of water ingress into the structure, particularly to the basement area where efflorescence was noted to plastered areas. External repairs are necessary to these areas in the short term and internal repairs and redecoration following on from this.

The mortar to the ridge and verges appear to be in reasonable condition for the age of the building, with only minor deterioration present. Internally, from ground level, penetration is evidenced by staining to the ceiling in places, areas of damaged plaster at high level just below the ceiling level to the main former library. This is also evidenced by blown plaster to the entrance porch ceiling.

From ground level, the ceiling area below the main pitched roof covering is in a poor condition in places, indicated by staining to the glazing to the rooflights in places.

stained in placed appeared to be in fair condition however, due to water penetration through the roof covering, there was evidence of water damage to the ceiling glazed skylights in the form of staining and stained plaster in places. A full inspection of the structural roof timbers will need to be carried out once suitable access can be gained to the roof void to determine their condition and whether any remedial repairs are required.

It was not possible to inspect the main roofspace above the rooflights apart from small areas at ground level through gaps between the ceiling tiles. From limited inspection at ground level the current level of loft insulation in the property does not meet current standards, resulting in the roof having a poor thermal performance. It would be beneficial to both the property and resident to install insulation within the roof space to improve both thermal comfort and reduce heating costs in accordance with current Building Regulations.

It was not possible to inspect the main entrance porch roof at the time of the survey. However, taking into consideration the condition of the main roof and other external elements, it would be reasonable to assume this to be in a similar condition and state of repair.

The rainwater goods comprised cast iron hoppers, gutters and downpipes. The hopper to the left-hand side of the entrance porch appears to have previously been blocked and has resulted in staining to the brickwork and stonework below this, to ground level. Following consultation with English Heritage consideration should be given to light brushing with a wire brush to remove

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existing staining, as well as repairs, redecorations and clearing out to all rainwater goods and flushing through.

The single glazed Victorian style casement windows are in poor condition, requiring overhauling, repairs and complete redecoration.

The timber main entrance doors to the former library are in fair condition, but aged and in need of decoration.

The metal-clad timber fire exit door forming the fire escape from the basement area is in poor order, requiring extensive overhauling and possible replacing of large sections to this door or the complete replacement.

The steps to the front entrance and basement fire escape were noted as being steep and for the basement narrow. Furthermore, the steps are likely to be extremely slippery during period of heavy rain and winter period. It is recommended works are undertaken to ensure safe access is provided to the basement means of escape by revising the handrail and provision of a non-slip coating to these steps and the former library entrance steps.

At the time of survey, it was not possible to inspect the rear wall to the library section of the property. We would recommend that this area is inspected as part of the roof repairs and associated works in the short term.

Externally some of the paving was in poor condition, with significant cracking and unevenness particularly adjacent to the large trees to the western boundary facing Wells Way. It is recommended that remedial works are undertaken to rectify the defects and ensure any paved areas are level and even, including the pollarding of trees in this area.

General maintenance of all plants and trees should be undertaken on a regular basis to ensure that damage to the building is prevented and access routes are kept clear.

Throughout the property internally particularly to the ground floor former library area, cracking and 'live' plaster to the walls was noted.

Remedial structural repairs are required to the property, further information, comments and recommendations can be found in Appendix 2.

The lower ground floor is of concrete construction and appears to be level.

Internally the finishes, fixtures and fittings are aged and in some cases in poor condition. Generally the property would benefit from updating and redecoration throughout, including replacement of the sanitaryware, and floor finishes.

The boiler and central heating system in the property, does not appear to be operational and needs a full overhaul and most likely replacement. The large panel radiators do not have convectors or TRVs. The boiler is likely to be over 15 years old and consideration should be given to its replacement and a full upgrade of the heating system undertaken.

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(c) Other Items of Comment

We have not had sight of the periodic electrical report nor the Gas Safe Register certificate for the gas installation into the property and are therefore unable to comment on the condition of the existing installation.

The electrical and gas installations must be checked on a regular basis and any repairs highlighted as being required addressed.

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3.0 GENERAL INFORMATION

3.1 Date of Instruction, Inspection Date, Weather Conditions

The property was inspected on Thursday, 05th June 2014. Weather conditions were sunny with cold winds at times and a temperature of approximately 18 degrees Centigrade.

3.2 Personnel Involved in Inspection

Surveyor - Philip Ives BSc (Hons) MRICS
For Ridge and Partners LLP

3.3 Occupiers and Use of Building

The section of the building surveyed was used as a public library and is currently un-occupied.

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4.0 GENERAL DETAILS

4.1 Site

Burgess park old library site is on the edge of Burgess park and was part of the public baths and community space. The former library and bathhouse are now incorporated into the Burgess park site, which is approximately 56 hectares in total.

The former Burgess park old library and bath house is situated next to the Jubilee Plaza (next to the former Baths), with the upper floor of the public baths now housing a church and ground floor section for Lynn AC boxing club.

The boundary of the former Burgess park library and public baths is formed from a combination of fair-faced brickwork and painted wrought iron railings.

4.2 Rights of Way and/or Shared Accesses

Access to the part of the property inspected is gained via Neate Street, which is part of Burgess park. Wells Way is the main access road, leading to the side entrance to the library section of the site.

4.3 External Landscaped Areas, Car Parking, Estate Roads and Fences

The property has painted wrought iron railings set onto a fair-faced brick dwarf boundary wall (with Portland stone copings) to the front (North) elevation, a combination of fair-faced brickwork flank wall and continuation of the painted wrought iron railing set onto fair-faced brickwork dwarf wall to both side (East and West) elevations and a combination of fair-faced and painted render/ brickwork to the rear (South) Elevation.

There is not any parking within the confines of the former Burgess park library site. To the sides of the entrance to the former library are paving. These external areas have various types of unauthorised vegetation causing difficulties with identifying if any planned vegetation resides there.

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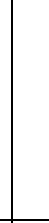
5.0 SCHEDULE OF CONSTRUCTION ELEMENTS AND STATE OF REPAIR

CONSTRUCTION	CONDITION	RECOMMENDATION	COST
<p>5.1 Foundations</p> <p>No excavations were taken to expose or inspect the foundations. It is expected that the building will have relatively shallow foundations due to the age of the property.</p>	<p>No areas of significant movement of the foundations noted due to the absence of any cracking or movement to the superstructure.</p>	<p>No action.</p>	<p>[REDACTED]</p>
<p>5.2 Roof</p> <p>The main roof to the former library-part of this property is pitched and supported off purlins with a clay tile covering.</p> <p>There is also a lower pitched roof to this elevation which covers the means of escape from the basement area.</p>	<p>Both roof covering areas are showing signs of aging and deterioration with several loose, slipped and broken tiles noted. The lower roof area has had the lead flashings stolen, which is a weak point and will allow water ingress into the structure at this position.</p> <p>Internally there are also signs of timber decay to glazed ceiling panels as a result of likely previous water penetration and some cracked glazed areas.</p> <p>Water penetration is present internally in the form of blown plaster to the entrance porch ceiling and staining to high level plastered ceiling and wall areas to the main library.</p>	<p>Carry out repairs to roof covering, including replacement of loose, slipped, broken tiles, lead flashings, including an allowance for structural timber replacement as necessary. These works should also include for the provision of a lead-equivalent replacement flashings to the lower roof area.</p> <p>Carry out repairs to damaged areas of timber frames, replace cracked panes, install safety film over new window panes and redecorate windows.</p> <p>Remove all damp-affected plaster, carry out plaster repairs and re-decorate affected areas.</p>	<p>[REDACTED]</p>

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	<p>The current level of insulation in the roof space does not meet current Building Regulations under Part L. The thermal performance of the roof is poor.</p>	<p>Install loft insulation to comply with the current requirements of part ADL of the Building Regulations. Allow to provide suitable crawling boards to the roof space.</p>	
<p>5.3 Chimney The chimney nearest the library section comprises of solid fair-faced brick construction with concrete capping covering.</p>	<p>The chimney appears to be in reasonable condition, with signs of previous repointing having taken place, with no cracking or significant movement.</p>	<p>Allowance for any minor remedial repairs to be carried out at the same time as the repairs to the roof covering. Re-point areas of eroded mortar.</p>	
<p>5.4 Porch Ionic pillared entrance porch formed from Portland stone, with carved stone capitals and a turret design pitched roof behind this.</p>	<p>Condition un-known. Roof covering is suspected to have failed. Evidence of blown plaster to entrance porch area internally.</p>	<p>Take off pitched roof covering and replace to match existing.</p>	
<p>5.5 Rainwater Goods Rainwater goods comprise cast iron gutters and downpipes, including hoppers.</p>	<p>The gutters, downpipes and hoppers are all in a poor condition, where there is a cracked gutter to the northern elevation, these are blocked (including to the hopper to the left and right-hand side of the entrance porch), where this has lead to staining to the fair-faced brickwork, for the height of the elevation in this position. Galvanised steel boxed rainwater downpipes have plant growth to lower section and paint coating</p>	<p>Overhaul these gutters, down-pipes and hoppers, including re-corking all joints, re-aligning, wire brushing brushwork and redecoration of all rainwater goods. Overhaul and re-joint all rainwater downpipes and re-decorate.</p>	

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	<p>degraded to the western elevation.</p> <p>Plant growth noted behind rainwater downpipes in areas to western elevation.</p>	<p>Remove all plant growth and make good.</p>	
<p>5.6 External Walls</p> <p>External walls are constructed of solid fair-faced brickwork, with bands of Portland stone running through these to the elevation for the former library and adjacent elevation facing Wells Way. The flank south-facing elevation also includes a section of tiles in the form of a butterfly, painted brickwork and render. The former library entrance, Lynn boxing club and church entrances and steps are formed from Portland stone facing Wells Way.</p> <p>To the western elevation this has a rendered plinth below bay window.</p>	<p><u>North elevation</u></p> <p>Vertical cracking noted to the left and right-hand sides of the brick arch to the basement fire escape staircase. This cracking is more significant to the left-hand side, which is indicative of lintel failure. This arch also has chipped arises and failed pointing each side of the frame.</p> <p>Areas of brick pointing failure and spalling in places to all elevations.</p> <p>The Portland stone parapet wall copings, bands to elevations, bases of columns and steps have pollution staining, have signs of weathering and cracking in places. Damage also noted to the columns each side of the library entrance at low level.</p> <p><u>East elevation</u></p> <p>Areas of spalling brickwork noted covering approximately 13.5 m2 to each side of the pitched roof to</p>	<p>Remove brick arch, replace lintel, replace brickwork damaged with direct match and make good all pointing and associated cracking to the basement fire escape.</p> <p>Re-point affected areas, including cutting out and replacing spalled brickwork.</p> <p>Clean down Portland stonework using fine water spray and plain clay poultices and associated repairs, following consultation with English Heritage.</p> <p>Cut out and replace all spalling brickwork near to parapet level, to match existing.</p>	   

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	<p>parapet level.</p> <p>Areas of pointing failure to the north-east (right-hand side) section of the east elevation covering approximately 7 m2.</p> <p>Lower 2.5m of elevation needs approximately 27m2 of re-pointing carried out (including to the rear of the former baths).</p> <p>Areas of vertical cracking noted from the left-hand side of this elevation up to approximately 1.7m, cutting through bricks. This appears historic.</p> <p>Rear southern elevation to <u>Library section of building.</u></p> <p>The majority of the external walls were not visible from ground level in this section. However, spalling brickwork was noted below the parapet coping stone on the junction with the eastern elevation.</p> <p><u>Western elevation (to library section of elevation)</u></p> <p>Spalling brickwork noted below bay windows covering approximately 2.5 m2.</p>	<p>Remove failed pointing and replace with new in cement: lime: sand mix following consultation with English Heritage.</p> <p>Remove failed pointing and replace to match existing, following consultation with English Heritage.</p> <p>Carry out re-pointing and monitor over a period of one year.</p> <p>Allow to repoint spalling brickwork.</p> <p>Remove spalled brickwork and make good.</p>	    
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	<p>Remove damaged sections of rendered plinth and make good.</p> <p>No comment.</p>	<p>Rendered plinth to bay window is cracked and requires repair.</p> <p><u>Rear (flank) southern elevation to former public baths/ Lynn boxing club.</u></p> <p>This elevation is not part of the former library section of the property and not commented upon.</p>	
<p>5.7 Windows</p> <p>Single glazed timber casement type windows.</p>	<p>Overhaul windows, including racking out and replacing putties and re-decoration.</p> <p>However, as the property is Grade II listed and within a conservation area, it is unlikely that double glazed windows will be approved. Therefore single glazed window repairs have been allowed for.</p>	<p>The windows are in poor condition, with putties failed to some units, paint failure and poor operation.</p> <p>As the windows are single glazed they offer minimal thermal insulation.</p>	
<p>5.8 External Doors</p> <p>There are two entrance doors to the area of the building inspected, which covers the former library and basement area below this. This consists of a double set of doors from the library entrance and a single escape door from the basement. Doors to the ground floor are painted timber and the basement escape door has a metal sheet covering over timber. All doors are painted.</p>	<p>Overhaul the main entrance doors and redecorate.</p> <p>Carry out repairs to the exit door framing, the door itself and then redecorate.</p>	<p>The main entrance door is in fair condition, although aged and in need of decoration.</p> <p>The basement fire exit door is in poor condition, with signs of decay to the hinges and corrosion to the lower section.</p>	

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<p>5.09 External Decorations</p> <p>External decoration to include the double entrance doors to the former library at ground level, the basement escape staircase door and windows, including metal railings and handrails.</p>	<p>External decorations are in poor condition.</p>	<p>Carry out cyclical maintenance and decoration programme where applicable.</p>	<p>█</p>
<p>5.10 External Areas and boundaries</p> <p>External areas comprise paving slabs around the perimeter of the property, which are surrounded by glazed brick dwarf walls with pre-cast concrete copings, then painted metal railings over.</p>	<p>Some of the paving slabs are cracked, misaligned and dropped, most likely as a result of tree root damage.</p> <p>Trees to this property do not appear to have been maintained and require pollarding and associated work to prevent ongoing damage to this property.</p> <p><u>Eastern boundary</u> This is the flank wall to the library building and repairs already described as part of external walls.</p> <p><u>Western boundary</u> Failed brick pointing and spalling brickwork noted to boundary walls, including spalling concrete to the tall galvanised steel column bases on Wells Way, covering</p>	<p>Undertake repairs to replace cracked slabs and realign those where possible.</p> <p>Pollarding of trees in close proximity of the property in conjunction with the Local authority.</p> <p>No further comments.</p> <p>Re-point affected brickwork, including cutting out and repairing of spalled brickwork and repairs to spalled concrete to column bases.</p>	<p>█</p> <p>█</p> <p>█</p> <p>█</p>
<p>Steel railings require decoration and treatment of corrosion.</p>		<p>Prepare and treat all corroded railings (decorations included under item 5.09).</p>	<p>█</p>

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	<p><u>Northern boundary</u> Areas of failed pointing to boundary wall.</p> <p>All concrete copings and columns to railings require complete overhaul and cleaning.</p> <p>Moss growth and chips to entrance steps to former library.</p>	<p>Re-point brickwork where necessary.</p> <p>Rub-down and remove all surface staining to copings following consultation with English Heritage.</p> <p>Carefully remove all moss growth and carry out repairs to entrance steps following consultation with English Heritage.</p>	<p>█</p> <p>█</p> <p>█</p>
<p>5.11 Ceilings</p> <p>The ceilings were plastered and painted, with glazed painted timber-framed skylight infill to the former library at ground level.</p> <p>Ceilings to other areas are plastered and painted.</p>	<p>Areas of water penetration noted in the form of stained and cracked plaster in places, particularly to the south-west corner.</p> <p>Damp staining noted at lower level to the south-west corner to the exit door to the lobby.</p> <p>Cracking noted to the junctions / corners to the glazed timber skylight infills.</p> <p>Missing area of plaster following previous water penetration to north-east and north-west corners, following entrance porch damage.</p> <p>Peeling paint noted to all ceiling</p>	<p>Following roof covering repairs remove all 'live' / stained plaster, make good and re-decorate.</p> <p>Remove damp-affected plaster, make good and re-decorate.</p> <p>Make good cracking and re-decorate affected areas.</p> <p>Make good affected ceiling area and re-decorate.</p> <p>Prepare and decorate all ceiling areas to ground</p>	<p>█</p> <p>█</p> <p>█</p> <p>█</p> <p>█</p> <p>█</p>

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	areas to basement and undecorated parts of this basement.	and basement of former library.	
<p>5.12 Internal Walls</p> <p>Solid brick/block construction, plaster and finished with paint, or ceramic tiles.</p>	<p>All walls are in a poor condition and require complete re-plastering, including associated works as listed below:-</p> <p>Walls within the front entrance porch area of the library have 'live' plaster which requires cutting out and replacement.</p> <p>Cornice to entrance porch damaged as a result of previous water ingress as a result of the roof covering failure.</p> <p>Efflorescence noted to the brick arch to the entrance.</p> <p>Signs of moisture penetration, particularly to the north-east corner covering 9 m2 to the main library at high level and below windows.</p> <p>Numerous areas of live plaster noted below windows, requiring re-plastering, including area below north-east corner.</p>	<p>Prepare all walls and provide 3mm plaster skim coat.</p> <p>Allow to cut out and replace all de-bonded plaster and redecorate.</p> <p>Following porch roof repairs allow to repair approximately 2 LM of cornice and replaster the affected area below.</p> <p>Wire brush off efflorescence, treat brickwork surrounding and replace all spalling bricks, then repair affected area.</p> <p>Remove damp-affected plaster and make good.</p> <p>Cut out all damp-affected and 'live' plaster, make good and re-decorate.</p>	<p>£</p> <p>█</p> <p>█</p> <p>█</p> <p>█</p> <p>█</p> <p>█</p>

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<p>Remove affected plaster and make good, then redecorate.</p>	<p>Remove affected plaster and make good, then redecorate.</p>	<p>Remove affected plaster and make good, then redecorate.</p>	<p>£</p>
<p>Remove affected plaster and make good, then redecorate.</p>	<p>Remove affected plaster and make good, then redecorate.</p>	<p>Remove affected plaster and make good, then redecorate.</p>	<p>£</p>
<p>Remove affected plaster and make good, then redecorate.</p>	<p>Remove affected plaster and make good, then redecorate.</p>	<p>Remove affected plaster, provide expanded metal lathe to damaged corner, make good in plaster and then redecorate.</p>	<p>£</p>
<p>Remove affected plaster and make good, then redecorate.</p>	<p>Remove affected plaster and make good, then redecorate.</p>	<p>Remove affected plaster, provide expanded metal lathe to damaged corner, make good in plaster and then redecorate.</p>	<p>£</p>
<p>Remove affected plaster and make good, then redecorate.</p>	<p>Remove affected plaster and make good, then redecorate.</p>	<p>Remove affected plaster and make good, then redecorate.</p>	<p>£</p>
<p>Remove affected plaster and make good, then redecorate.</p>	<p>Remove affected plaster and make good, then redecorate.</p>	<p>Remove affected plaster and make good, then redecorate.</p>	<p>£</p>
<p>Remove affected plaster and make good, then redecorate.</p>	<p>Remove affected plaster and make good, then redecorate.</p>	<p>Remove affected plaster and make good, then redecorate.</p>	<p>£</p>
<p>Remove affected plaster and make good, then redecorate.</p>	<p>Remove affected plaster and make good, then redecorate.</p>	<p>Remove affected plaster and make good, then redecorate.</p>	<p>£</p>

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	<p>the window to the front office area.</p> <p>All areas of the ground and basement areas require redecoration.</p>	<p>re-decoration.</p> <p>Re-decorate all previously painted joinery, doors, walls, skirtings, architraves and associated items, where decorations have not been mentioned as part of repairs.</p>	<p>£ [REDACTED]</p>
<p>5.13 Floors</p> <p>Suspended timber, with varnished floorboards and carpet tiles to the ground floor and in situ concrete to the basement floor. Floor coverings are a combination of quarry tile, varnished timber, thermoplastic floor tiles, carpet finishes and coconut matting.</p>	<p>Main library at ground floor – varnished timber in reasonable condition with varnish fading in places and carpet covering worn.</p> <p>Toilet areas – Sheet vinyl floor covering to toilet areas completely worn and stained, with replacement required.</p> <p>Thermoplastic floor covering to the toilet lobby area is aged with replacement required.</p> <p>The floor tiles to the main ground floor area are aged and worn, with replacement required.</p> <p>Carpet tiles to the front office area are dirty in places.</p>	<p>Re-varnish complete floor covering and replace carpet covering where previously covered.</p> <p>Take up existing floor covering, prepare floor, latex screed and provide new non-slip floor covering.</p> <p>Test floor covering for asbestos content, remove complete flooring, repair sub-straat, latex screed and then lay new non-slip vinyl floor covering.</p> <p>Following testing for asbestos content, carefully remove floor covering, repair sub-strait, latex screen area and lay new non-slip sheet vinyl floor covering, subject to English Heritage approval.</p> <p>Clean up carpet floor tiles.</p>	<p>£ [REDACTED]</p> <p>£ [REDACTED]</p> <p>£ [REDACTED]</p> <p>£ [REDACTED]</p> <p>£ [REDACTED]</p>
<p>5.14 Internal Doors</p> <p>The internal doors comprise predominantly painted timber panelled and glazed doors.</p>	<p>The existing doors are in a fair condition, but in need of</p>	<p>Overhaul and redecorate any existing doors.</p>	<p>£ [REDACTED]</p>

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	overhauling and decoration. Missing door to basement toilet lobby area.		£ [REDACTED]
<p>5.15 Historic items internally Ornate fireplace located within the toilet lobby area adjacent to the toilets. This has a decorative tiled surround and tiled hearth.</p>	This fireplace surround is chipped, hearth worn and damaged with complete overhauling and cleaning required.		£ [REDACTED] 0
<p>5.16 Electrical Installation</p>			
<p>The main library and part of the basement area has twin fluorescent lamps.</p>	Lamps require overhauling and re-lamping in places.		£ [REDACTED]
<p>Toilets have bulkhead fittings, with compact fluorescent lamps.</p>	Lamps require overhauling and re-lamping in places.		£ [REDACTED]
<p>Extract fans.</p>	Extract fans to toilet areas are at the end of their lives and require replacement.		£ [REDACTED]
<p>The electrical mains intake, CCU and meter are located in a cupboard in the front office of the basement area.</p>	There appears to have been a partial re-wire of the electrical system in places. However, there is no evidence that the existing system complies with the 17 th edition of the IEE wiring regulations.		£ [REDACTED]
<p>5.17 Gas Installation</p>			
<p>The main gas supply enters the property within the</p>	The gas supply was not tested at	Replace boiler to the former library and upgrade	£ [REDACTED]

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<p>former Bath house at basement level. The supply feeds the boilers to the boxing club, church and library.</p>	<p>the time of survey. However, the existing boiler is approximately 15 years old and at the end of its design life. There were not any Gas Safe tests on site.</p>	<p>installation.</p>	
<p>5.18 Heating The property has gas central heating with pressed steel panel-type radiators, served by a gas-fired boiler within the toilet lobby area of the library basement.</p>	<p>The heating system was not tested at the time of survey. It was noted that radiators have damaged TRVs in places.</p>	<p>Consider upgrading/replacing the radiators, including TRVs and replacement of the existing boiler.</p>	<p>£ [REDACTED] 0</p>
<p>5.19 Hot and Cold Water Supply The mains water supply comes into the building via the basement area below the former bathhouse, which is then routed through to the former library basement. Hot water is supplied via the boiler located within the former library basement.</p>	<p>The exact layout and distribution of the hot and cold water supply throughout the building could not be established at the time of survey. The cold water supply was not tested.</p>	<p>Test and check hot and cold water supply to the property. All pipe work should be thoroughly examined to check for defects. Any lead pipe work should be removed and replaced in copper.</p>	<p>£ [REDACTED]</p>
<p>5.20 Drainage Foul drainage pipework discharges into main sewer. It is understood that the property has a combined foul and rainwater drainage system.</p>	<p>The drainage system has not been inspected.</p>	<p>Undertake CCTV drainage survey to determine any defects. Undertake remedial repairs to the system.</p>	<p>£ [REDACTED]</p>
<p>5.21 Toilet Facilities The toilet facilities comprise of one female toilet with single wash-hand basin and one male toilet with single wash-hand basin within the basement. There is also a sink to the main former library, opposite the entrance.</p>	<p>The toilets and wash-hand basins are in a fair condition, although aged and in need of cleaning.</p>	<p>Clean up sanitaryware.</p>	<p>£ [REDACTED]</p>

Client name : Southwark Council

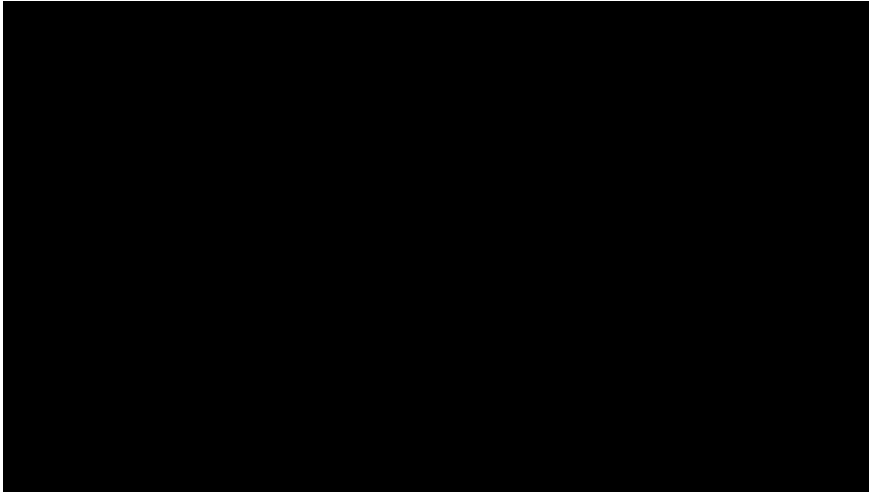
Project title : Burgess Park Old Library

Job nr : 141238

Issue: 2

6.0 SUMMARY

6.1 Maintenance Costs



6.2 Items Not Allowed For

There are certain items that have not been allowed for within this survey and cost estimate. There has been no allowance made for any required changes to the internal layout of the property or for asbestos removal.

Other Exclusions:-

- Furniture.
- Full Disabled Access Audit.
- Structural remedial works following reporting from the recommendations of a Structural Engineer.

Client name : Southwark Council

Project title : Burgess Park Old Library

Job nr : 141238

Issue: 2

7.0 DELETERIOUS MATERIALS

Whilst we have not carried out any intrusive tests for the presence or otherwise of deleterious materials, in view of the age and construction of the building we are by law required to presume asbestos is in the building as we have no evidence to say that it is not.

ASBESTOS

The building dutyholder is required by law to comply with Control of Asbestos Regulations 2012. However this survey report does not fulfil any of the obligations prescribed by these regulations. Specifically the building dutyholder must comply with regulation 4 the duty to manage. Further details can be found from the Health and Safety Executive at <http://www.hse.gov.uk/>.

The dutyholder in relation to the Control of Asbestos Regulations is defined as the person or organisation that has clear responsibility for the maintenance or repair of non-domestic premises through an explicit agreement such as a tenancy agreement or contract.

Where there is no such agreement or where the premises are unoccupied the duty is placed on whoever has control of the premises or part of the premises.

We had sight of part of an asbestos survey undertaken by Invicta Analytical Services Ltd dated 21st November 2011, covering the Butterfly building. This noted that asbestos-containing materials were discovered within various parts of the property, with details within Appendix 2.

8.0 INACCESSIBLE AREAS

You will appreciate we could not inspect parts of the structure or services that are covered, inaccessible or not exposed. We cannot therefore report that they are free of any defect that may subsequently become apparent. This also applies to all underground or external but concealed service ducts, pipes, cables, etc.

We were not able to access the ceiling void below the main pitched roof area to the former library and the areas of the roof areas which could not be viewed from ground level.

9.0 ACCESIBILITY

The property is over three storeys, however, there are steps and ledges into the property meaning wheelchair access may not be possible. We are unable to confirm if the facilities provided meet current legislation, although wheelchair access would be extremely difficult. It is not known whether Southwark Council currently has any disabled residents, however, looking towards the future this may be something to consider.

10.0 MEANS OF ESCAPE

The building has two means of escape to the former public library end of the site. However, the means of escape to the rear of the property take you into an fenced area which is not suitable as a means of escape unless access is cleared and various repairs are undertaken, as previously described. In addition to this lighting and signage will need to be tested and reviewed.

Client name : Southwark Council

Project title : Burgess Park Old Library

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Issue: 2

11.0 THIRD PARTY CLAUSE

In accordance with our standard practice we must state this report is confidential to the party to whom it is addressed and their professional advisers.



Signed:

For Ridge and Partners LLP

Dated: 30 June 2014

Inspection Report

RIDGE

Client name : Southwark Council

Project title : Burgess Park Old Library

Job nr : 141238

Issue: 2

APPENDIX 1

PHOTOGRAPHS

Inspection Report

Client name : Southwark Council
Project title : Burgess Park Old Library
Job nr : 141238

Issue: 2



1 VIEW SHOWING SLIPPED AND MISSING TILES TO ROOF



2 BRICKWORK STAINING TO LEFT-HAND SIDE OF ENTRANCE TO NORTHERN ELEVATION

Inspection Report

Client name : Southwark Council

Project title : Burgess Park Old Library

Job nr : 141238

Issue: 2



3 DAMAGE TO PORTLAND STONE PILLARS TO FRONT ENTRANCE

4 REAR ROOF AREA TO FORMER LIBRARY, SHOWING SPALLING BRICKWORK TO PARAPET

Appendix 13

Heritage Building Assessment

Prepared by:

Built Heritage Consultancy

Old Library Building & Washhouse, Camberwell Heritage Assessment

February 2016



Built Heritage
Consultancy

Old Library Building & Washhouse, Camberwell

Heritage Assessment

February 2016

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4.0	Policy & Legislation	19
5.0	Assessment of options, threats and opportunities	24
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The Built Heritage Consultancy Limited is registered in England, number 7314300. Registered office: 5 The Chambers, Vineyard, Abingdon, OX14 3PX.

1.0 Introduction

1.1 The Building

The Old Library Building and Washhouse on Wells Way in Burgess Park is a Grade II listed building of 1901-02, still owned by Southwark Council. It remains as one of two public buildings, the other the former St George's Church, that serve as a reminder of the community who lived and worked in the dense inner urban housing and industry built up in this area of North Camberwell from the early 19th century, and that was gradually resettled after the Second World War to create much needed open space. From the 1960s the population was rehoused in the new high and mid-rise Aylesbury and Gloucester Grove Estates and the 'Camberwell Open Space' was created, with the first patches of green named Burgess Park in 1973, after Alderman Jessie Burgess, Camberwell's first woman mayor (1945-47). The work carried on subsequent and the series of green spaces were linked in 1980-82, about the time the library use ceased.

The building was listed as being of special architectural and interest in 1972. It also has social importance as a physical reminder of social history of the area up until the late 20th century, and as a manifestation of the philanthropic movement in England that started in the mid 19th century and lasted up to the Second World War, with public libraries, baths and wash houses being funded by the Parish Vestry Boards, later the new local authorities, with a tremendous amount of help from philanthropic families.

1.2 This report

The Built Heritage Consultancy, as part of the wider team, has been asked to produce a heritage assessment to understand the building and its significance. This will assist the formation of options for the future of the building for the Friends of Burgess Park.

This report forms an initial heritage assessment, to meet the needs of the present project brief. In time it would be beneficial for this assessment to be expanded, e.g. to form part of a Conservation Management Plan for the building, as would be required for a grant application to a body such as the Heritage Lottery Fund.

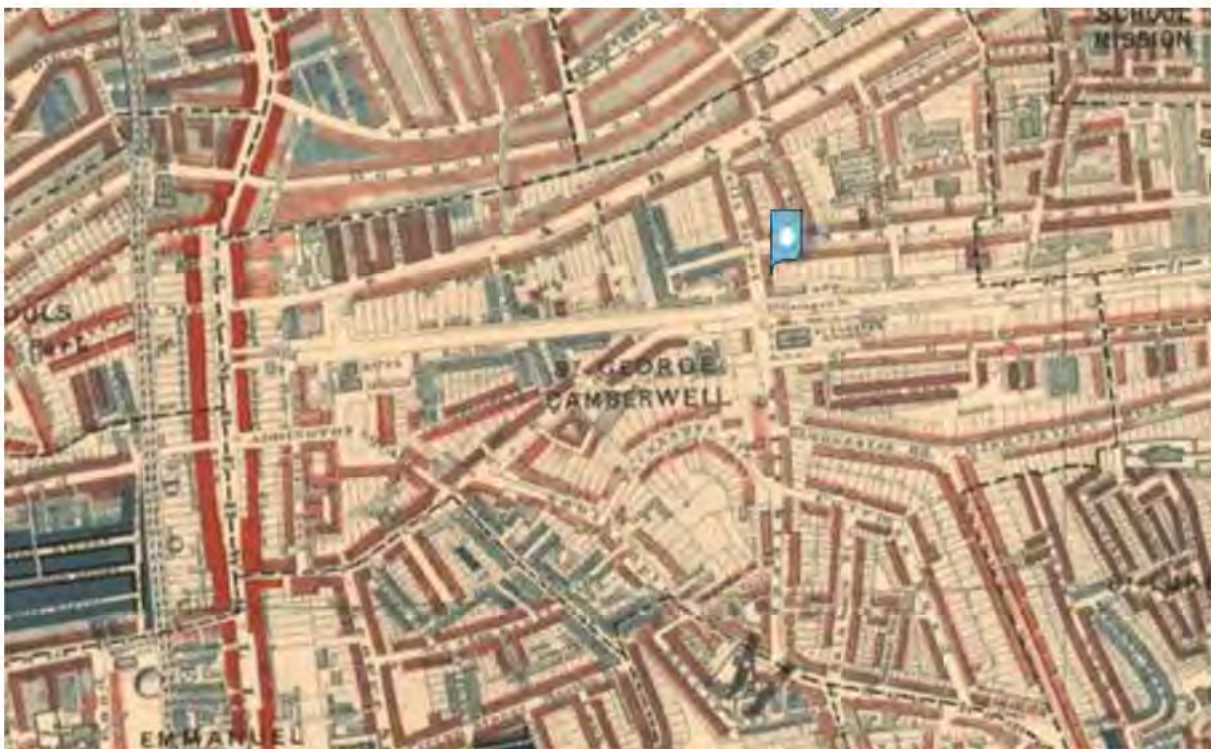
The site was visited by Charles Wagner and James Weeks on 16 October and 23 November 2015, and this report was drafted by Charles Wagner and reviewed by James Weeks. It should be read together with the reports of Colin Blunden of Plincke and plans of Richard Davies of MRDA.

2.0 Understanding

2.1 The North Camberwell Area and the building

This area of London between the parishes of Camberwell, Newington and Bermondsey was fields (as shown on John Rocque's map of 1746) until around 1800. The building up of the area started as ribbon development in the late 18th century along the routes out of London, the Walworth Road / Camberwell Road and Old Kent Road. The expansion of the Surrey Docks led to the construction of the Grand Surrey Canal in 1801-10 to take goods from the docks to Croydon and this helped stimulate development. Albany Road was laid out through fields soon after to link Walworth Road with Old Kent Road, along with Wells Street which ran south off it to cross the canal and continue on towards Camberwell village. Wells Street was lined with late Georgian terraced houses, interrupted the canal with its wide towpaths and warehouses, factories and yards. St George's Church was built south of the canal in 1822-24 to the designs of Francis Bedford, and had a vicarage behind it in the form of a Regency villa.

In 1801 the population of Camberwell was 7,059; by 1900 it was 259,425. The transformation from spacious late Georgian suburbs to dense urban areas for the poorer working classes was gradual. Charles Booth's Map of Camberwell 1898-9 shows Wells Street along with Neate Street (which ran off Wells Street across the North end of the library parallel to the canal) as 'comfortable' but the streets to the west were 'poor'.



Extract of Charles Booth's poverty map of Camberwell 1898-9: library & public baths marked: Source LSE Library

The Metropolitan Borough of Camberwell replaced the vestry of the civil parish of St. Giles, Camberwell, in 1900, under the terms of the London Government Act 1899. The new library and

wash house would have been one of the first public buildings that it commissioned and had built. The land for it, occupied by a small brewery, was donated by Lord Llangattock (of the Rolls family: motor car dealers who set up Rolls-Royce in 1904). The site was on Wells Street and ran from the corner with Neate Street to offices and a warehouse beside the canal bridge, as shown in the aerial photograph.



Aerofilms aerial photograph of Wells Way in 1946, showing temporary pre-fab bungalows replacing bombed housing. The site is marked on the left. Source Historic England Archives

The 20th century history of the site is of gradual adaptation. The library opened with no specific children's library, but this was remedied in the 1920s. Meanwhile, the public baths and wash house underwent structural alterations which may have been due to a change in furnace and boiler but could also have been to make the basement suitable for use as an air raid shelter. Post war both uses went into decline as the neighbourhood was cleared, and with the rise in the percentage of homes with bathroom facilities and wash machines. The wash house closed in the 1960s and the library in 1980. The buildings around including Neate Street and those beside the canal were demolished in the 1970s, opening two new facades of the building to view. The

'Camberwell Beauty' mural of faience tiles, made around 1920 by Royal Doulton, was fixed to the remodelled south façade around 1982; it was relocated from the demolished Samuel Jones factory nearby.

The building has since had a number of uses. The men's public baths and wash house on the ground floor was leased in 1981 to Lynn AC, Britain's oldest amateur boxing club. The women's public baths on the first floor are now used as a church. The former library has been through a number of community uses. Groundwork Southwark had works carried out to the former library in 1995. It is now used by the Wells Way Pop Up and the building has been opened as part of London Open House.

2.2 Public Buildings: Libraries, Museums and Baths & Wash Houses

The Public Libraries Act of 1850 and the Public Health Act of 1848 were two of a plethora of liberal-driven political and social reform initiatives which emerged during the 19th century, as the social ramifications of the industrial revolution became apparent. The expanding and migrating working populations, generally moving from rural poverty with the depressed state of agriculture to burgeoning industrial urban environments, caused the development of vast new suburbs and overcrowding in urban centres, many of which developed into slum districts. The physical and moral health of people in these unprecedented circumstances became topics of great concern to sections of the growing middle and governing classes. The years from 1830 until 1850 saw the passing of the Parliamentary Reform Act in 1832, which included giving new industrial towns MPs, and the Factory Acts between 1833 and 1850, which brought in certain safety measures and banned child labour.

In 1844 the Committee for Promoting the Establishment of Baths and Wash-Houses for the Labouring Classes was formed with the Bishop of London as president. The Bishop petitioned for a bill for the regulation of public baths and in 1846 Sir George Gray introduced the bill which became the first legislation for public bathing establishments and empowered local authorities to fund the building of public baths and wash houses. The first London public baths was opened at Goulston Square in Whitechapel, in 1847 with the HRH Albert Prince Consort laying the foundation stone. Public baths and wash houses appeared all over London set up in the main by Parish Vestries but with the growing support of philanthropic families.



View of the Frederick Street washhouse & Hornsey Road public baths in the early 20th century: Source Wikipedia

Although unthinkable at the beginning of the 19th century, by the time of the 1850 Libraries Act the idea of using public funds to provide libraries had antecedents. In 1845, William Ewart's Museums Act provided the first opportunity for local authorities to provide 'free' libraries, albeit in or as annexes to buildings ostensibly designed for a different purpose; Canterbury, Warrington and Salford each exploited the Act to attach free libraries to local museums. The subsequent Public Libraries Act of 1850 allowed, but did not compel, municipal boroughs in England and Wales to establish public library facilities and staffing, but not books and other materials, using funds raised from the rates at a maximum of half a penny in the pound. However, by 1867, only 27 authorities in Britain had adopted library legislation; the penny rate often limited the means of local authorities to provide library buildings, especially in depressed areas with many low-rated properties, even where the will to do so existed, without substantial private subsidy.

The slow trend was reversed two decades later amidst the national excitement generated by the celebration of Queen Victoria's Golden Jubilee in 1887; in that year alone, 77 new libraries were established. It was during the 1880s and 90s, however, that a new pattern of organised private philanthropy emerged in Britain which would provide both the motivation and means for previously sluggish or impoverished local authorities to adopt the Act. It was during this period that the previous level of provision was dramatically overtaken as a vast number of small and medium sized libraries were built – often bearing the name of the benefactor, chief among whom were John Passmore Edwards, MP and newspaper proprietor, Henry Tate, the sugar merchant, and Andrew Carnegie, a Scottish-American steel magnate.

The Cornishman John Passmore Edwards, who made a fortune as a newspaper owner and was briefly a Liberal Member of Parliament, endowed 15 public libraries in his home county alone,

most being formally styled the 'Passmore Edwards Institute' and went on to build as many in London, most using his favoured architect Maurice Bingham Adams. By far the most prolific benefactor was Andrew Carnegie who gifted his first library in Scotland in 1883, but his first in England was not until 1904. Construction continued at varying rates, albeit interrupted by the First World War, until 1939, with virtually all architectural styles being employed for buildings which ranged from the extremely modest to the ostentatious and grandiose.

The idea of combining a library, or indeed public baths and wash houses, with other public facilities was not unique - what is unusual is the particular combination in this case.

2.3 The Building

Once the site had been identified after the offer of the brewery site by Lord Llangattock, John Passmore Edwards contributed £24,000 for the library. Given Maurice Adams' close relationship with Passmore Edwards, it is not surprising that he was selected as architect. The foundation stone was laid by Lady Llangattock in July 1901 and the building was designed jointly by Maurice Adams FRIBA and William Oxtoby, AMICE, who as the Borough Engineer to Camberwell was responsible for the 'wet' side of boiler, baths and wash house. It was opened in April 1903.

It is a long rectangular building on the part of Wells Way rising southwards to cross the (former) canal. The library is at the north end and the former baths and wash house take up the other three-quarters of the building. It is of 2 storeys with three gables and a ridged roof at right angles, which together form a variety of styles linked by the white stone, red brick and clay tiles into a coherent arrangement. As the *Buildings of England, London: South* states, it is "a picturesque group with Baroque north porch, Gothic gable, Tudor windows and a Queen Anne bay window, and yet quite successful and typical of 1900". The list description shows the highly eclectic nature of the design:

Public baths and wash house, later public library and sports club, now offices. 1902. By Maurice Adams, architect. Red brick with Portland stone banding and other details. Picturesque group combining different styles in its various features. EXTERIOR: former baths and wash house: 2 storeys; left-hand section (formerly baths) has 3 Gothic-style gables with geometric stone inlay to main frontage. 2-storey right gabled bay, flanked by corner stone pinnacles over banded pilasters resting on decorative corbels with mermaids, has moulded granite round-arched entrance with steps and double doors. On 1st floor above is Tudor-style mullioned and transomed 3-light window beneath modillion cornice and plaque in gable. Other main windows similar style. 2-storey centre gabled bay has coupled, 3-light windows to ground floor and 3 grouped windows to 1st floor. Left-hand gabled bay is 1 tall storey only, forming gable end of north-facing library block which lies at right angles to former baths and wash house. It has 3 grouped windows, the centre on a Queen Anne-style canted bay with tympanum over. Right section is former laundry of 2 storeys in similar style with tiled roof and smaller doorway. 1 large semicircular window to ground-floor with red brick dressings and stone key. 3 windows above; plaque between floors. Gabled right return. Tall brick chimney to rear with stone

banding and cornice. Public library to north return (Neate Street) has high pitched red tile roof with raftered eaves. 1 storey only, 3 bays. Steps up to Baroque-style stone portico of modified Ionic columns supporting break-front cornice and segmental pediment with coat of arms in tympanum. Stone figures of readers at either side of pediment, resting on extended cornice. Stone faced, battlemented centre bay behind pediment projects from side walls. Stone gable with rose window rises behind battlements. Side sections have 3-light windows with cornice and brick panels beneath. Continuous string at ground floor sills and another beneath panels. INTERIOR: not inspected.



Illustration of the proposed building in *The Building News*, 1901

The piers and railings at the front and north elevation are separately listed and are contemporary. Their list description notes: *Wrought-iron corner pylons flanking main entrance to former baths and decorative wrought-iron railings continuing around building with fleur-de-lys standards at intervals.* The rails are set in Portland stone copings on low brick walls.

There is a good description of the building and its craftsmen in the *London Argus* of April 1903:

"The elevations are in red brick, with Portland stone and Hopton Wood stone dressings. Glazed brick is extensively used inside, and Broseley tiles for the roofs. Norwegian granite is utilised for the baths entrance. Messrs Benham & Sons did the engineering work, and Messrs Coules & Sons are responsible for the wrought iron work and fence, which is a rather fine piece of work, and executed to Mr Maurice Adam's large details. Messrs Gunthorpe & Horsman, of Camberwell New

Road, were entrusted with the carving, and the leaded glass was executed by Messrs Aldam, Heaton & Co. The metal casements were supplied by Burt & Potts; the baths by Messrs Doulton & Co, and the valves by Messrs Jennings, of Lambeth."



Photograph shortly after completion: note the slope up Wells Street: Source MLA

Interior

Of the interiors, the library was the only part to have many decorative features. Inside the porch is an arched glazed screen to a vestibule, with a similar glazed screen to the upper part of the opposite side, beneath which a reception counter has been inserted. To each side are half glazed screens with doors. Inside the main library space, the side walls of the rectangular vestibule ran further so as to form a staff counter in the centre. Some parts of this division remain today on the east side as a glazed screen that continues as a timber arch beneath a beam, but other divisions have been removed. On the east wall is a full height blind arch; whereas the west wall features a tall bay window set within an arched opening, with one further tall window on each side. The south wall is effectively blank; the north wall has two triplet windows. Over the west half of the former library are two exposed timber trusses; the centre and eastern parts have flat ceilings with large timber skylights lit from rooflights above.

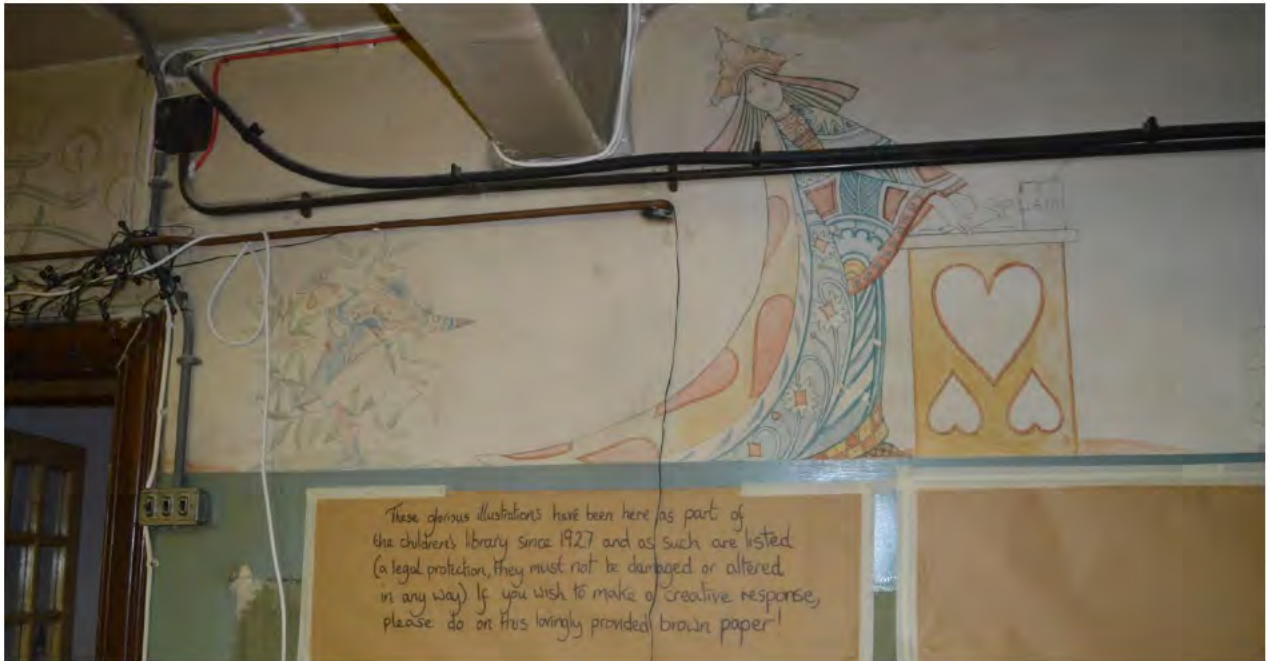
The library only has a basement under its west half and this was originally accessed by a spiral staircase. In 1927 a children's library was created there, and a new entrance made from beside the north porch using the existing western lightwell. On one wall of the children's library are the



Present interior of the former library with the lobby compartment on the left and screen on the right



Present interior of former library with blind arch in north east corner (offering potential for an opening giving equal access from the park)



Illustrations on the walls of the children's library dating from 1927



Interior of former women's baths on first floor, now in church use



Former men's baths on the ground floor, now a boxing club



Former washhouse space on ground floor, now a boxing club

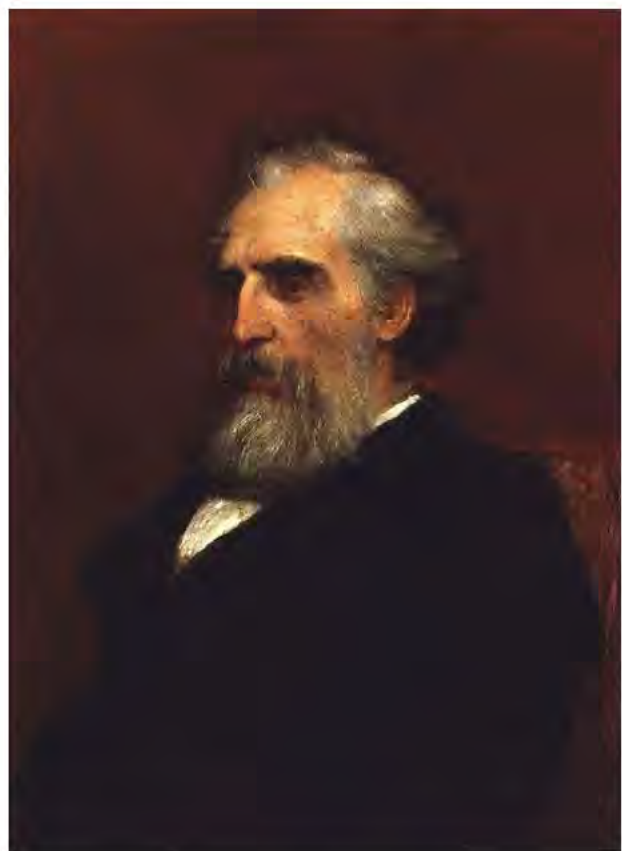
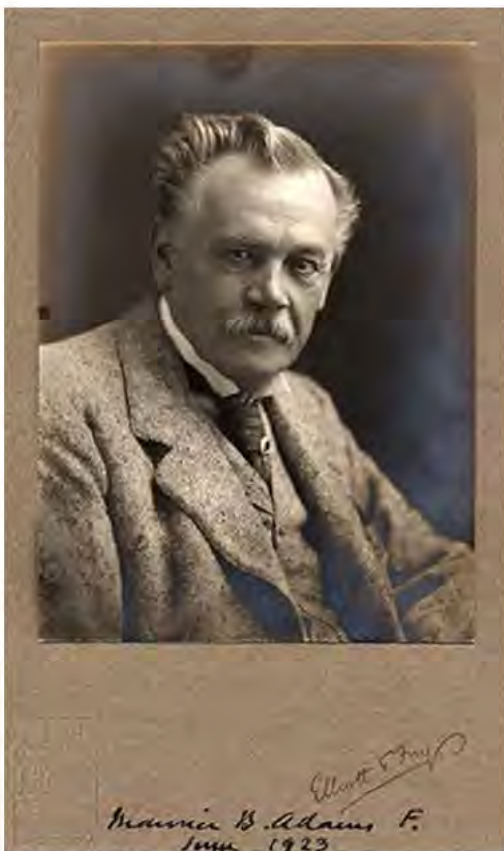


Basement area showing robust character of the spaces with tiles walls and internal windows

2.4 Maurice Bingham Adams and John Passmore Edwards

The architect Maurice Bingham Adams was well-known to John Passmore Edwards, who had made him editor of the *Building News* in 1872, a post which he retained until 1923. Adams was an experienced architect, who lived in Bedford Park and worked with Richard Norman Shaw and E J May on the second phase of houses there. He gained the commissions for the Camberwell Polytechnic & Art Gallery, as well as Shepherd's Bush library and Acton library also for Passmore Edwards.

John Passmore Edwards owned two publications: *Building News* and *The English Mechanic*, which offered practical advice, industry news and forthright editorial to the artisan classes. They formed the main source of his wealth, which he was later able to spend on philanthropy.



Photograph of Maurice B Adams, and a portrait by George Frederick Watts of John Passmore Edwards. Source: passmoreedwards.org.uk

2.5 Camberwell Beauty and paved area

The Camberwell Beauty butterfly, *Nymphalis Antiopa*, also known as the Mourning Cloak or Grand Surprise, was first discovered in Britain on Coldharbour Lane, Camberwell in 1748, and was very likely a Scandinavian immigrant. Adopted in 1919 as the emblem of Samuel Jones & Co, a print merchant based on Southampton Way, as a demonstration of the technique of printing multiple colours on a piece of paper, it was produced in 1920 on a set of tiles by Doulton's in Lambeth. This large mural was prominently placed on their factory and became a local landmark.

When the factory was demolished in 1982, it was saved and re-erected on a new brick face added to the south gable.

Adjacent to this elevation is a paved area created as Jubilee Plaza to celebrate the Queen's Silver Jubilee in 1977. It used recycled granite setts from former industrial sites and roads within the area. This open area was created on the site of a demolished 19th century canalside industrial building. The canal itself has been filled in and now forms a pedestrian and cycle underpass beneath Wells Way.

3.0 Significance

3.1 Assessing the Significance of Heritage Assets

Assessing 'significance' is the means by which the cultural importance of a place and its component parts is identified and compared, both absolutely and relatively. The identification of areas and aspects of higher and lower significance, based on a thorough understanding of the site, enables proposals to be developed which safeguard and, where possible, enhance the character and cultural values of a place. The assessment is an essential step towards the identification of areas where greater or lesser amounts of change should be considered, as well as locations where change might enhance our understanding and appreciation of the site's significance.

The significance of a 'heritage asset' is defined in Annex 2 of the National Planning Policy Framework as:

the value of a heritage asset to this and future generations because of its heritage interest. That interest may be archaeological, architectural, artistic or historic. Significance derives not only from a heritage asset's physical presence, but also from its setting.

These interests can be described as:

Historic Interest: An interest in past lives and events (including pre-historic). Heritage assets can illustrate or be associated with them. Heritage assets with historic interest not only provide a material record of our nation's history, but can also provide an emotional meaning for communities derived from their collective experience of a place and can symbolise wider values such as faith and cultural identity.

Architectural and Artistic Interest: These are the interests in the design and general aesthetics of a place. They can arise from conscious design or fortuitously from the way the heritage asset has evolved. More specifically, architectural interest is an interest in the art or science of the design, construction, craftsmanship and decoration of buildings and structures of all types. Artistic interest is an interest in other human creative skill, like sculpture.

Archaeological interest: There will be archaeological interest in a heritage asset if it holds, or potentially may hold, evidence of past human activity worthy of expert investigation at some point. Heritage assets with archaeological interest are the primary source of evidence about the substance and evolution of places, and of the people and cultures that made them.

Historic England's *Conservation Principles* (2008) includes a methodology for assessing significance by considering 'heritage values' which broadly align with the 'interests' of the NPPF.

These are arranged in four categories:

Evidential (or archaeological) value – the physical aspects of a building that yield evidence about its past.

Historical value – the extent to which the building is associated with or illustrative of historic events or people.

Aesthetic (architectural / artistic) value – includes the importance of buildings or places for their design, visual, landscape and architectural qualities.

Communal value – includes the importance of buildings or places to societies and communities, including for local identity.

3.2 Assessing the Significance of the site

Historical interest

The building is a rare type of combined public building. It is one of the last remaining public buildings of the community of north Camberwell (along with St George's Church). It also exemplifies late 19th and early 20th century philanthropy and how facilities for health and learning were brought to the poorest urban communities.

Architectural and artistic interest

Built during the period when craftsmanship was at its highest level and with a budget of £24,000 for the library and exterior main elevations, there was considerable money to spend on the exterior stone carvings. The design is that of an assured architect who was conversant with English architecture from 1600 onwards, and a practitioner of the Arts & Crafts movement who understood how to use the best materials and get the best from skilled craftsmen.

Archaeological interest

The fact that the building has not received much investment since the Second World War means that though the baths and washing sinks and other equipment such as the furnace and steam boiler have gone, it is possible to trace their positions on the floors and walls. There are also a number of other features and fittings that have survived that may be of interest.

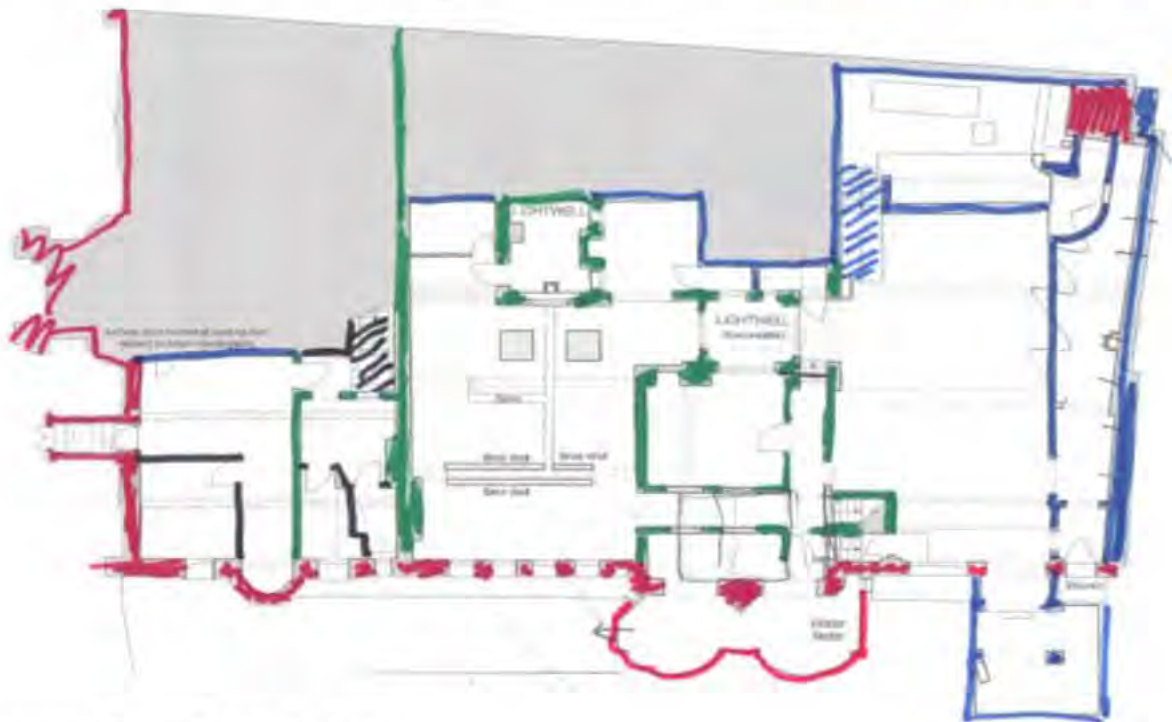
Communal value

The building stands along with the nearby listed church as an important physical reminder of the historic community of north Camberwell. To the families who still live in the area, and those who come back to see it, the building is a focus for their memories. To all those visiting Burgess Park it has the capacity to remind them how the park was created by clearing a substantial neighbourhood.

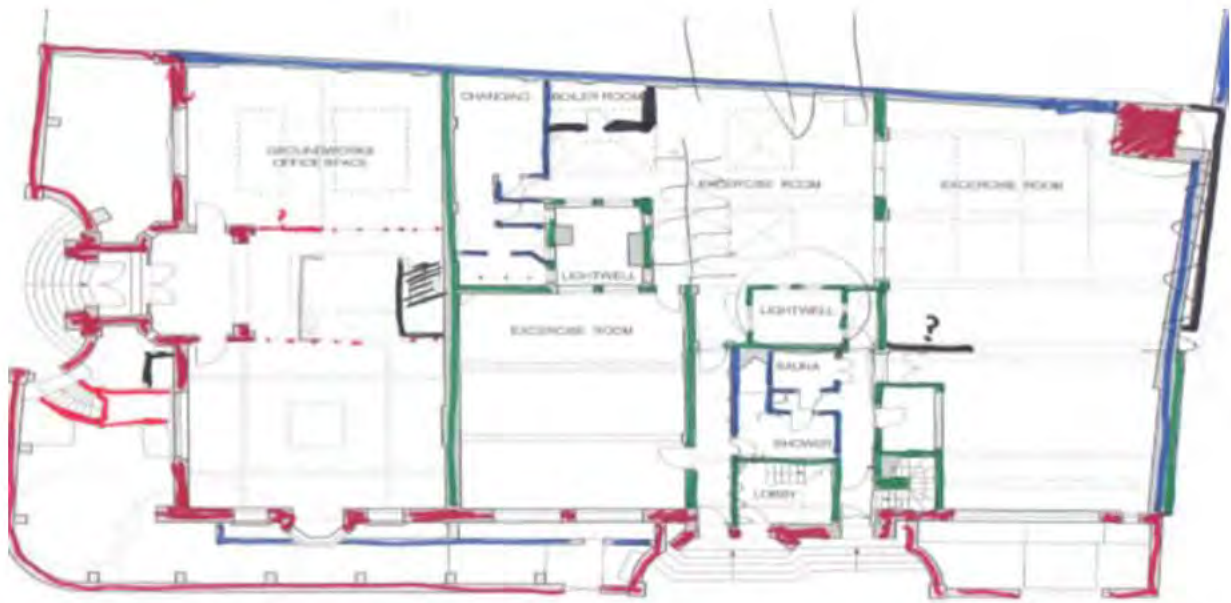
3.3 Assessing the Significance of the fabric

<i>Level of significance</i>	<i>Description</i>
HIGH	The element is relatively intact, has special interest and makes an important contribution to the wider significance of the site.
MEDIUM	The element has been altered, has less interest, and its contribution to the wider significance is less important
LOW	The element has been significantly altered, has a low level of integrity, or the special interest has largely been lost, and it makes little contribution to the wider significance of the site
NEUTRAL or NEGATIVE	The element is historically unimportant, or actively detracts from the significance of the site through poor character or preventing historic features from being better understood.

Sketch plans of the site showing the significance of the various parts [final versions to follow]:



Basement Plan - as existing 1:125



Ground Floor Plan - as existing 1 : 125



First Floor Plan - as existing 1 : 125

4.0 Policy & Legislation

As the Old Library Baths and Washhouse, and the front railings, are both Grade II listed, any proposals which would affect the special interest of their fabric will require listed building consent alongside planning permission. Furthermore, as the building lies within Burgess Park, any proposals will be assessed in terms of the impact they might have on that area's character and appearance. The proposals are therefore subject to a range of national, regional and local authority heritage policies in addition to normal planning policy, and where relevant these are set out below.

4.1 Legislation

Listed buildings and conservation areas are subject to the *Planning (Listed Buildings and Conservation Areas) Act 1990*, as amended by various Acts, most lately the Enterprise and Regulatory Reform Act 2013. Section 7 of the *Planning (Listed Buildings and Conservation Areas) Act* provides that listed building consent is required for:

any works for the demolition of a listed building or for its alteration or extension in any manner which would affect its character as a building of special architectural or historic interest ...

Section 16(2) of the Act states that:

In considering whether to grant listed building consent for any works the local planning authority ... shall have special regard to the desirability of preserving the building or its setting or any features of special architectural or historic interest which it possesses.

With regard to applications for planning permission affecting the setting of listed buildings, Section 66 of the Act requires that:

in considering whether to grant planning permission for development that affects a listed building or its setting or whether to grant listed building consent, the local authority shall have special regard to the desirability of preserving a listed building or its setting or any features of special architectural or historic interest which it possesses.

Conservation area designation introduces a general control over the demolition of unlisted buildings and provides the basis for policies designed to preserve or enhance all the aspects of character or appearance that define an area's special interest. Section 72 of the Act requires that:

in considering whether to grant planning permission with respect to any buildings or other land in a conservation area, the local planning authority shall pay special attention to the desirability of preserving or enhancing the character or appearance of that area.

4.2 National Heritage Planning Policy

National heritage policy governing the application of the primary legislation is contained within section 12 of the National Planning Policy Framework (NPPF, March 2012). Paragraph 128 of the NPPF requires applicants to:

describe the significance of any heritage assets affected, including any contribution made by their setting. The level of detail should be proportionate to the assets' importance and no more than is sufficient to understand the potential impact of the proposal on their significance.

This Heritage Statement meets these requirements at an appropriate level of detail.

The relevant sections of the NPPF are as follows:

129. *Local planning authorities should identify and assess the particular significance of any heritage asset that may be affected by a proposal (including by development affecting the setting of a heritage asset) taking account of the available evidence and any necessary expertise. They should take this assessment into account when considering the impact of a proposal on a heritage asset, to avoid or minimise conflict between the heritage asset's conservation and any aspect of the proposal.*
131. *In determining planning applications, local planning authorities should take account of:*
- *the desirability of sustaining and enhancing the significance of heritage assets and putting them to viable uses consistent with their conservation;*
 - *the positive contribution that conservation of heritage assets can make to sustainable communities including their economic vitality; and*
 - *the desirability of new development making a positive contribution to local character and distinctiveness.*
132. *When considering the impact of a proposed development on the significance of a designated heritage asset, great weight should be given to the asset's conservation. The more important the asset, the greater the weight should be. Significance can be harmed or lost through alteration or destruction of the heritage asset or development within its setting. As heritage assets are irreplaceable, any harm or loss should require clear and convincing justification. [Substantial harm to or loss of a grade II listed building should be exceptional.]*
133. *Where a proposed development will lead to substantial harm to or total loss of significance of a designated heritage asset, local planning authorities should refuse consent, unless it can be demonstrated that the substantial harm or loss is necessary to achieve substantial public benefits that outweigh that harm or loss, or all of the following apply:*

- *the nature of the heritage asset prevents all reasonable uses of the site; and*
- *no viable use of the heritage asset itself can be found in the medium term through appropriate marketing that will enable its conservation; and*
- *conservation by grant-funding or some form of charitable or public ownership is demonstrably not possible; and*
- *the harm or loss is outweighed by the benefit of bringing the site back into use.*

134. *Where a development proposal will lead to less than substantial harm to the significance of a designated heritage asset, this harm should be weighed against the public benefits of the proposal, including securing its optimum viable use.*

4.3 Regional Heritage Planning Policy

The Greater London Authority's *London Plan* (2015) contains heritage guidance in Policy 7.8, the relevant parts of which are as follows:

- C *Development should identify, value, conserve, restore, re-use and incorporate heritage assets, where appropriate.*
- D *Development affecting heritage assets and their settings should conserve their significance, by being sympathetic to their form, scale, materials and architectural detail.*

4.4 Local Heritage Planning Policy

Southwark Council is now reviewing the Southwark Plan 2007 and Core Strategy 2011 to prepare a local plan called the New Southwark Plan. The preparation of the New Southwark Plan has now reached the 'Preferred Option' stage and the Preferred Option consultation is being carried out at present until 12 February 2016. The relevant Policy in the Core Strategy of 2011 is Strategic Policy 12 – Design & Conservation:

Our approach is Development will achieve the highest possible standards of design for buildings and public spaces to help create attractive and distinctive places which are safe, easy to get around and a pleasure to be in. We will do this by

1. *Expecting development to conserve or enhance the significance of Southwark's heritage assets, their settings and wider historic environment, including conservation areas, archaeological priority zones and sites, listed and locally listed buildings, registered parks and gardens, world heritage sites and scheduled monuments.*
2. *Carefully managing the design of development in the Thames Policy Area so that it is sensitive to the many special qualities of the River.*

3. Making sure that the height and design of development conserves and enhances strategic views and is appropriate to its context, the historic environment and important local views.

How we will achieve our vision to improve our places: ...

SO 2F: Conserve and protect historic and natural places.

There are at present saved policies from the Southwark Plan 2007 but perhaps more relevant for the the considering future proposals for the building is the Policy in the emerging New Southwark Plan:

DM14 Listed buildings and structures

Planning Permission and/or Listed Building Consent will only be granted for development that:

1 Avoids unjustifiable harm to the significance of listed buildings and structures and their settings by conserving and enhancing:

1.1 The historic fabric, architectural style and features, construction methods, curtilage, site layout, plan form and readability, and land use; and

1.2 The contribution of the building to its setting or its place within a group; and

1.3 Views that contribute positively to the significance of the building or structure or their setting.

2 Enables the viable use of listed buildings and structures that is consistent with their on-going and long term conservation.

3 Provides adequate justification for any harm to the significance of the listed building or structure that results from the proposal.

Reasons We recognise the importance of Southwark's built heritage as a community asset and will seek the conservation and enhancement of this asset as required by the Planning (Listed Buildings and Conservation Areas) Act 1990. Southwark has around 2500 listed buildings. These historic features can define local character, providing a sense of place and enriching the townscape.

All applications for listed building consent will require a design statement, including details of the protection of any retained fabric, and a detailed statement setting out the justification, design approach and methods of any building work to the listed building.

DM16 Conservation of the historic environment and natural heritage

Planning permission will only be granted for development that:

1 Conserves and enhances the significance of the following heritage assets and their settings:

a Scheduled monuments;

b Protected London squares;

c Registered parks and gardens;

d Trees within the curtilage of a listed building;

e Trees that contribute to the historic character or appearance of conservation areas;

f Trees that are subject to a Tree Preservation Order (TPO)

g Ancient hedgerows;

h Buildings and land with Article 4(1) directions inside and outside conservation areas.

2 Enables the viable use of the heritage asset that is consistent with its on-going and long term conservation;

3 Provides adequate justification for any harm to the significance of the heritage asset that results from the proposal.

Reasons: Southwark possesses a wide variety array of historic assets of local, regional and national importance. They help define our historic character, provide a sense of place and enrich the townscape.

5.0 Assessment of options, threats and opportunities

5.1 Initial ideas for the better use of the Old Library & Washhouse

At present the building though occupied is costing more for Southwark Council to operate, secure and maintain than is being raised by rental income. However if the opportunity is taken to relocate some of the existing tenants to accommodation that better suits their needs, then it should be possible to find new uses for the building that bring in sufficient income to cover the cost of its ongoing repair, maintenance and security while maintaining part of the building for community uses. Linked to this continuing community use is the need to make the building more accessible. There are options for doing this without affecting the building's significance.

Our assessment of the significance of the building has shown that the areas of high significance are the main elevations to the north and west and the library interior. Areas of lower significance include the east elevation into the park and most of the south elevation (though the chimney and mural are of higher significance). The interior of the washhouse and public paths was stripped out when those uses ceased, and apart from the office and staircase to the first floor there is little of significance within the spaces. There is more significance than expected in the basement, where there are some unusual spaces and interesting wall finishes, but the overall structure is robust and can be quite radically adapted.

5.2 Threats and Opportunities

The building at present is underused and gently decaying, and with the present uses continuing in the building there is little prospect that they would ever bring in enough income to cover the revenue costs of looking after it. Proposals to close Wells Way from Albany Road to St George's Way, whilst removing through traffic in Burgess Park running past the building, could further isolate it. Any new uses need to complement and not compete with existing facilities in Burgess Park if they are to be sustainable. There are accessibility issues to all parts of the building.

However, the building remains in the centre of its community in Burgess Park. It is also within close proximity to several major educational institutes, and this area of north Camberwell is seeing major investment in regeneration by Southwark Council and Notting Hill Housing. The robust nature of the washhouse and baths (two-thirds of the building) mean that they could be adapted to a variety of uses, and the blank east and south elevations offer plenty of scope to provide new entrances and bring more light into the building.

6.0 Conclusion

The Old Library Baths and Washhouse is a fine building with highly significant architecture, and historical value, but it is also potentially quite flexible with various interior spaces and external walls of relatively low sensitivity to change. It has considerable potential to play a strong role in the local community, whilst its ongoing upkeep could be supported by additional uses that bring public benefits, e.g. through encouraging new businesses to set up in the area. Such a model would fit in with the Heritage Lottery Fund's Heritage Enterprise Scheme.

In considering future changes to the building it will be important to view it as one of a group of historic buildings (and others) that make up the building stock within Burgess Park. These give the park character and link it back to the lost neighbourhood, as well as providing facilities for those using the park and living around it.

7.0 Selected sources

Introduction to Heritage Assets: The English Library 1850-1939 by Matthew Whitfield, Simon Taylor, Susie Barson, English Heritage April 2014

The Cambridge History of Libraries in Britain and Ireland (published in three volumes in 2006) edited by Alistair Black and Peter Hoare: it covers every aspect of the history of libraries in Britain; Volume III, 1850-2000, especially Chapter 46 'Storehouses of knowledge: the free library movement and the birth of modern library architecture' by Simon Pepper, is very relevant.

A Survey of Pre-War Libraries in London, by Roger Bowdler and Steven Brindle, (1992)

A New History of the English Public Library: Social and Intellectual Contexts 1850-1914, by Alistair Black (1996).

Funding the Ladder, The Passmore Edwards Legacy, by Dean Evans, 2011

Endangered lives: public health in Victorian Britain, Wohl, Anthony S. (1984), Taylor & Francis, p. 73, ISBN978-0-416-37950-1

<http://www.londongardensonline.org.uk/gardens-online-record.asp?ID=SOU012> entry for Burgess Park

Historic England London Historians' files and historic photograph collection.

36 Sullivan Court
Parsons Green
London SW6 3BY
office@builtheritage.com
020 7371 7660

**Built Heritage
Consultancy**

Appendix 14

Quantity Surveyor Budget Estimates

Prepared by:

Edmond Shipway LLP

Project Management | Cost Consultancy | Mechanical & Electrical Consultancy |
Building Surveying | Project Safety | BREEM Assessors | Sustainability Consultants
www.edmondshipway.com

Burgess Park – Old Library & Wash House

Budget Estimate Nr 2 - Rev B

15th February 2017

Produced by: Gavin Moore

a business based on
people, personalities and performance

edmondshipway
CONSTRUCTION CONSULTANTS

Project: Burgess Park - Old Library & Wash House
Estimate: Budget Estimate Nr 2 Rev B

1 Introduction

This Budget Estimate has been produced at the request of Gundry & Ducker.

The Budget Estimate provides an indication of the potential project cost, at current day prices for the remediation, internal and external alterations and renovation of the Old Library and Wahhouse Building located at Burgess Park

Edmond Shipway have reviewed the comments and costs identified in both Condition Reports carried out. We have not taken into consideration any further dilapidation that may have occurred since the report was carried out. We have also not carried out any measurement of items detailed within the report and have solely priced the works as described in the reports. - Any duplications have been taken into consideration.

To date, no site visit has been carried out.

No site visit has been completed in the preparation of this estimate.

2 Drawings used

Gundry & Ducker

311.DM.01
311.DM.02
311.DM.03
311.EX.01
311.EX.02
311.EX.03
311.EX.04
311.EX.05
311.EX.06
311.EX.07
311.EX.08
311.EX.09
311.GA.01
311.GA.02
311.GA.03
311.GE.01
311.GE.02
311.GE.03
311.GE.04
311.GS.01
311.GS.02
Old Library Condition Report (Ridge LLP)
Bath and Wash House Condition Report (Ridge LLP)
Old Library Bath and Wash House- Heritage Assessment

3 Exclusions & Assumptions

Value Added Tax
Legal Fees
Statutory Authority fees.
Planning & Building Control Fees
Abnormal Ground Conditions / Contaminated Ground
Onerous Planning Conditions
Asbestos Removal
Data/telephony
Inflation
Services Diversions / Assumptions on Services
Oversailing Rights / Party Wall Agreements
Decanting Costs
Client Development Costs
Cost of Land
Section 106/278 agreements
Client Fit Out

Project: Burgess Park - Old Library & Wash House Budget Estimate Nr 2 - Rev B					
Ref	Description	Quantity	Unit	Rate (£)	Total (£)
	<u>EXISTING STRUCTURES</u>				
1	<u>Demolition & Alterations</u>				
	<u>Basement</u>				
A	Demolition of internal walls	1			
B	Remove electrical cupboards and make good walls	1			
C	Isolate and remove redundant sanitary items and make good	1			
D	Demolish plinths and make good	1			
E	Remove existing windows and create new opening	1			
F	Demolish ramp to lower level	1			
G	Demolish retaining wall	1			
H	Fill in channel gully	1			
I	Fill in lower level basement, 750mm Jablite and 150mm concrete slab	1			
J	Fill to make up levels where existing stairs approx. 780mm	1			
L	Fill in basement, approx. 935mm	1			
	<u>Ground Floor</u>				
A	Break through external wall in preparation for new opening	1			
B	Demolition of internal walls	1			
C	Isolate and remove redundant sanitary items and make good	1			
D	Remove redundant kitchen units	1			
E	Isolate and remove redundant sauna and shower facilities	1			
F	Demolition of NO ACCESS office / store	1			
G	Close off stairwell down to basement and install new floor construction	1			
H	Lift up front entrance steps and apply liquid tanking under and reinstate.	1			
	<u>First Floor</u>				
A	Demolish stage	1			
B	Demolition of internal walls	1			
C	Isolate and remove redundant sanitary items and make good	1			
D	Remove 4 Nr Skylights and make good ready for new	1			
E	Remove steel gantry and access ladder	1			

Project: Burgess Park - Old Library & Wash House Budget Estimate Nr 2 - Rev B					
Ref	Description	Quantity	Unit	Rate (£)	Total (£)
Brought Forward					84,500.00
2	<u>NEW WORKS</u>				
	<u>Basement</u>				
A	New retaining wall for light well niches	1	Item		
B	Install new double doors and frame (FD30) with safety glazing	1	Item		
C	Install new single doors and frame (FD30) with safety glazing	1	Item		
D	New masonry wall with Class B red engineering bricks	1	Item		
E	Install new FD60 Solid core painted door and frame with keypad lock	1	Item		
F	Form new concrete steps	1	Item		
G	Install new 75mm timber stud partitions with painted 12.5mm plasterboard face.	1	Item		
H	WC doors to be 44mm solid core doors with veneered wood face	1	Item		
I	Install new steel fixed partition with fire resistant glazing panels	1	Item		
J	New partitions constructed in red engineering bricks	1	Item		
K	Install new metal framed windows	1	Item		
L	Install new steel framed fire resistant safety glazing panels, with steel double doors with safety glazing	1	Item		
M	Allowance to repair and make good all existing windows	1	Item		
N	Allowance to remove paint from all walls to reveal glazed bricks	1	Item		
O	Retain and make good existing fire place	1	Item		
P	Install new fire exit door with push release	1	Item		
Q	Unblock existing opening and install new critical steel window	1	Item		
R	Install new softwood door and frame	1	Item		
S	Remove existing window and replace with new glass pane timber sash window to match original windows	1	Item		
T	Block up existing chimney	1	Item		
U	Remove existing windows and create opening for new lift	1	Item		
V	Formation of new lift pit	1	Item		
W	New 8 person passenger lift within existing lightwell	1	Item		
X	Structural steel support network for new lift	1	Item		
Y	Install new steel framed fire resistant safety glazing panels	1	Item		
Z	Allowance for decorations to ceilings including making good	1	Item		
AA	Allowance for decoration to plastered walls	1	Item		
AB	Allowance for repairs to flooring not specified on Gundry & Ducker drawings	1	Item		
AC	Tanking to basement walls, including stud, insulation and plasterboard finish	1	Item		
AD	Excavate to form fire escape access from the basement, including retaining wall, concrete steps and forming an opening with suitable fire exit door.	1	Item		
Carried Forward					

Project: Burgess Park - Old Library & Wash House Budget Estimate Nr 2 - Rev B					
Ref	Description	Quantity	Unit	Rate (£)	Total (£)
Brought Forward					422,750.00
	<u>Ground Floor</u>				
A	Allowance for new stepped entrance and ramped access to building, including entrance extensions, planter beds and hard landscaping	1	Item		
B	Allowance to remove paint from all walls to reveal glazed bricks	1	Item		
C	New steel framed entrance including double entrance doors	1	Item		
D	Enlarge height of existing opening, fix concrete lintel and steel screens	1	Item		
E	Engineered oak flooring	1	Item		
F	Steel frame fire resistant safety glazing panels	1	Item		
G	Install new 75mm timber stud partitions with painted 12.5mm plasterboard face.	1	Item		
H	New masonry wall with Class B red engineering bricks	1	Item		
I	Allowance to repair and make good all existing windows	1	Item		
J	New galvanised access hatch	1	Item		
K	Decorative finish to external railings in smooth metal paint	1	Item		
L	Steel framed fire resistant safety glazing panels, critical steel double doors with glazing panels	1	Item		
M	Allowance for cleaning external areas	1	Item		
N	Form new concrete ramp for DDA access	1	Item		
O	Form opening in ground floor to allow for new lift and stairs	1	Item		
P	Form new structural opening for lift entrance doors	1	Item		
Q	Install new reproduction exterior doors	1	Item		
R	New precast concrete stair treads on metal frame to basement with mild steel balustrade and timber handrail	1	Item		
S	Solid blockwork wall with 12.5mm painted plasterboard facing	1	Item		
T	Install new bespoke joinery doors	1	Item		
U	Allowance for patch repairs to existing Old Library Floor	1	Item		
V	Install new Altro Vinyl flooring	1	Item		
W	Install new fire exit door with push release	1	Item		
X	Infill areas of flooring where stairs removed	1	Item		
Y	Make good existing Library entrance doors	1	Item		
Z	Line wall in whiterock	1	Item		
AA	New arched openings in external walls, to be fitted with large arched steel framed double doors with toughened glass	1	Item		
AB	New Pergola formed from masonry columns with iroko timber pergola structure above	1	Item		
AC	Slip resistant flooring to WC	1	Item		
AD	Allowance for decorations to ceilings including making good	1	Item		
AE	Allowance for decoration to plastered walls	1	Item		
AF	Allowance for repairs to flooring not specified on Gundry & Ducker drawings	1	Item		
AG	Allowance for new glazed external entrance to the Old Library	1	Item		
Carried Forward					

Project: Burgess Park - Old Library & Wash House
Budget Estimate Nr 2 - Rev B

Ref	Description	Quantity	Unit
Brought			
	<u>First Floor</u>		
A	Install new double glazed roof patent roof lights	1	Item
B	Remove old and install new roof covering, single ply membrane on insulation, concrete paviours on plastic spacers	1	Item
C	Install new metal framed door	1	Item
D	Apply self levelling smooth concrete finished floor	1	Item
E	Steel framed fire resistant safety glazing panels, crittal steel double doors wi h glazing panels	1	Item
F	New oak strip flooring over exis ing boards	1	Item
G	Remove vinyl form stairs and clean down, install new nosing's	1	Item
H	Install new 75mm timber stud par i ions with painted 12 5mm plasterboard face.	1	Item
I	WC doors to be 44mm solid core doors with veneered wood face	1	Item
J	New masonry wall with Class B red engineering bricks	1	Item
K	Install new reproduction external door	1	Item
L	Install new timber framed window and glass panelled exterior door	1	Item
M	New external brick wall to match existing brick work	1	Item
N	Form opening in floor to allow for new lift	1	Item
O	Allow for new timber framed structure above top of parapet wall clad in zinc	1	Item
P	Allowance for decorations to ceilings including making good	1	Item
Q	Allowance for decoration to plastered walls	1	Item
R	Allowance for repairs to flooring not specified on Gundry & Ducker drawings	1	Item
	<u>General Allowances</u>		
A	Mechanical & Electrical Installa ion	1	Item
B	Ridge Condi ion Survey Report, Bath House and Old Library	1	Item
C	Structural Steelwork requirements to cover all amendments and altera ions to existing building	1	Item
D	Crea ion of new lift shaft walls	1	Item
E	Construct new timber bin store	1	Item
F	Rockwool insulation 300mm thick to all loft areas	1	Item
G	Replace 3nr roof light to library roof wi h conservation roof lights	1	Item
H	Builders Work In Connec ion	1	Item
I	Remove old roof and replace with new as Architects specification	1	Item
	<u>SUB TOTAL</u>		
	<u>Preliminaries</u>		
	Preliminaries	20 0	%
	<u>Design Risk & Contingency</u>		
	Design Risk & Con ingency	10 0	%
	<u>Professional Fees</u>		
	Provisional allowance for Consultant and Design Team Fee's. Architect, Structural Engineer, Mechanical & Electrical and Project Management & Quantity Surveying Services	15 0	%
	Budget Estimate Total		

Appendix 15

Post Redevelopment Financial Model

Prepared by:

Michael and Partners

Passmore Edwards Old Library, Bath and Washhouse

Finance Plan and Trading Model

Version 1.0 February 2017

Stephen Michael, Director, Michael and Patners

Appendix 16

HLF Enterprise Grant Project Enquiry Form

Prepared by:

Michael and Partners



Project Enquiry Form

Summary

What is the title of your project?

In no more than 15 words, please choose a title which you think best describes your project.

Creating a viable future for the Passmore Edwards Old Library, Bath and Washhouse in Burgess Park

Reference number

HE-16-05510

Date received

28/10/2016

1d Where did you hear about the Heritage Lottery Fund? Please pick from list or specify below.

Other

Please specify

The building was the subject of a Start Up Grant ref. SU-14-08975

Section Two - The Heritage**2a What is the heritage that your project will focus on?**

The Passmore Edwards Old Library, Bath and Washhouse is a Grade II listed building, built in 1901-02. It serves as a reminder of the community who lived and worked in the dense inner urban housing and industry built up in that area of North Camberwell from the early 19th century, and that was gradually resettled after the Second World War to create much needed open space.

A Heritage Assessment undertaken as part of the work for the HLF Start-Up grant summarised the significance of the Old Library, Bath and Washhouse as follows:

- Historic Interest: the building is a rare type of combined public building, and one of the last remaining public buildings of the community of North Camberwell. It exemplifies late 19th and early 20th century philanthropy and how facilities for health and learning were brought to the poorest urban communities.
- Architectural and Artistic interest: the building was built during the period when craftsmanship was at its highest level and, with a significant budget for the library and exterior main elevations, there was considerable money to spend on the exterior stone carvings. The design is that of an assured architect who was conversant with English architecture from 1600 onwards and a practitioner of the Arts and Craft movement who understood how to use the best materials and get the best from skilled craftsmen.
- Archaeological Interest: the fact that the building has not received much investment since the Second World War means that though the baths and washing sinks and other equipment such as the furnace and steam boiler have gone, it is possible to trace their positions on the floors and walls. There are also a number of other features and fittings that have survived that may be of interest.
- Communal Value: the building stands along with the nearby listed St. George's Church as an important physical reminder of the historic community of North Camberwell. To the families who still live in the area, and those who come back to see it, the building is a focus for their memories. To all those visiting Burgess Park it has the capacity to remind them how the park was created by clearing a substantial neighbourhood.

Section Three - Your Project**3a Is the address of your project the same as the address of your organisation?**

No

Enter the address of your project.

Address line 1	Passmore Edwards Old Library, Bath and Washhouse
Address line 2	39 Wells Way
Address line 3	
Town / city	LONDON
County	
Postcode	SE5 0PX

3b Describe what your project will do.

The project will refurbish and adapt a Grade II Listed Building to make it fit for modern day usage enabling it to be brought from a position of disrepair and under-use, to a sustainable future. In so doing it will bring a heritage building back to life and create a new destination at the heart of Burgess Park in Southwark.

The Old Library, Bath and Washhouse will become a hub of activity bringing together community and commercial interests. Following on from the work undertaken by consultant Plincke, funded by the HLF start-up grant, the current feasibility study is testing the following possible uses: artists' studios, co-working space, arts activity, community hires and 'village hall' type activity, private events, weddings, café/restaurant, with a view to determining the most viable combination(s). The final use will be one that benefits park users and the wider community and is financially self-sustaining. The project will ensure that this building has an exciting future at a time when the area surrounding the park is undergoing huge amounts of change through regeneration, and when a Buildings Masterplan is being developed for Burgess Park itself. It will therefore ensure that this significant building is not 'left behind' within these wider developments.

During the capital project there are significant opportunities for heritage engagement, and the project would leave a legacy of heritage interpretation for the building, both physically and on-line. Some examples of potential activity are:

- The local community benefits from activity that celebrates the story and place in the community of the building, and is involved in creation of heritage focused interpretation which has a lasting presence on site.
 - People learn about heritage through work in progress tours, a mini community festival and primary school discovery days. Web content would capture the progress of the transformation of the building and bring the history to life, and could include volunteer-led creation of content.
 - People develop skills through a focus on heritage craft skills relevant to the building (potentially linked to tiling or stonework), for apprentices and / or through public or professional 'taster days'.
- There are a substantial number of potential heritage and education partners in the surrounding area and nationally.

Section Four - Project Management**4a When do you expect your project to start and finish?**

At this stage, we expect the project to start in late 2018 and be completed in 2022.

Section Five - Project Costs**5a How much is your project likely to cost? If you know, tell us what the major costs are likely to be.**

[REDACTED]

5b How much are you likely to ask for from us?

[REDACTED]

Please use the button below if you would like to attach any documents, such as images, to your form.

Once we receive this form we aim to contact you within 10 working days.

Appendix 17

HLF Project Heritage Activity Opportunities

Prepared by:

Michael and Partners and

Chloe Bird, Heritage Engagement Consultant

**Old Library Bath and Washhouse, Burgess Park
Heritage Enterprise Grant
Activity Briefing Note (Engaging People with Heritage).**

For an application, Southwark Council would need to develop a strategy and activity plan for involving people in heritage.

MandP's understanding of the requirement for the HLF Heritage Enterprise Grant scheme as regards heritage activity is as follows:

- Activity in the project needs to ensure that during the lifetime of the HLF grant people have developed skills and learnt about heritage. There is no need for this activity to extend beyond the life of the project, but HLF do like to see legacy of some kind too.
- There is no requirement from HLF that there is open public access to the buildings once they are complete.
- The project needs to identify the main groups of people who will benefit from the grant/ clear target audiences for the activity during the capital phase and beyond. This would be steered by the Council (and appropriate partner(s)), but examples of the sort of definitions that need to be thought about include groups such as: local families, young people in higher education institutions in Southwark, unemployed young people, schools within walking distance of the park, something that defines the local audience that will benefit once the project is complete.

Our indicative suggestions for the types of activity that could be considered are as follows:

Heritage engagement opportunities

- Activity during the project that will benefit local communities by:
 - Celebrating the story and place in the local community of this group of significant public buildings and the place they played in Camberwell's history as an area of inner urban housing and industry.
 - Collaboratively creating a legacy of heritage-focused content and interpretation alongside the community, which has a lasting presence on site.
 - Highlighting the craftsmanship involved in the creation of the buildings and sharing these traditional skills.
- Heritage engagement activity in the project to help people develop skills could include:
 - Apprenticeships working alongside building contractors with a focus on heritage craft skills.

- Craft skills hands on training taster days for homeowners or professionals focusing on approaches to tiling or stonework – linked into key heritage construction areas with the buildings.
- Co-curation projects with local Higher Education partners to develop students' skills and produce permanent heritage interpretation or educational events for OLBAW.
- Heritage engagement activity in the project to help people learn about heritage could include:
 - OLBAW mini community festival delivered with Friends of Burgess Park, heritage and creative partners to celebrate the group of buildings and their history – one at start and end of project to bookend the capital work.
 - Volunteer led blog updates of the project work taking place, online, led by one of the Friends of Burgess Park.
 - Architect work in progress tours for the public to showcase work taking place on site.
 - Primary school local history discovery days run with nearby schools to support KS2 delivery of history and geography curriculum.
 - Sympathetic, lively interpretation pieces to share the history of the site in the long term.
 - Heritage focused web pages and content on OLBAW to capture the story of the building's transformation and bring the history of the group of buildings to life. A place also to document community engagement work focusing on heritage during the project to create a legacy from it.

In the development of any application the Council could consider potential heritage and educational partners. Some suggestions are as follows:

- Building Crafts College Stratford – run courses in traditional building skills and have a fantastic stonemasonry course and place apprentices in stonemasonry and other crafts.
- National Heritage Training Group – link for potential trainees and apprentices?
- Lewisham and Southwark College – potential link for apprenticeships.
- Society for the Protection of Ancient Buildings – courses/ awareness raising for homeowners and professionals – they focus on championing sensitively adapting historic buildings.
- Museum of London Archaeology – has a community education and outreach service and archaeological collections that may be relevant to the buildings or nearby – they have lots of material from Southwark. Have a 'time truck' outreach resource.
- The Camberwell Society – local history society focusing on Camberwell area.
- Southwark Local History Library – great collections – maps, photos, post office record books- which would relate to the area.
- Southwark Heritage Team
- Goldsmiths University – MA in Applied Theatre – could help produce performance for any open days, MA s in a range of Design subjects – could help with co-curating interpretation
- Camberwell College of Arts – courses in MA Visual Arts Designer-Maker, Illustration and Printmaking – could help with co-producing interpretation

- Central St Martins - MA in Culture, Criticism and Curation – could work to produce interpretation as part of coursework
- Local primary schools within walking distance of the OLBAW including: Michael Faraday, Coburg, Angel oak Academy, St Peters C of E school.
- Walworth Academy – nearest secondary school
- Treasure House, based in the Livesey Museum on the Old Kent Road, youth education for people who need additional academic support.
- First Place Children and Parents Centre and Burgess Park Community Nursery – link into local families



