

## **BROCKWELL LIDO: delight in diversity....**

Visit Brockwell Lido on a sunny summer's afternoon and you will find young and old, rich and poor, black and white, straight and gay – enjoying themselves. What attracts people to the Lido is its 'otherness'. In a world so heavily branded and commercialised, it's a relief to spend time in space that seems free from the heavy hand of corporatism. This feeling appeals to Lido users; they like the fact that no one seems to 'own' the place, and the rules are set by people just like them – not faceless businessmen or politicians. If anyone 'owns' the Lido in the emotional sense, it is the users themselves. It is a place where people can delight in their diversity, where they feel at liberty to develop and recreate in conviviality and peace.

Together with the pool users, the current managers **Casey McGlue** and **Paddy Castledine**, have created a place of unique charm. This achievement is remarkable, and it would seem illogical, if not perverse, not to build upon it.

But whilst fully acknowledging the special place the Lido holds in people's hearts, realities must be faced. Left in aspic Brockwell Lido will inevitably be forced to close - for reasons of either health and safety or bankruptcy - probably both. But it doesn't need to happen. With a renewed vision and considerable financial investment, Brockwell Lido can become **financially sustainable** – without losing its special **inclusive ethos**.

## **BAYLIGHT'S VISION: sustainability, new facilities, partnership...**

### **Sustainability:**

Clearly the Lido's long-term sustainability depends upon the creation of new income generating facilities. These facilities need to produce enough profit to offset the loss that will always be made by the pool. The Lido needs to be recession proof; it must be sustainable – wherever we are in the economic cycle. There are three principle ways in which this can be achieved:

- **By 'diluting' the impact of the loss making pool** by creating plenty of new income around it.
- **By developing income streams across several 'sectors'** – (health, education, leisure etc) - that way you don't have all your eggs in the same basket.
- **By creating recession-proof income streams.** The best way of ensuring sustainability is by leasing facilities to businesses that are financially secure.

### **New Facilities:**

But financial sustainability on its own is not enough. Any new facilities must also enhance the beauty, usefulness and inclusive ethos of the Lido. Baylight has put together a 'mix' that does just that:

- **HEALTH** - a new '**Wellbeing Centre**' home to a **GPs surgery**, and various other clinics – both complementary and conventional. We are in talks with a **child guidance clinic** that hopes to move to the Lido.
- **EDUCATION** - a large **nursery**, and improved facilities for **Whippersnappers**. We are also in talks with a view to creating a **learning centre** for children with disabilities.
- **LEISURE** – a **gym, spa** and **café** complex in a new building. We will also create a refurbished and expanded **yoga centre** and restore the **pool area**.
- **A NEW ENTRANCE AND LANDSCAPING** - the design we propose (see drawings) will greatly improve **security, access** and **circulation**. It will give the Lido '**presence**' and offer visitors a warm **welcome**.

This mix offers great **synergy**. Linking **health** (both physical and mental) and **education** with **exercise** makes very good sense, as does the juxtaposing of conventional medicine with a space of **relaxation**. This underscores the increasing convergence of conventional medicine with alternative practices like yoga and tai chi, and encourages people to take a holistic approach to their health. The central aim of the lido movement was to promote **healthy living** – and we are building on those foundations.

## Partnership:

No single company or organisation could possibly have the skills, understanding and experience needed to develop and manage the broad range of facilities upon which the Lido's sustainability will depend. This is why the notion of **partnership** lies at the heart of this proposal. The best way to realise the Lido's huge potential is through a partnership between several groups with very different, but complementary skills and experience:

- **A DEVELOPER:** building new facilities requires experience and is costly - the budget for this scheme is £6.09M. **Baylight** has been creating architecturally significant and financially successful developments for 20 years (please see attached article from this week's Architects' Journal). Unusually for a developer, we are now focusing on **'regeneration'** schemes - by this we mean the improvement of the urban experience through good design, mixed use, environmental sensitivity and the fostering of conviviality. Baylight has strong relations with many of Britain's leading architects, and we are lucky to have attracted RIBA award winners **Caruso St John** to the project - a practice with great experience of working with listed buildings.
- **A LEISURE MANAGER:** The leisure manager must be sensitive to the Lido's cultural heritage, respect and value the experience and achievement of the current management, and welcome **Casey McGlue's** ongoing role in the evolution of the space. It must also have as one of its central aims a desire to empower the community. Few organisations fit this bill better than our chosen partner **Fusion** - a not-for-profit company with considerable experience of running leisure facilities. In order for Fusion to provide the widest range of services at low cost, it will receive a **profit share** of 30% (net) from across the scheme. In effect, the Lido will receive a **cross subsidy** from the health and education facilities.
- **A TRUST:** We feel that the creation of a **trust** representing local stakeholders groups with a mandate to preserve the inclusive ethos of the Lido is essential. We see the trust as partners in this enterprise and we hope they will have input from day one. The trust will advise Lambeth Council on the implementation of service level agreement, and act as a conduit for **feedback** from Lido users. The trust will also receive a **profit share** of **£10,000** per year with which to carry out its work.

## Environmental considerations:

Baylight is committed to 'green' developing. Brockwell Lido will be a **carbon neutral**® scheme (that is, the carbon dioxide it emits will be balanced by a tree planting programme), and a **combined heat and power unit** will further reduce pollution by using bio waste from the park as fuel - waste that is currently dumped in a landfill.

## Timetable:

If the planning process can be completed by Sept 2003, building would begin in the spring of 2004 with completion in spring 2005.

## Conclusion:

We believe that through this scheme's joined-up approach, the Lido will become **financially sustainable** - and as a result it will offer the community a huge range of new facilities and opportunities. We also hope that the **innovative financial model** we propose can be used to create other community facilities across Lambeth and London.

This scheme will add vitality to the park, and have a hugely **regenerative** effect on the area. Brockwell Lido will be a new **'landmark'** in Lambeth, a place in which people can **'delight in diversity'**.

To receive a full (text only) copy of Baylight's proposal email [nickmartin@msn.com](mailto:nickmartin@msn.com). Should you wish to discuss any aspect of this proposal, offer ideas or require more information, call Nick Martin on (020) 72236012.