

# West London Alliance Affordable Workspace Study

ESTATE  
REGENERATION

EDGE OF  
TOWN  
CENTRE

HOUSING  
ASSOCIATION  
DEVELOPMENT

THE LEASE  
MODEL

THE JOINT  
VENTURE  
MODEL

THE MANAGEMENT  
MODEL

TOWN CENTRE

THE OWNER-  
OPERATOR  
MODEL

NEIGHBOURHOOD  
MEETING SPACES

ACCESS AND  
SERVICING

INDUSTRIAL  
ESTATE

THE FRANCHISE  
MODEL

EDGE OF TOWN  
CENTRE

SHARED  
ACCESS AND  
SPACE

THE ARCHES



# Introduction

Avison Young and Architecture 00, have been commissioned to prepare an affordable workspace study for the eight planning authorities comprising of West London Alliance sub-region. Working to a steering group consisting of the London Boroughs of Barnet, Brent, Ealing, Hammersmith & Fulham, Harrow, Hillingdon, Hounslow, the Old Oak and Park Royal Development Corporation (OPDC) and the West London Alliance the consultant team have been tasked with identifying the needs for, and potential approaches to delivering, affordable workspace across West London.

The following document aims to:

Consider the notion of “affordable workspace” by developing the concept of “workspace” in terms of typologies, operators, operating models and rental models. It carries on defining the notion of affordability and the different tools available to achieve “affordability”.

Focus on the justification for public intervention and the need to deliver affordable workspace to support local economic growth both now and in the future.

Set out the potential range of appropriate interventions that can help to overcome the delivery challenges and secure a new portfolio of affordable workspace within West London.

The work considers the definition of affordability, location and design of affordable workspace as part of major mixed-use and commercial schemes including major high density, mixed use development.

It should be noted that it is not intended to be a detailed analysis of any one borough and specific local dynamics may not be fully reflected in the strategic analysis undertaken. The report provides a handful of potential typologies but again is not intended as an exhaustive reference for potential workspace typologies.

This report was concluded during the COVID 19 pandemic and to provide context there is an initial commentary on the impact of Covid on the future of co-working and the role of affordable workspace.

The first section begins by exploring what factors contribute to the affordability of space, beyond solely a discount to the market rent, as well as the rationales for intervention in the workspace market that relate to wider Local Authority objectives.

Section 2 looks at the West London market context, outlining the wider influences on supply and demand of workspace, and projections for growth.

What follows in section 3 are design and typological responses to a variety of potential site conditions for a range of employment uses. This includes general design considerations looking at amenity, access and servicing, street frontage, shared access and space, guidance on unit dimensions, as well as the opportunity for a wider neighbourhood offer.

This is followed by proposed typologies that could be suitable for a varied range of use classes, locations and plot sizes. Specifically, these various typologies have been tested to accommodate activities identified by the West London sector and market analysis. Technical specifications, accommodation schedules, suitable business sectors and business activities are proposed for each typology. In addition to the new-build scenarios, the report also presents selective case studies of high street refurbishment delivering different types of workspace.

Section 4 is a “how to” design guide on the key delivery considerations for affordable workspace - from the scale, viability and specification guidance, to partner procurement and the role of the Local Authority in specifying local need. The different operational models are presented through case studies of delivery models between Local Authorities, developers and workspace operators.

An Appendix is provided with supporting information including workspace case studies which informed the development of the typological responses. These do not necessarily reflect operational models discussed in the report but focus primarily on the spatial typology.



# Impact of Covid 19

The finalisation of this report has occurred against a backdrop of unprecedented economic uncertainty in the UK and globally. Given the nature of the economy and restrictions imposed by the COVID-19 crisis we are aware that this may have had immediate impacts on businesses across West London, resulting in a significant decrease in trade and activity. Over the medium and long term the lasting implications of this, alongside an expected recession, will influence the needs of businesses in West London.

## The future of offices and co-working

The office market has seen on-going changes to the nature of occupier demand, with the flexible workspaces sector continuing to grow significantly. This trend reflects changes in the way occupiers are seeking to use space, with an increasingly significant shift towards more agile, flexible working practices. Growth in co-working and working from home, which is increasingly encouraged by large corporates to reduce floorspace costs, is driving changes to office supply.

The current 'lockdown' has led to a significant proportion of people being forced to work from home. Clearly this measure is only temporary, however it is likely to have a lasting effect on the way people choose to work in the future.

In line with this trend, we expect that this may shift SME's focus to working from home, reducing the need for workspace. However, the reality may be that many homes in London may not have the required space to allow for home working on a long term basis. Nor is

there the support network associated with incubators or accelerators which can be instrumental for those businesses. Hence the expectation is that although home working may be a short term shift, the likelihood is that the demand for workspaces will remain.

Experience from previous recessions identifies that we may see a rise in start-ups contributing to driving the recovery of the economy. With the number of highly skilled individuals furloughed during this time, there could be those who may be reconsidering their career options. The expectation is that this may contribute to the number of new business start-ups in this period, which may contribute to the rise in need for new workspace to be delivered.

A further factor that could increase demand for workspace within West London will be a shift in the propensity for people to commute every day into Central London. Whilst the centre will remain a vital driver of the London economy either through remote working or by new business start-ups, it is anticipated that a large proportion of commuters will work more often closer to home. This could drive demand both for start up space but also affordable 'work hubs' where employees can work locally.

## The Role of Affordable Workspace

There are two factors that could drive the affordability issue and need for affordable workspace in West London. Building on the move to flexible working practices there may be a shift in demand from businesses for localised workspace and work hubs in local high streets/neighborhood areas. Competing for these spaces will be larger corporates who seek to move to flexible working practices to accommodate their employees. The fixed supply of these spaces will drive up rents; contributing to the need to deliver affordable workspace to support start-ups and SMEs.

The recession is likely to make some individuals and businesses worse off. In particular, marginalised communities and those previously employed in the most challenged industries (such as hospitality, tourism, travel and retail) may subsequently drive the demand for affordable workspace that can provide support to disadvantage groups and businesses. The delivery of these workspaces may play a role in supporting these individuals and businesses and enable wider societal benefits to be realised.

It is important to consider that the landscape is changing daily, and the Government's long-term position is still emerging, therefore the actual influences and impacts may differ from the current thinking. However, at this point in time there is no strong evidence or trend to suggest that there will be a marked shift in the scale and nature of demand reflected in this report.

# 1

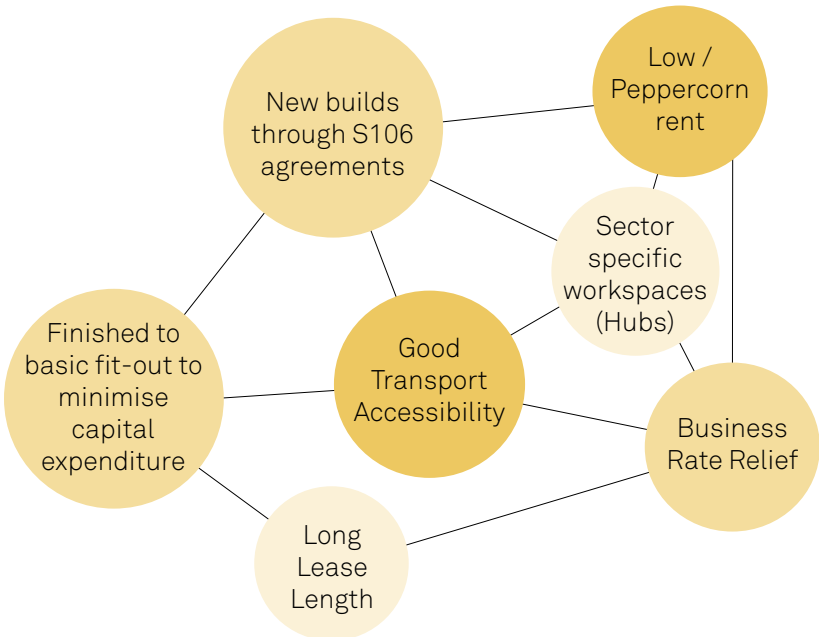
## The Importance of Affordable Workspace

This chapter of the report explores what factors contribute to the affordability of space, beyond solely a discount to the market rent, as well as the rationales for intervention in the workspace market that relate to wider Local Authority objectives.

We set out to define a list of key criteria including the form of leases, rental structure, spatial arrangements, operational models, and forms of business support that contribute to **defining Affordable Workspace**.

Secondly, we summarise the range of corporate objectives that can form the **rationale for intervention** by a Local Authority which can span from supporting policies encouraging the growth of a target sector or groups, retaining businesses in an area for the purposes of maintaining employment, to offsetting the loss of space due to Permitted Development Rights (PDR) or regeneration of physical locations.

This provides a lens through which to understand the forms of delivery and type of Affordable Workspace the Local Authority is seeking to build.



Factors mentioned by Workspace Operators as attractors to deliver affordable workspaces

# What Makes a Workspace Affordable?

Policy E3 of the Draft New London Plan states that particular consideration should be given to the need for affordable workspace for the purposes below:

**1) Where there is existing affordable workspace on-site**

**2) In areas where cost pressures could lead to the loss of affordable workspace for micro, small and medium-sized enterprises (such as in the City Fringe around the CAZ and in Creative Enterprise Zones)**

**3) In locations where the provision of affordable workspace would be necessary or desirable to sustain a mix of business or cultural uses which contribute to the character of an area.**

## Defining affordable workspace

Workspace is an umbrella term which is used interchangeably to describe a number of different typologies and operating models of commercial floorspace principally aimed at small and medium sized businesses. However, increasingly it has come to be common shorthand for any space accommodation predominantly B Class business activity.

The Draft New London Plan (Policy E3) defines “affordable workspace” as workspace that is provided at rents maintained below the market rate for that space for a specific social, cultural, or economic development purpose.

Such circumstances include workspace that is:

- **Dedicated for specific sectors that have social value such as charities or social enterprises**
- **Dedicated for specific sectors that have cultural value such as artists’ studios and designer-maker spaces**
- **Dedicated for disadvantaged groups starting up in any sector**
- **Providing educational outcomes through connections to schools, colleges or higher education**
- **Supporting start-up businesses or regeneration.**

It can be provided directly by a public, charitable or other supporting body; through grant and management arrangements (for example through land trusts); and/or secured permanently by planning or other agreements.

Policies within the Draft New London Plan provide a strategic framework for intervention. However, local policy will need to be cognisant of the wider risks and challenges of introducing such a policy, and that these cannot operate in isolation.

Key considerations/test of policy should be:

- **Viability of developments:** Complex development sites have high costs already which workspace policies should not exacerbate – intervention rates should be appropriately calibrated and viability tested. However, this risk should be low given the scale of development and the overall proportion of Gross Development Value (“GDV”) any workspace element would represent. In some cases the workspace may positively impact residential value so become closer to cost neutral.
- **Subsidy for unviable businesses:** Affordable workspace should be a platform from which sustainable business can grow, ideally giving them a base in early years which decreases the risk of failure, creating value for public investment. However, it shouldn't be a means of allowing businesses to continue if they are unviable. Careful management of lettings will be needed to ensure any provision is well targeted.
- **Planning for a balance of spaces:** Intervention should seek to retain capacity that may not otherwise come forward (if value maximisation were the only driver). If intervention is not well focussed it could further squeeze out those businesses less compatible with residential-led redevelopment.
- **Limiting competition:** There is a growing array of workspace providers, many of whom deliver affordable spaces. Intervention should not limit their ability to operate or create situations where they are undercut. To make the most of public investment, intervention should only focus on areas where commercial operators are not engaged.

“There needs to be wider recognition of the (non-monetary) value of affordable workspace provision and put in place pressure via the planning system to provide it.”

Policies within the Draft New London Plan identify the strategic considerations facing businesses but lack a more detailed understanding or approach to affordability as a more holistic issue facing many existing and new businesses. A truly effective approach to affordable workspace delivery will need to consider all of the factors affecting affordability of space (not just rent) to ensure that a range of spaces are available and affordable to target businesses.

To be effective, policies need to be adapted to the local context (both in terms of condition of the local market and local policy objectives) and may want to go beyond a Local Plan level to be adapted to the particularities of sub-areas within a local planning authority territory.

There is no single ‘industry standard’ definition of affordable workspace. The affordability of workspace might be affected by one or more of the parameters presented in Figure 1 and hence how affordable is defined will vary between different locations, spaces and operating approaches.

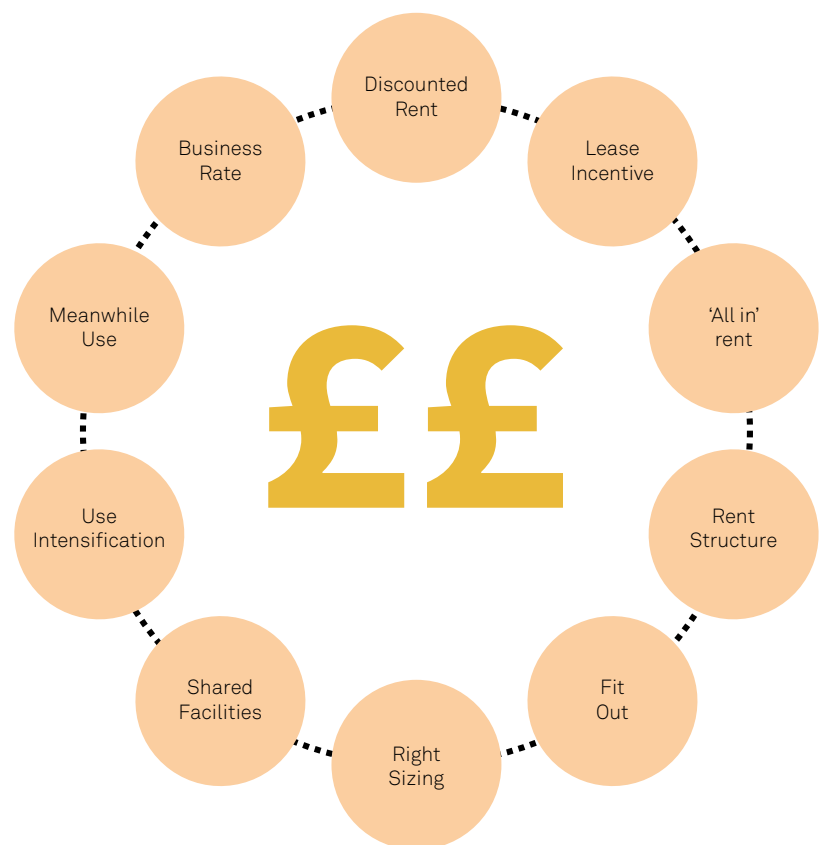


Figure 1: Defining/Achieving Affordability  
Source: Avison Young, 2019



## Discounted rent

As presented in the Draft New London Plan, discounted rent is often the best-known way of delivering affordable workspace. However, discounted rent may not always have the desired effect and several considerations have to be assessed.

- Who is benefiting from the discount? Is the discount applied by the property owner on the lease to the operator? Is the operator passing this discount onto the end users?
- The discount is relative to the market price. Whilst a certain percentage of the market rate can be perceived as affordable in a certain year, this discount may quickly be insufficient to provide affordability if market prices are rapidly increasing.
- What is affordable? This is a difficult question as what may seem affordable for a specific industry or a specific business may be unaffordable for another industry or business. It is therefore important to understand who the target audience is and, if necessary, to apply restriction to access to this discounted space. A limitation in time may also be useful for some businesses

in order to encourage them to develop and not be forever dependent on this discount to survive (whilst some businesses, seen as valuable for the community, may require long term support).

## Lease incentives

These traditionally take the form of months free rent given by the owner to the lessee in general real estate transactions, however in smaller spaces and for smaller businesses (with weaker covenants) the inverse also occurs, with a significant payment required upfront to secure space. Providing rent free periods could help businesses quick-start their activity in the new location and therefore ease their cash flow or be used by the lessee to finance initial fit-out costs and cost of installation/relocation. Lease incentives may not be solely financial, the flexibility or term of the lease may also help young businesses who may not be able to sign a 'traditional' long lease – in many workspaces rolling 3 month leases or even month-to-month licences are common.

## “All-in” rent

Can provide significant discount in running costs for end users, which will benefit from economies of scale if services are provided in bulk across a shared working space by the space operator or across their full portfolio. They can also benefit from sharing non-exclusive resources and infrastructure between several users (when the use of a resource by a user does not prevent another user to use it – i.e. internet).

## Other rent structures

Types of leasing contracts are varied, with some structures making spaces more affordable or better value for money for businesses. Traditional £/sqft rents do not relate to the ability of business to pay or the value of the business itself and as such could be regressive. Many workspaces now offer alternate forms of rent including memberships or rents based on business performance (turnover rents).

## Fit-out

For some businesses, and particularly some start-ups, one of the main obstacles to the development of their activity (or the creation of their activity) is the initial fit-out cost of their working space. This usually becomes particularly true as the activity of the business becomes very specialised and very technical (i.e. pharmaceutical research, food development...). The fit-out of space will usually be an issue for start-ups and micro businesses, which have not got sufficient cash flows to finance the initial investment. Therefore, space already having an enhanced fit out or providing shared equipment, may have, in specific circumstances, a greater impact than providing a discounted rent.

## Sizing

In some cases, the problem is not the cost of the space (per sqft) but the minimum size threshold which makes a workspace unaffordable for businesses. Adaptable unit sizes and flexibility in renting more or less space as a business evolves will impact on the affordability aspect of a space.

## Shared Facilities

As discussed above, shared facilities can help bring the cost of a workspace for a business down. The sharing of equipment that is occasionally or temporarily used by businesses will release pressure on the cash flow of those businesses – making their overall operating cost more affordable.

## Meanwhile Use

Similarly to intensification, the use of (temporary) vacant space can be for some businesses very inexpensive, particularly when fit-out costs are low (i.e. equipment is easily moveable and temporarily installed in fixed commercial unit or entire working unit is transportable on temporarily placed bare land)

## Use of Intensification

Rent can be brought down by using less space for the same amount of people (or placing more jobs into the same space). This could be achieved through pure intensification of employment densities (i.e. smaller desks – to keep it simple) or through the sharing of one space between different businesses at different times of the day (i.e. artist studio during the day turning into an art gallery at night). As the rent is shared between businesses, it becomes more affordable.

## Business Rates

A consistent comment made in many studies and research is the application of business rate based on the space rather than the business and the impact that this has on operating costs for businesses. Whilst a micro company, working in an individual workspace, may be exempt from paying business rates (as the space is below the threshold), a co-working space operator, operating a large space and sub-letting this large open space to similar micro businesses (overall not using more space individually) would be subject to business rates and would pass this cost onto their users. In this instance, the saving made by opting for a co-working space over an individual unit (as generally cheaper to rent) could be offset by the application of the business rates (what is saved in rent is paid in tax).

It is to be noted that existing space is often more affordable than new space. Where availability of space is limited, and prices are on the rise following this lack of availability of space (where demand exceed offer), policies should aim at protecting existing space, where possible, against redevelopment and particularly against redevelopment for a competitive use (i.e. conversion to residential under PDR).

## Affordability for end users

As discussed above affordability in the current workspace market is complex and the setting of these parameters of affordability, particularly discounted rent levels, is complicated by the varying and complex way in which different operators charge for space. For example many include a range of other costs/benefits (such as service charges, business rates, ICT, level of fit out and incentives) and may not charge per area of floorspace but by desk or unit. What is/isn't included in the rent is not consistent between providers.

It also needs to be clear who is benefiting from the affordable rent, an end user business or a workspace operator. If the latter the affordability benefit may be weakened to businesses as the operator will need to cover their costs from the rent they charge occupiers.

**5 out of 7**

**operators perceived West London to be a notably more expensive area to deliver affordable workspace**

# Rationales for Intervention

The rationale for intervention in the workspace market to ensure the delivery of affordable workspace is ultimately linked to the local authority’s objectives. As reflected in the London Plan, a well-focussed policy approach allied to wider support from a range of Council services can deliver significant local benefits.

Objectives to be achieved by the provision of affordable workspace will inform the delivery mechanism to be considered, the typology of the space and the operating model that should be sought by the local authority. The potential rationales for intervention are summarised in Figure 2.



Source: Avison Young, 2019  
 Figure 2: Affordable Workspace Rationale

## Retain Businesses

Many of the existing businesses provide important jobs for local people and form part of wider supply chains. By securing the re-provision of appropriate and affordable space for them the local planning authorities can maintain the strong economic and/or social rationale for their current location.

The question of affordability is particularly problematic for micro and small enterprises (“MSEs”). MSEs, which are composed of 50 employees or less, make up 90% of all London businesses (based on ONS data) and account for 41% of total employment. MSEs offer:

- sustainable development;
- more community links;
- a more natural fit for mixed-use development;
- an important source of revenue for Local Authorities through the payment of business rates; and
- they enrich neighbourhoods

Businesses will be pushed out of an area by fast increasing rent or lack of suitable space. Policies which promote the delivery of new workspace at relative affordable rent levels, for those that require this, will have a positive impact on business retention.

However it could be the case that

the appropriate measures taken to support MSEs are not carefully targeted towards the relevant struggling sector or group, and may benefit businesses which do not actually require additional support.

## Encourage start-ups

MSEs tend to struggle more in finding suitable workspace, and therefore intervention would support start-ups, early growth and smaller businesses. Affordability in the context of MSEs can be far wider than the cost of rent and may include scale of space, levels of fit out, lease flexibility, etc.

Start-ups often are faced with cashflow problems and uncertainty over their future liquidity. Therefore, any measure providing flexibility in regards to rent, size and terms of the lease and/or any measure aiming at reducing the initial fixed costs for those start-ups will encourage their development and growth.

Note that failure amongst start-ups is an inherent part of economic development and public policies should be designed in a way to avoid supporting businesses which are unable to turn into a sustainable business activity without any public aid.

Whilst affordable workspace should be secured for the longest possible

period; their access by start-ups should be limited in time, after which start-ups should have developed their activity sufficiently to be financially sustainable. This period will be different from one area to another and from one sector of activity to another – conventionally, it can take 2 to 3 years to become profitable – traditionally public sector backed start up spaces would seek to ‘staircase’ rent over this period to prepare businesses for paying rent in the general market, however often this approach didn’t succeed as it required both a pipeline of appropriate space and also ‘replacement’ businesses into the space to protect the authorities income.

## Target sectors

Particular sectors may warrant greater support given their wider impact in terms of employment, supply chain or even place branding roles. The creative sectors including artists and craftspeople, some production sectors (e.g. food and specialist fabricators) and early stage tech are often priced out of changing locations, despite having strong links locally. The “Third Sector” (i.e. Voluntary, Community and Social Enterprise organisations) is also an important consideration as they provide much wider positive benefits to their area, however often struggle to pay high rents. For

Local Authorities this is a particular concern given many VCSE's are delivery partners in key areas such as social care, making it important for them to remain local and also manage rent so the cost of service delivery doesn't increase.

## Target groups

Intervention would tend to focus on small and start-up enterprises. A wealth of research suggests MSEs tend to have an over-representation of BAME groups and therefore intervention can help these communities succeed. Therefore, the provision of affordable workspace can be used as an instrument for promoting diversity in the local economies and business owners, and overall contribute to the sustainability of the social and economic sustainability of the area.

## 'Good Growth'

A broad range of targeted space types and rents can attract significant demand. They can therefore support a range of local employment and create much greater levels of animation and street activity at different times of day, making areas 'feel safer'. 'Good Growth' is growth that is socially and economically inclusive and environmentally sustainable.

## Offset space losses

Permitted Development Rights ("PDR") to convert commercial space to residential disproportionately impacts low value (and typically more affordable) spaces, particularly in areas of high residential value change. Because no planning permission is required, no intervention can be made, therefore intervening in locations where planning does offer a lever can preserve and even enhance the stock of appropriate space.

## Create certainty of outcomes

Other 'case by case' mechanisms of securing affordable workspace such as through s.106 agreements are dependent on a buoyant development market, overall scheme cost considerations and the need to balance competing priorities for planning obligations from a viability perspective. A clear, common, policy approach (whilst still subject to viability) can overcome these issues and create a clear pipeline of space for businesses.

## Manage speculation

By including an effective workspace policy, the Local Plan policy or guidance helps to direct developers to more suitable solutions and also manage overvaluation of land where

generally this space would not be provided by the market on its own due to relative values.

## Fiscal

The provision of affordable workspace is a way to maintain fiscal returns for the council (collected through business rates when businesses are retained) and generates additional financial resources (business rates collected on growing businesses and new start-ups).

## Regeneration

Affordable workspaces also provide many regeneration benefits and encourage economic growth. They activate unused spaces and bring activity back to high streets or sites awaiting development and contribute to the dynamism of an area and to the sense of community. Affordable workspaces are also a tool to promote collaboration and innovation between members of the local community and businesses or between businesses themselves. Affordable workspaces are locations where new ideas can be developed (i.e. workshops, labs, kitchens, etc.) and tested on the public (through a direct connection between those spaces and the local communities).



## 2

## Needs in West London

The previous section of this report has considered the rationale for seeking to deliver increased levels of affordable workspace in West London at the strategic scale – focussing on its role in supporting wider regeneration, economic and other growth objectives.

To achieve these strategic outcomes it is also critical to ensure that workspace provision is aligned with the specific nature of demand within West London – i.e. the workspaces delivered provide the appropriate accommodation and facilities for the sectors and businesses likely to locate in the area.

This section considers the nature of future demand and, in turn, informs the typologies considered in the following section. The information presented here is high level and draws on a number of sources at both the West London and local authority level, including the published economic strategies, employment land studies, Local Plans of the West London authorities, published economic/sectoral forecasts (including Experian and the GLA), analysis of the West London property markets, Avison Young's own economic analysis and interviews with workspace operators conducted by Architecture 00.

The analysis is not exhaustive but provides sufficient depth and breadth to understand how the economy may evolve generally and identify the particular affordable workspace needs that are a sub-set of this overall growth.

## The West London market

Across both the office and industrial markets, there is a growing issue of affordability caused by rising rents and a decline in availability of supply.

Notably, Hammersmith and Fulham has a distinctive office market with rent levels more characteristic of office markets on the fringe of central London than of the rest of West London. Similarly in terms of the industrial market, Brent, Harrow and OPDC (Park Royal) have seen industrial rents rise significantly – beyond the West London average. Parallel to this, the office and industrial supply across West London has seen a stagnation or fall in supply due to increasing land supply pressure from alternative uses (most notably housing) whilst there has been a rise in the number of SMEs and Micro businesses across west London

The current split by business size across the planning authorities identifies that a majority of businesses falls within the SMEs category. This is relatively consistent across all planning authorities with the proportion of SMEs (compared to the total number of businesses) ranging from 96% to 98.8% respectively. The proportion of Micro businesses (0-5 employees) is not as consistent across West London. For instance, there is a lower concentration of micro businesses in Hillingdon (comparatively to the other planning authorities) but a higher concentration of small businesses; whilst we observe the opposite in Harrow. Regardless, in both areas SMEs are still critical parts of the economy.

The demand from SMEs and micro businesses is a key factor driving the need for space across West London. Coupled with the growing affordability issues within the office and industrial markets, this suggests going forward there is likely to be a need to provide more workspace in general, and also to increase the space that is affordable to a range of businesses.

## Wider Influences

Future demand will not solely arise from a continuation of historic trends in business start-up and SME activity. Wider development, regeneration and economic growth plans and proposals will also influence the nature of the economy and, subsequently, drive the need for specific commercial typologies, and affordable workspace.

Key future influences on the West London economy and affordable workspace needs include (but are not limited to):

- The presence and access to key economic assets and cluster drivers (including universities, colleges and hospitals) - Across West London, key institutions (such as London School of Film, Media and Design, Brunel University, and Hillingdon Hospital etc.) act as anchors for knowledge-based and creative sectors across the sub-region. There are also significant and regionally-important clusters of different businesses, including activities related to food manufacturing, film and media, science and health, logistics and freight and professional and technical services.
- Major rail investments – such as the delivery of Crossrail, HS2, and potential Overground services at Old Oak Common will create one of the busiest and best connected interchanges in London, linking the area directly into Central London, the core cities and Heathrow Airport. These connections are expected to unlock major new economic opportunities in Old Oak Common and drive demand for a greater range of workspace, in particular supporting greater need for office space to augment the current strong industrial offer. Similarly, the proposed West London Orbital rail line (which is being developed by Transport for London and the West London Alliance and is intended to start operations in 2026) has the potential to make a significant improvement to radial connectivity in West London and, critically, will connect a series of major growth opportunities (including major existing and future economic hubs at Brent Cross, Wembley, Old Oak Common and the Great West Corridor) with major economic anchors such as the Sky Campus near Syon Lane, major corporates such as GSK via Brentford and the business cluster at South Acton. It is envisaged that this will drive the need for new commercial space around stations.

## Low Supply, High Demand

Majority of operators interviewed agree that there is currently a low supply; high demand of affordable workspace for creative industries in West London

- The expansion of Heathrow Airport – may have potentially huge implications for workspace provision as demand increases for activities that service the Airport, more businesses seek to locate as a result of enhanced international connections and businesses in existing premises are displaced to make way for a third runway. This is also likely to have a major impact on a range of sectors and activities, from logistics through to product design and development.
- Wider regeneration and development investment - across the nine designated opportunity areas in West London there is the potential to create at least 135,500 jobs and 101,500 homes. Looking ahead these developments will drive new floorspace demand, introducing and attracting different sectors and activities as well as supporting existing activities to evolve. These future changes have been a focus of analysis in areas such as Old Oak Common and within Brent.

## Projection for Growth

Looking ahead employment forecasts provide intelligence on the trajectory of West London's economy, and how different sectors are expected to perform in future years. Experian forecasts provide sector projections for the period up to 2035. As summarised below, this can be used to reinforce what we understand may be required to support West London's economy in the future – particularly where there may be significant growth in sectors that will drive the demand for office and/or industrial space.

The office based activities predicted to grow particularly strongly in West London to 2035 are:

- Administrative and supportive services in Hillingdon, Hounslow and Brent;
- Professional services across all West London boroughs, with particularly strong growth in in Hillingdon, Hammersmith and Fulham and Barnet.

Industrial based activities predicted to grow in West London to 2035 are mainly:

- Media activities in Hounslow Hammersmith and Fulham;
- Construction and specialised construction activities in Barnet, Hillingdon and Brent.

Note that all manufacturing activities are forecasted to lose employment in West London, therefore requiring less industrial space. The forecasted loss of manufacturing activity and notable growth in construction activity is similarly echoed in the West London Employment Land Study, by GL Hearn (2018).

Supporting the findings across both office and industrial based activities predicted to grow, the OPDC Future Growth Sector Study by Regeneris (2017) (for the OPDC area which covers Brent, Ealing and Hammersmith and Fulham), sets out that the sector growth potential can be expected from office based digital, media and creative sectors and business and professional services sectors as well as industrial sectors such as manufacturing (particularly food), transport and logistics, creative and advanced manufacturing. Aligned in the thinking of the West London Employment Land Review (2018), there is an expectation that the growth in industrial based activities will be small scale/limited.

## Workspace Typologies

The culmination of all analysis clearly sets out there are a number of key sectors and activities that are likely to be of strategic importance in West London and which will inherently require a variety of different workspaces to support and encourage growth.

These activities include film and media, science and health, logistics and freight, food manufacturing, and professional/technical services. Typically, we would expect these activities to occupy co-working office (B1a) and co-working, small scale light industrial (B1c), and creative (B1a/b/c) spaces.

This ultimately has shaped the recommendations for workspace typologies for West London, as outlined in the next chapter.

## 3

# Design and Typological Responses

This chapter focuses on design and typological responses to a variety of site conditions.

We start by providing general design considerations with illustrated examples of non site-specific considerations necessary for successful mixed-use development and should be taken as general design standards that could be used as a helpful resource to support discussions with developers.

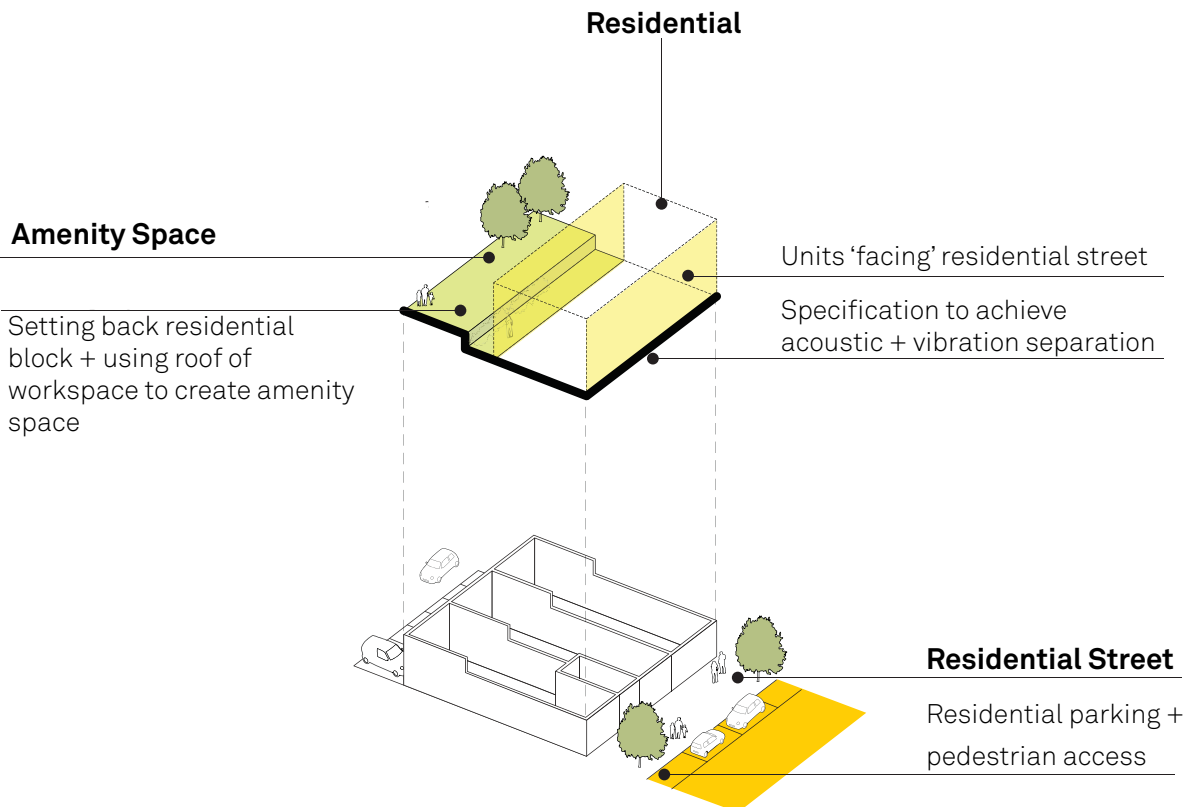
The following section proposes hypothetical workspace typologies in a range of site conditions, site locations and context settings. The general assumption has been of workspace typologies delivered within a mixed use scheme and therefore compatible with residential uses. We further explore typologies that are standalone workspace schemes and additionally conversions of high street and town centre buildings into workspaces. The typologies are not intended as an exhaustive list of arrangements and conditions but to provide officers and developers a reference for potential workspace responses. A range of workspaces are included to respond to the need in West London set out in the previous chapter. The typologies have been in part based on research into schemes that have been delivered or achieved planning consent.



# General Design Considerations

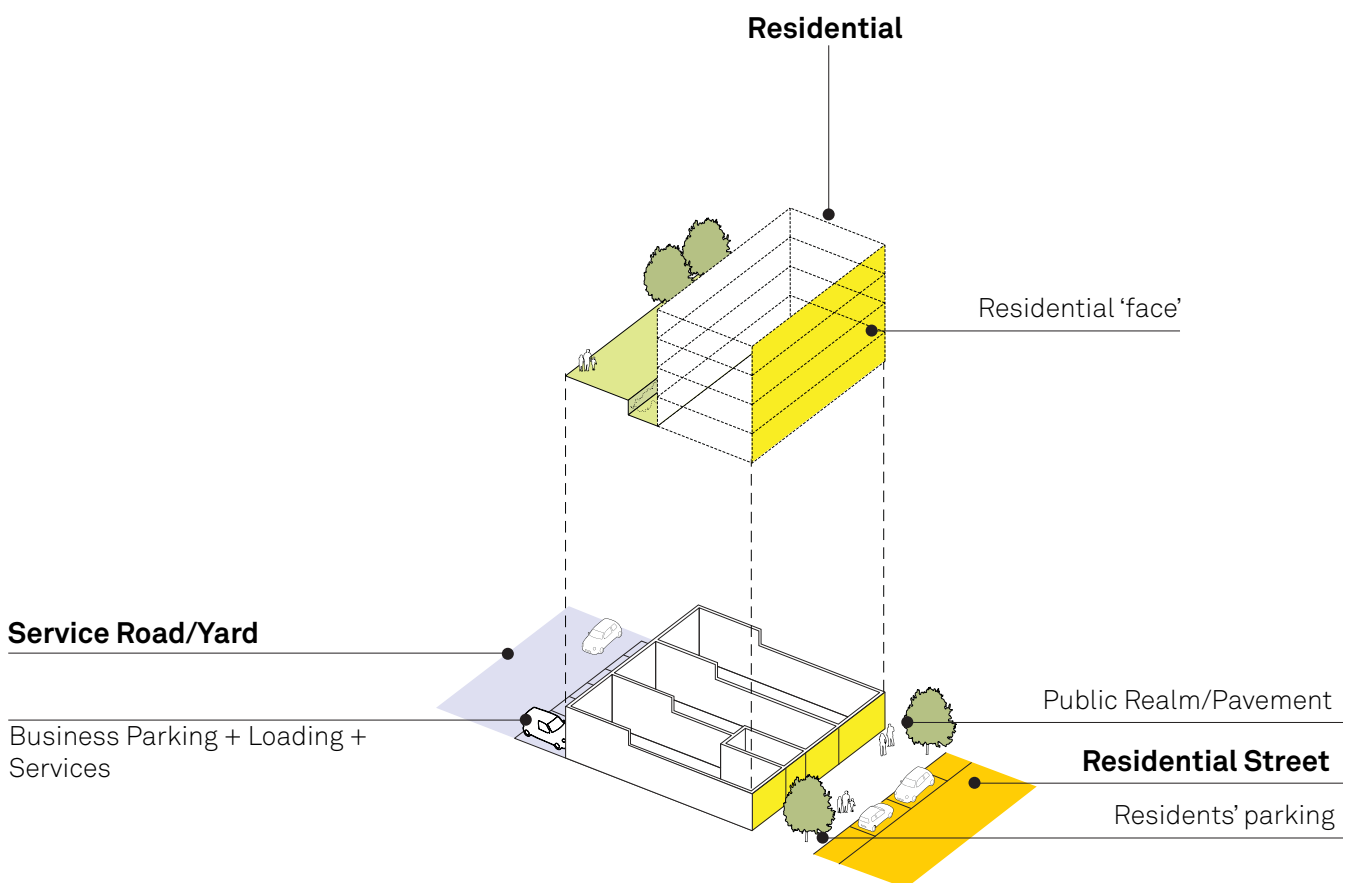
## Amenity

To maintain a good quality living environment, tactics for separating residential properties from the visual and acoustic impacts of the workspaces should be utilised, from the construction specification to the strategic location of residents' external space. For example, setting back residential blocks and using the roofs of the workspaces to create terraces and garden, or building external space over service areas, both maintain resident amenities and create the desired separation. Also, there can be lease agreements that control noise, dust, odours and vibrations from the workspaces.



## Access & Servicing

Good servicing is crucial: this means having adequate access for loading, deliveries and parking, and minimal constraints on operations. To maintain the quality of residential streets, servicing and delivery access would preferably be separated, such as to the rear or within the workspaces. To support core business activities access should at a minimum accommodate vehicles up to the size of a transit and luton vans, however, it is assumed that the setting would preclude uses that regularly require larger access, such as articulated vehicles. Alternatively, van parking and access at the front can also be resolved in attractive manner.



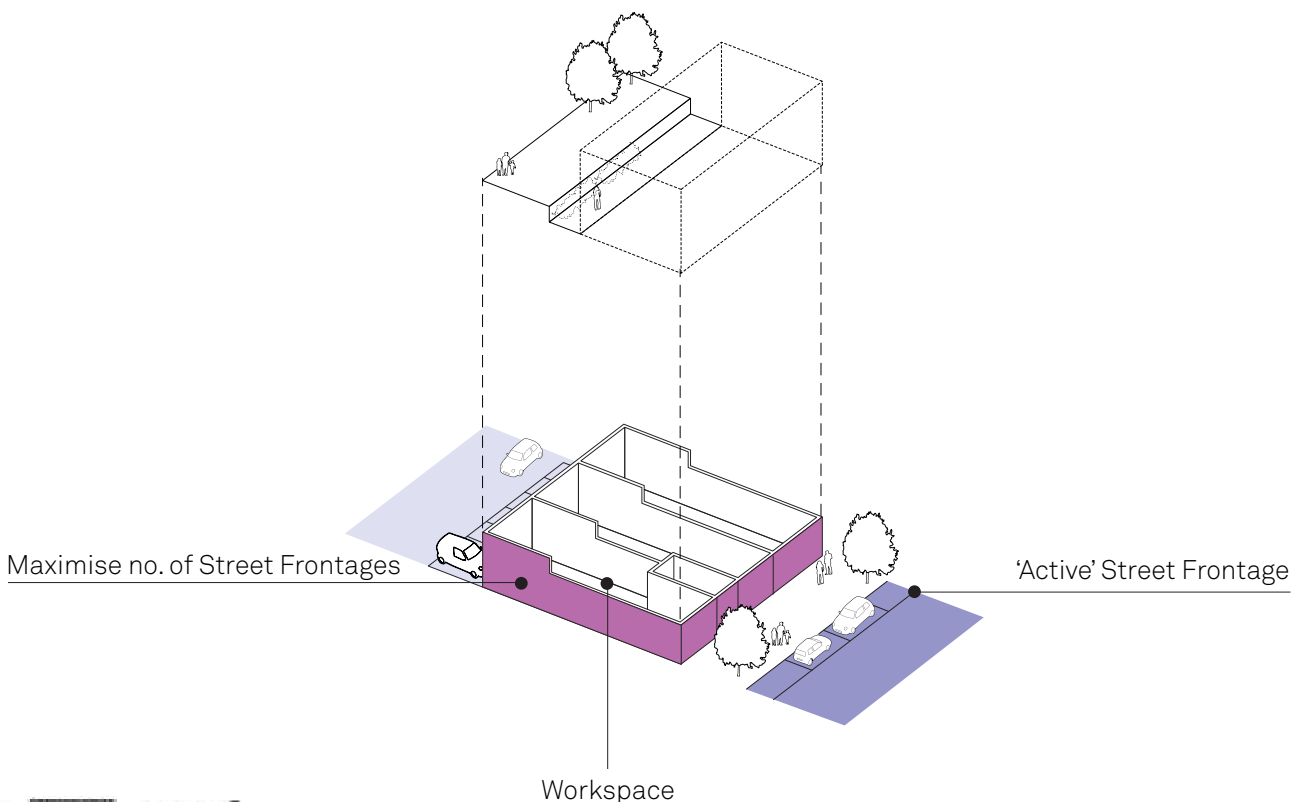
## Orientation

Orientation of workspace should consider both impact of the workspace on residential units as well as benefits of active frontage of workspace for the overall development. A poor orientation, such as a rear elevation with no street frontage, can have significant impact on the sustainability of businesses requiring an element of consumer facing activity, or difficulty in locating the premises affecting day to day operations (such as daily deliveries).

Co-ordination of openable residential windows to working yards or delivery entrances are a consideration for businesses likely to operate out-of-hours delivery, working yards and noise related activity - and may therefore not want or need a public facing frontage (eg beer barrels, machined saw, forklifts).

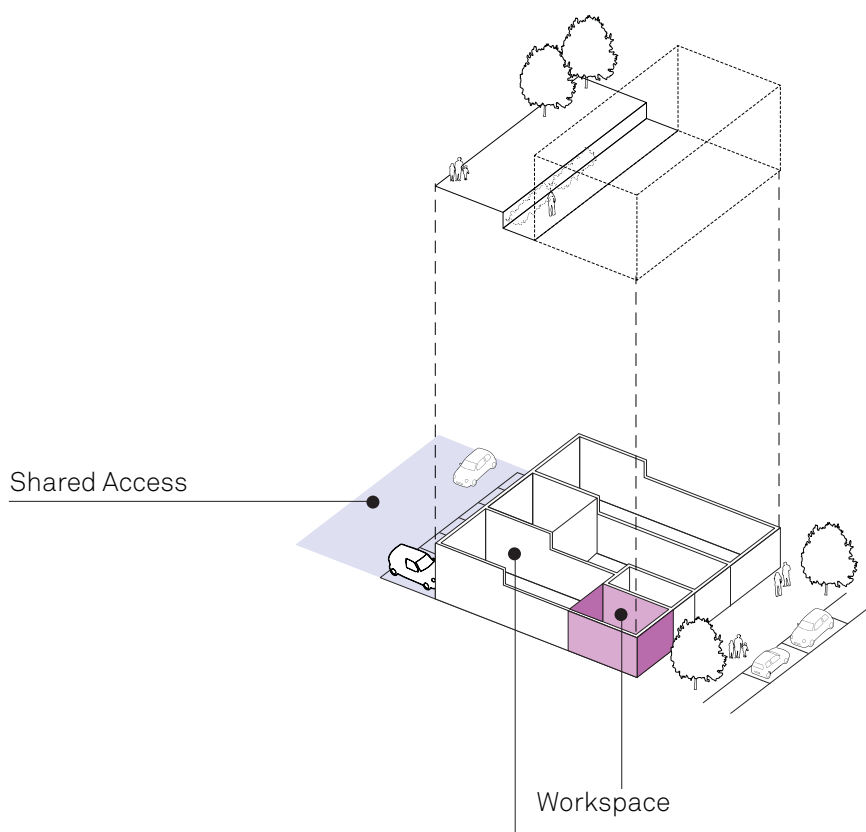
## Street Frontage

The configuration should also maximise the number of street frontages and aim to animate the ground floor. Smaller units should therefore be located at the ends of blocks to take advantage of the corners, and larger units, which have generally less street activity or need for street-level frontage, can be positioned at the centre of the plan.



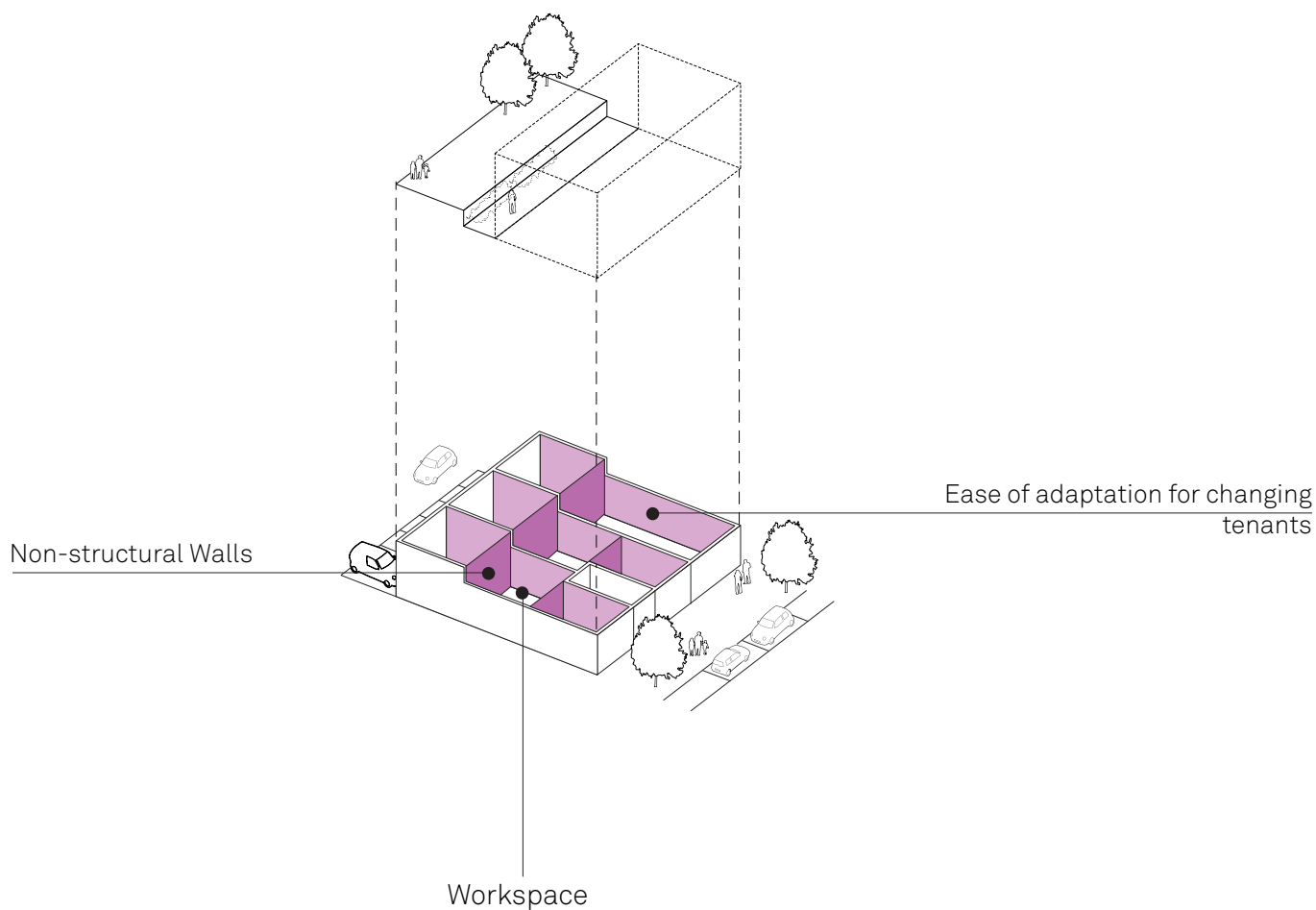
## Shared Access & Space

Businesses, especially smaller, independent firms, benefit both socially and commercially from interacting with other businesses, for example, creating opportunities for mutual support and working together. Shared spaces could maximise this potential. This does not necessarily require additional internal space, for example, service access areas could be strategically designed to become attractive communal areas.



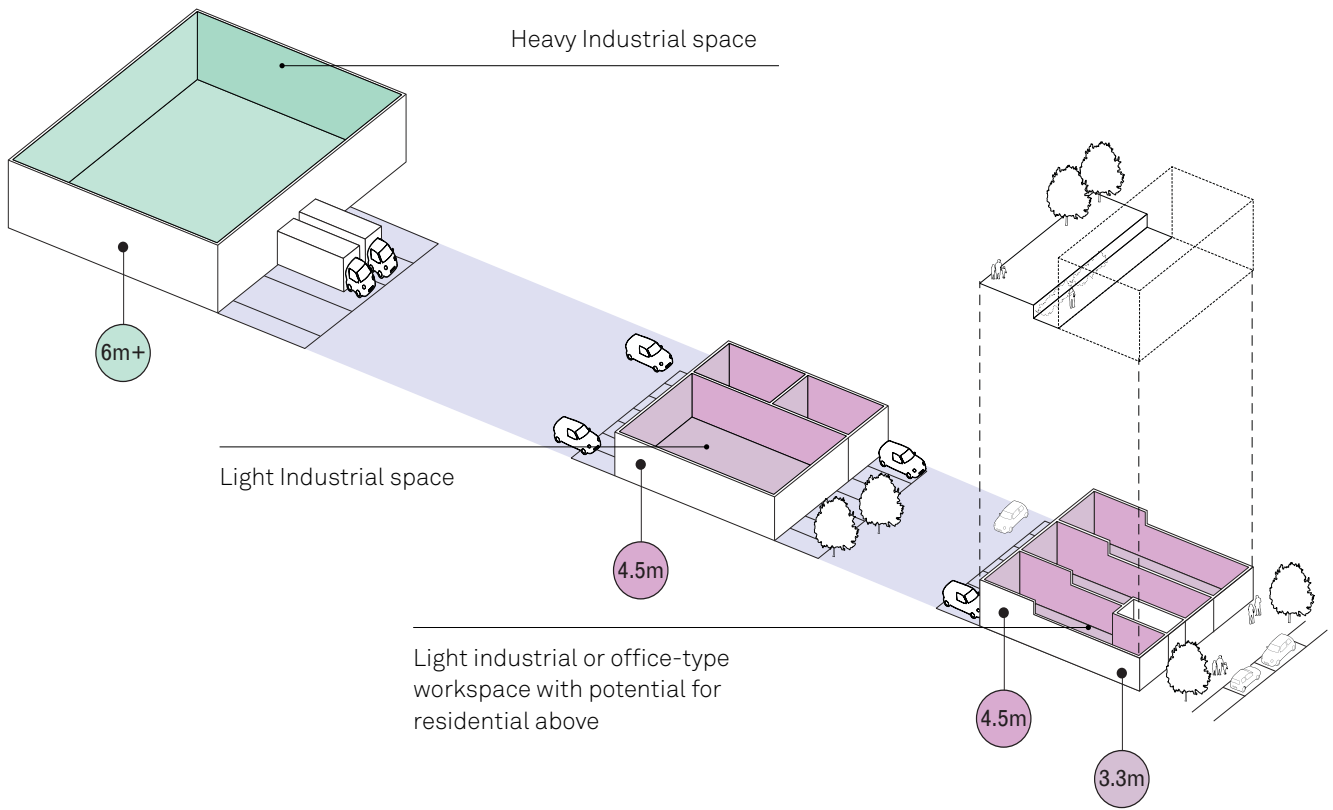
## Unit Sizes

To accommodate changing demand, dividing walls should be non-structural and easily reconfigured to accommodate contraction and expansion of a business through the sub-division and combining of units. Adaptable unit sizes makes for a more flexible neighbourhood able to accommodate GPs, dentists, nurseries and a range of small businesses.



## Floor to ceiling height

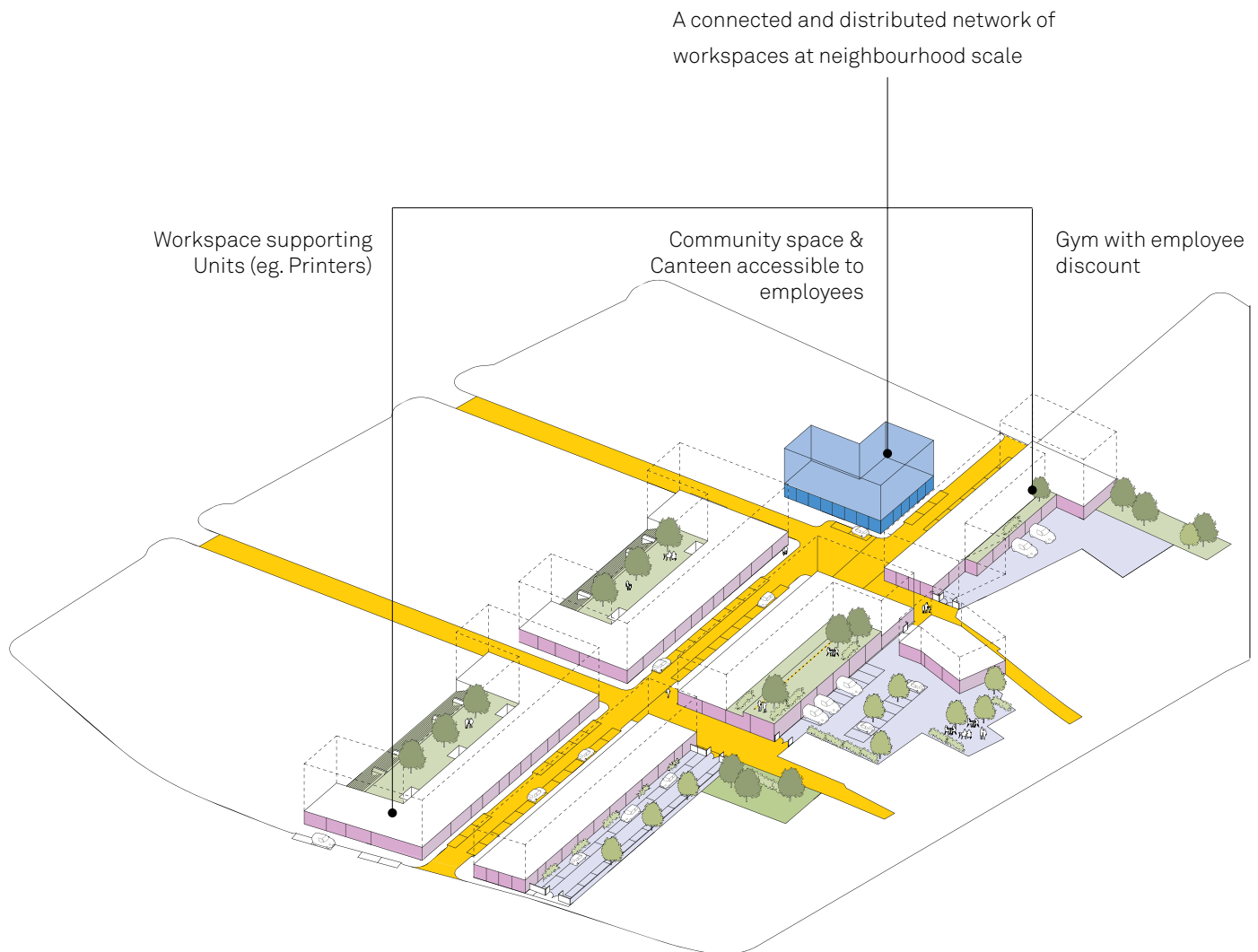
Whilst taller floor to ceiling heights, such as 1.5 to 2 storeys, would increase the range of potential uses of the ground floor workspaces, it may result in undesirable massing to the residential blocks, and a narrow and confined feel of the street. It has been assumed that a floor to ceiling height of 3.5 - 4m would provide the required head height and desirable ground floor scale for a range of activities including studios and small light industrial. Generally, there is potential to increase this to 4.5m to service access side of blocks, giving more flexibility for a higher floor to ceiling potentially accommodating a mezzanine.





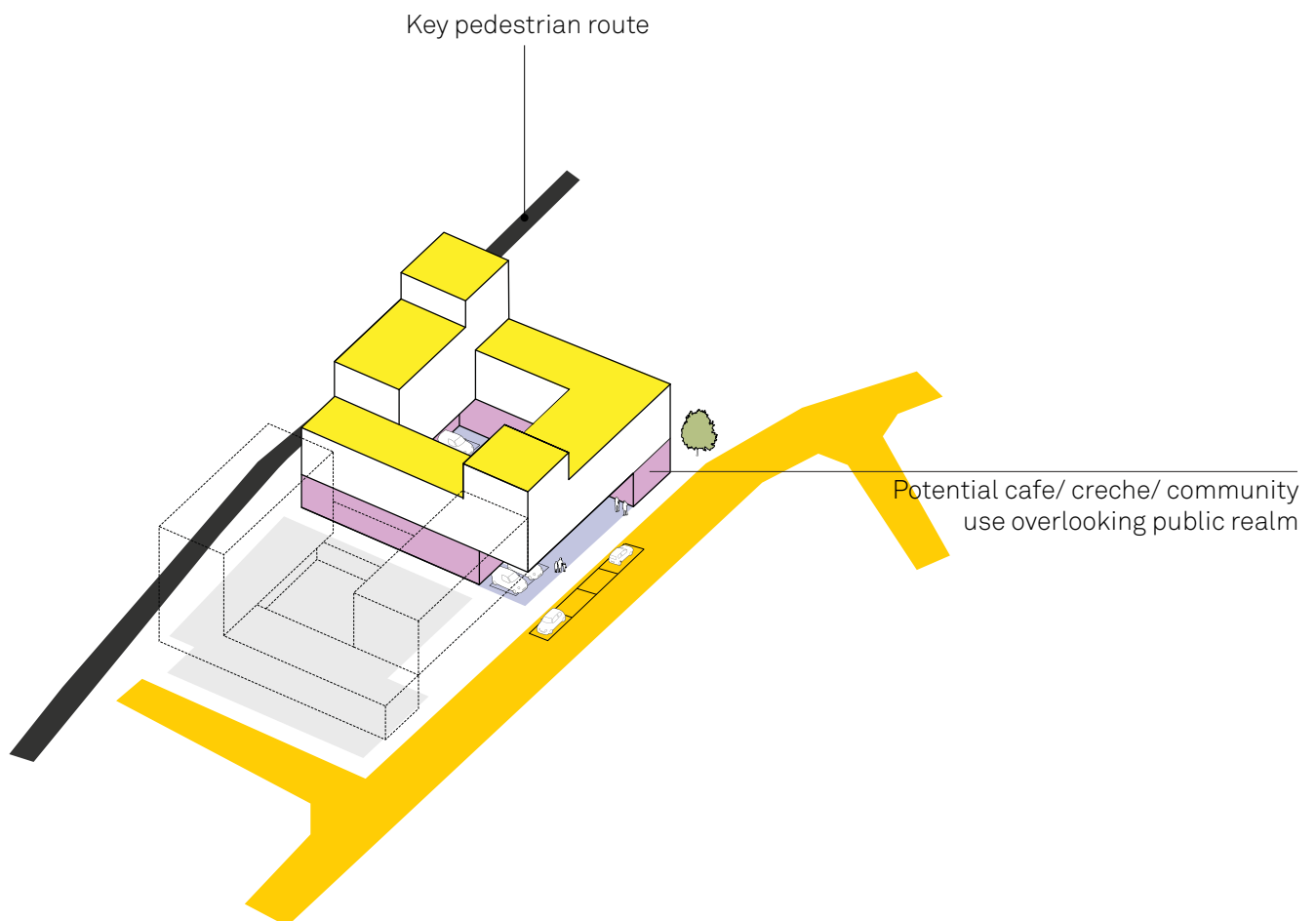
## Scale & Management

In order to be truly valuable, workspace needs to give access to both business support and informal connections. This implies a focus of management beyond pure facilities management, which can only be created at sufficient scale and by operators who look beyond purely real estate driven approaches. This can be achieved within a single building, or at neighbourhood scale, where it is possible to connect a distributed network of workspaces to achieve viable scale. (It is hard to generalise about the minimum scale at which this can be achieved since this depends on the type of workspace created).



## Neighbourhood meeting spaces

If created at sufficient scale and the right location, enterprise buildings could become multi-purpose neighbourhood hubs that serve both users of the workspace and local residents and visitors: a cafe, a shared / bookable atrium with wifi, and childcare facilities are all elements that add value to the workspace and create a new type of focal point in the neighbourhood. Placement of neighbourhood meeting spaces should dove-tail with public realm works across the area, including planned social infrastructure along key pedestrian routes.



# Specific Typological Approaches

The case studies shown are a sample of the types of workspaces that could be suitable for a varied range of use classes, locations and plot sizes. The examples presented are not intended as an exhaustive list due to the large number of options that can arise as a result of type, location and size, but to provide a reference to developers and officers of the considerations when looking at difference sites and conditions. In some cases, examples have been based on built schemes which are referenced and included in the appendix. Specifically, the typologies developed have been narrowed to a selection that can accommodate activities identified by sector and market analysis of west London including:

**Creative Arts** (0-4 & 10-19 employees)

**Administrative / Support Services** (0-4 employees)

**Professional, scientific and technical** (0-4 employees)

**Digital & Media** (0-4 employees)

**Food & Beverage** (20-49 employees)

An overview of the typologies presented are as follows (all units are approximate for guidance only).

	Workspace (sqm)	Residential Units	Storey Height
Typology A - The Yard	1300	11	5-8
Typology B - The single sided block	1000	12	2-3
Typology C - The Co-Working Kitchen	600	0*	5-8
Typology D - Co-Working & Office	900	83	5-8
Typology E -Mixed Use Enterprise Park	1,500	253	5-8
Typology F - Podium + Point Block	1,200	-	2-15
Typology G - Linear + Point Block	400	14	5-8
Typology H - Large Industrial Block	4,200	0*	4-5
Typology I - Multi Storey Creative Studios	4,300	0*	4-5

While the focus of this report has been on affordable workspace typologies in new build mixed use developments a handful of high street refurbishment case studies have been included for reference and describe workspaces that have been delivered by Local Authorities.

**Residential:**

A high quality of living environment must be maintained for residents. Ideally, this includes having private outdoor space, visually pleasing and safe streetscapes, and minimal exposure to 'bad neighbour' effects such as emissions, noise, dust, odors and vibrations. Residents also benefit from an active streetscape, with ground floors that generate footfall, act as passive surveillance and contribute to a positive perception of safety and desirability, while potentially providing everyday neighbourhood-scale amenities.

**Commercial Enterprises:**

Ground floor units must be rented at levels affordable to local businesses. Good servicing is also crucial: this means having adequate access for loading, deliveries and parking to minimise constraints on operations. A range of unit sizes should be offered, including larger subdivisible units that can expand or contract according to changes in demand or the circumstances of their tenants, as well as benefit from the additional footfall that results from being co-located within a residential development.

## Assumptions

We assume that the workspaces are brought forward as part of either a new employment or residential led mixed use development and that these are of an appropriate scale where the workspace typology is being negotiated with the local authority or that 5-10% of the workspace is being provided as affordable workspace. Therefore, though not all typologies have residential provision within the development (Typology C; Typology H and Typology I), one should assume it is being delivered as part of a larger mixed-use scheme.

The enterprise and residential typology of utilising the ground floor of apartment blocks as workspace is capable of accommodating a range of B class uses that preserve a desirable mix of uses within urban contexts. Crucially, the model can respond to projections of growth in demand for small scale, flexible spaces. Typically, office or retail use in proximity to residential has been the generally accepted pairing. However, mixed use may also include certain light industrial uses, and should be seen as an opportunity to animate ground floors (often the less desirable residential offers within new developments) while offering a more sustainable economic benefit to the wider area than alternatives such as live-work.

The spatial typologies outlined within this study challenge negative perceptions linking non-residential use with poorer quality living or amenities and provide an outline framework for creating a genuine mixed economy, access to markets, and flexibility across a range of future scenarios within West London.

## Location

The typologies also cover a range of location scenarios. Though typologies are often suited to a wide scope of location types, there are certain types of space and design components which some business sectors depend on and may therefore not be suited to all types of plots. The locations explored within this study include::



Town Centre location : this assumes a medium sized scheme on a typical urban block in London of 3-8 storey height. This may be on or behind a high road in a local town centre or metropolitan centre location.



Edge of Town Centre location : this assumes a medium sized scheme on a typical residential neighbourhood block in London of 3-5 storey height



Edge of Industrial: this assumes a medium or large sized scheme on a former industrial location or intensification of an existing employment site; development in proximity to surrounding light industrial uses or transport infrastructure (eg railway line, crossrail, major road). This refers to all employment areas which are not designated as Strategic Industrial Land (SIL).



Estate Regeneration : this assumes a regeneration scheme in an existing housing area or a new neighbourhood development. It is key to remember that each business activities in each sector can vary widely and therefore early stage understanding of business types, or engaging a workspace operator, is essential to development of appropriate fit for purpose space both in end product as well as delivery process.

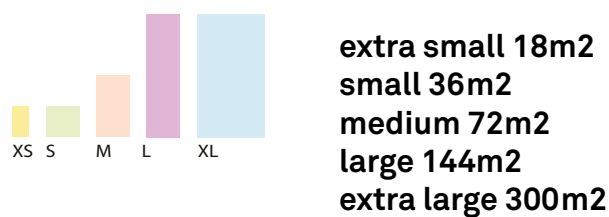


Industrial Estate : Although housing is not suited for Strategic industrial land (SIL), New developments are often delivered on the fringes and edges of SIL designations. Therefore, there may be cases where part of the commercial workspace is provided through Industrial activities (such as B1c and B8) and would be appropriate for Industrial estates.

## Spatial Qualities:

Different business types may require a multiplicity of spaces, including those often considered as production spaces in the B1b and B1c categories. This may mean a business needs back office, production, storage and consumer facing space all on site to varying proportions. An example is a local food supplier that produces small batches of food as catering supply to restaurants &/or shops (requiring some storage, production and distribution) as part of its business; alongside events catering requiring a sampling area for clients (meeting / presentation space) and administration of the business (back office).

Each typology provides a variety of spatial configurations and unit types. Although these may serve as a guide, the specifications of any development should be considered in relation to its context and projected local demand. Some of the key design considerations that each development must consider, and that has been outlined for reference within each typology description include: Common design components within larger development (such as configuration, street frontage, floor to ceiling height, shared space, residential amenity) Access and servicing and spatial requirements for units: The spatial models within this study are based on the following approximate unit sizes:



### To note:

It is difficult to provide, with any accuracy, particular space and technical specifications for activities encompassed by sector or use class. We have therefore provided considerations to consider; and a case study and business example approach to provide some steering on spatial and technical considerations.

# The Yard

## Small scale light industrial units & rear yard

Typology A provides light industrial space below, with residential flats above. It is envisaged that the light industrial units would be suitable for artists/creatives but could also support other businesses who occupy small, light industrial space, such as car mechanics. Derived from the Yard development this typology assumes a (semi) enclosed model combining a central serviced yard, ground floor enterprise space, and residential uses above. The larger area required for the service yard is offset by benefits to a wider variety of businesses. This typology can also foster a sense of community and possibilities for collaboration among tenants, as well as provide passive surveillance.

### Suitable Site Locations:



Town Centre



Edge of Town Centre



Edge of industrial Estate

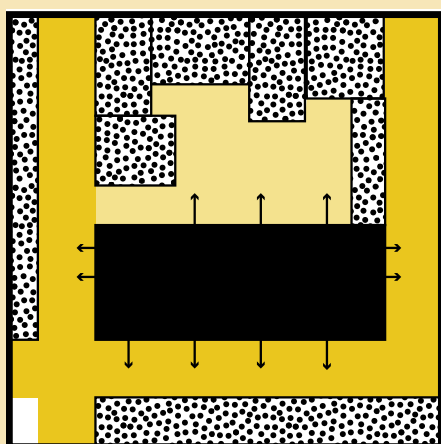
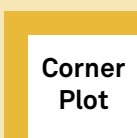


Estate Regen



Industrial Intensification

### Suitable Site Conditions:



Primary road access from 3 sides with shared yard for commercial and residential use behind

### Plot Size:

## SMALL

- Assumed Plot size: 48 x 48m (including yard)

### Unit Sizes:

## SMALL - MEDIUM

- Assumed Unit Sizes: 30 - 145 sqm
- Total Workspace accommodation: approx 1,300 sqm

### Use Class:



**Residential**



**B1a** Micro Offices



**B1b** Small scale prototyping R&D



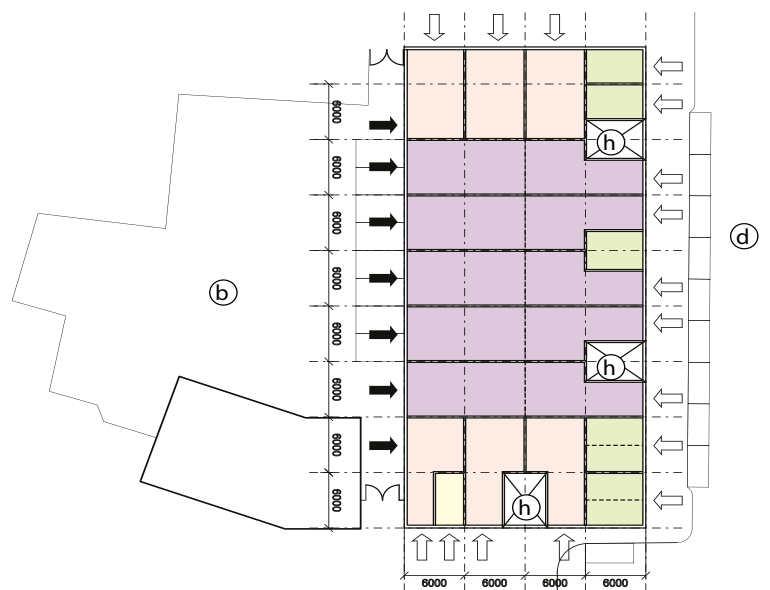
**B1c** Small Scale Light Industrial

# Typology Layout



- a. Ground floor enterprise units
- b. Gated service Yard
- c. Businesses parking & deliveries spaces
- d. Residential Street
- e. Residential & visitor parking
- f. Existing shops and businesses
- g. Potential for highstreet properties to

- h. Residents entrance core
- i. Residents gardens and terraces above the 4.5m high portion of the workspaces.



References : Peabody Yard Islington, Tottenham High Road West (Architecture 00)



# Technical Specifications



## Common Design Components

- 3 phase power - supply allowing for multiple occupancy
- Suitable openings for extraction/ ventilation
- Residential units should take into account specification appropriate for dealing with ambient noise eg attenuated ventilation system
- Independent access for waste removal
- CAT A fit-out
- Interior finishes - Durable floor, exposed ceiling with surface fixed mechanical and electrical fittings; Washable surfaces and Heavy duty finishes to communal areas.
- Utilise the set-back residential block to provide gardens and terraces for the housing, and create visual and acoustic separation from the workspaces.



## Access & Servicing

- A service yard to the rear of the enterprise spaces, allowing both service and residential street access, and off street parking, deliveries and loading.
- The yard creates potential for interactions between occupants with the additional opportunity to integrate existing surrounding businesses in order to situate development within its context.
- The introduction of landscaping should be considered carefully in order to create an attractive environment.



## Spatial requirements

- The relatively deep plan makes this spatial model suitable for larger units with access from both the residential street and the service yard.
- Maximize the number of street frontages by locating smaller units at the corners and larger units to the centre of the plan.
- Workspace unit floor to ceiling heights: 3.3m under the residential flats, and extended to 4.5m to the rear to accommodate businesses, such as a car mechanics.

# Accommodation Schedule

Assumed Plot size: 48 x 48m including yard

## Commercial Accommodation

Unit Type	No. of Units	Approx Area (sqm)	Mezzanine	Use Class
Small Workspace	5	35	no	B1
Medium Workspace	6	70	no	B1
Large Workspace	5	140	no	B1
XL Workspace	0	-	-	-
Amenity / Community Space	x	x	x	x

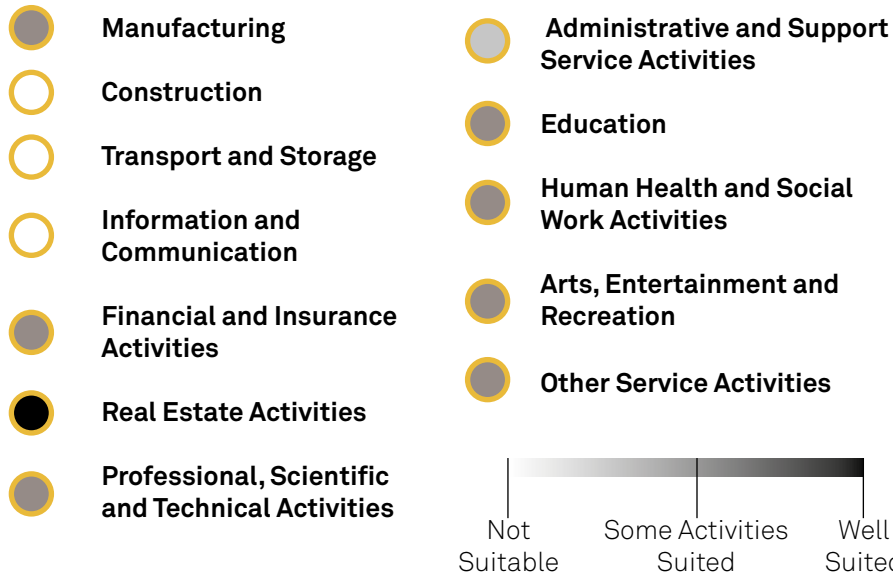
## Residential Accommodation

(Block)

Flat Type	No. of Units	Approx Area (sqm)
1 bed	4	50
2 bed	7	70
3 bed	0	-
other	0	-
<b>Total</b>	11	approx 700

# Suitable Sectors

Note: Suitable depending on scale and activity



## Occupier Examples

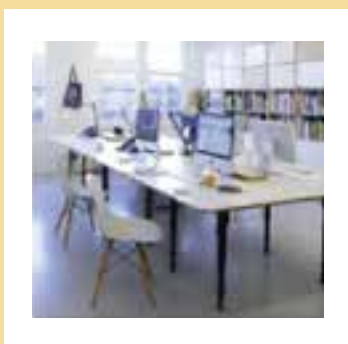


### Car Mechanics

Larger Units

Having both service yard and street access along with the potential for a floor to ceiling height of 4.5m to the rear, makes The Yard Model suitable for a larger range of business types.

The large units would suit a car mechanic business as they would utilise 4.5m ceiling height at the rear for car lift, use the service yard for parking vehicles and the street frontage for a small office and visitor entrance



### Graphic Designers

Small Units

The small units on the residential street would suit a office use, such as a graphic designers'. They would not need direct access to the service yard but occupants could use it for bike and car parking and use any other shared amenities like a landscape area. They would also create a positive, active frontage to the residential street.

# The single sided block

## Micro scale light industrial with residential above

Typology B is applicable as a precedent for one-sided blocks and promoting active side street frontages. The typology combines ground floor workspace, residential and loading and service areas in a one-sided street facing model which overcomes a lack of service yard or mews through the creation of an internal shared service area and on-street loading bays. The model finds an effective solution where separate servicing access via a service yard or mews is not possible and creating potential for active side street elevations.

### Suitable Site Locations:



Town Centre



Edge of Town Centre



Edge of industrial Estate



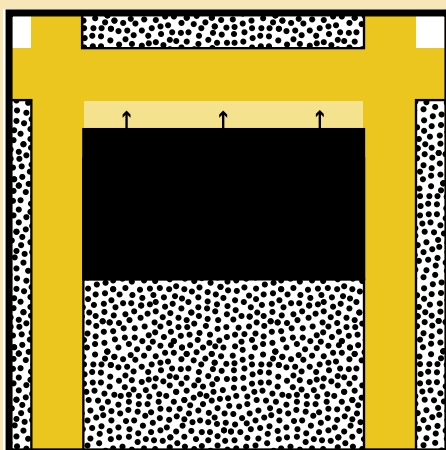
Estate Regen



Industrial Intensification

### Suitable Site Conditions:

Inbound Plot



- Single access from primary road with limited parking
- shop frontage available for all units
- limited access to workspace from rear

### Plot Size:

#### SMALL - MEDIUM

- Assumed Plot size: 60m x 90m

### Unit Sizes:

#### SMALL - MEDIUM

- Assumed Unit Sizes: 70 - 146 sqm
- 4.5m floor to ceiling (Ground Floor)

### Use Class:



**Residential**



**B1a** Micro Offices

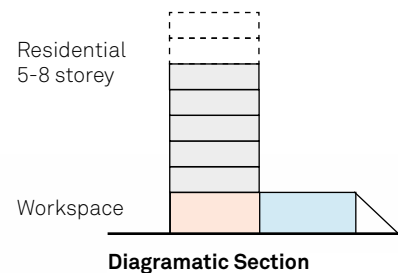


**B1b** Small scale prototyping R&D

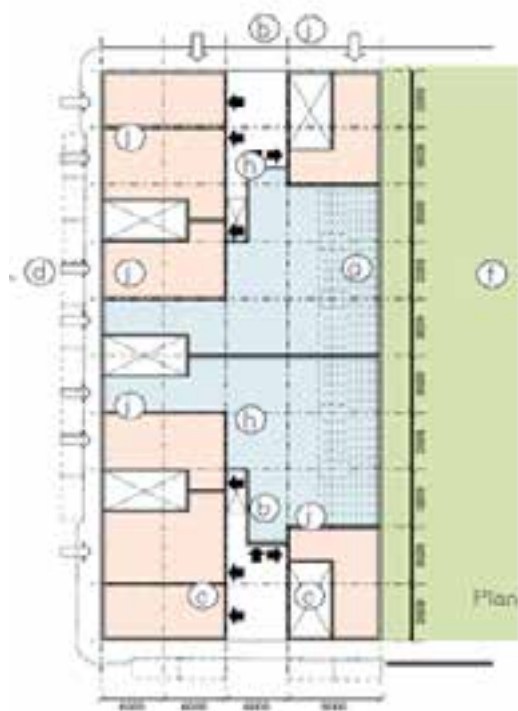


**B1c** Small Scale Light Industrial

# Typology Layout



- a. Ground floor enterprise units
- b. Internal access and service area
- c. On-road loading bays
- d. Residential street
- e. Residential & visitor parking
- f. Green Space between residential blocks
- g. Due to the green space there cannot be
- h. Light wells to bring natural light in the deep plan
- i. Dormer Windows light the back of the single fronted units
- j. Residents' entrance core



Reference: *Hothouse, Hackney; Tottenham High Road West (Architecture 00)*

# Technical Specifications



## Common Design Components

- Fit-Out: CAT A+ fit out based on tenant input; for a small unit it is recommended that small power and any utilities outlets are installed based on tenant / operator input
- The restrictions to the lay-out result in a lower density and larger street frontages
- Dormer windows to the rear steps will both light the back units and give views in and out from the residents' communal green space.
- High level of separation between workspace units and residential flats, providing successful outdoor residents amenity space by stepping up the rear of the workspace to continue the green space up onto the roof.
- Ventilation - Suitable openings for independent extraction ventilation to larger units, possibly ventilation to street to mitigate large service charge overhead
- Waste and storage - Independent access for waste

- removal
- Interior finishes - Consider exposed low cost durable material such as durable floor, exposed ceiling with surface fixed M&E; Washable surfaces and Heavy duty finishes
- Acoustics: Residential units should take into account specification appropriate for dealing with ambient noise eg attenuated ventilation system

- and the service area.
- One sided access reduces potential for subdivision.
- The internal service area that gives back-of-house access to the units, has the potential to become a communal space lit by lightwells in the gardens and terraces above.
- Dedicated van & small lorry along street frontage to be shared between units



## Access & Servicing

- Accessible from the residential street only. A delivery area is incorporated into the sides of the plan to service the units, with the suggestion of designated loading/ delivery bays on the road adjacent. As the servicing is less direct and smaller in provision compared to the other models, this is less suitable to businesses requiring extensive deliveries, loading etc, and is generally more restrictive in the types of suitable occupants.
- The side units are planned to allow both access to the street



## Spatial requirements

- The lack of access and aspect to the rear drives the lay-out and unit sizes, with less flexibility than a dual aspect/ access model. This results in two extra large units at the centre of the plan (which would suit businesses such as a furniture makers, Fab Lab or a co-working space).
- Workspace unit floor to ceiling heights: To maintain mass of the block, floor to ceiling height of approximately 3-3.3m.

# Accommodation Schedule

Assumed block size: 27m x 60m on larger plot of 60m x 90m

## Commercial Accommodation

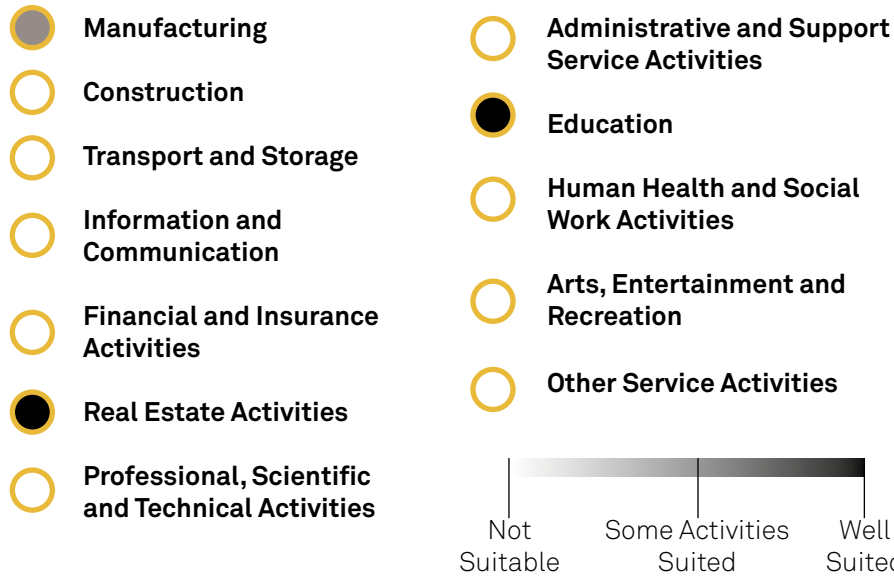
Unit Type	No. of Units	Approx Area (sqm)	Mezzanine	Use Class
Small Workspace	0	-	-	B1a/c
Medium Workspace	4	70	-	B1a/c
Medium Workspace	4	108	-	B1a/c
Large Workspace	2	145	-	B1c
Amenity / Community Space	x	x	x	x
<b>Total</b>	<b>10</b>	<b>1,000</b>	<b>possible</b>	<b>Mixed</b>

## Residential Accommodation

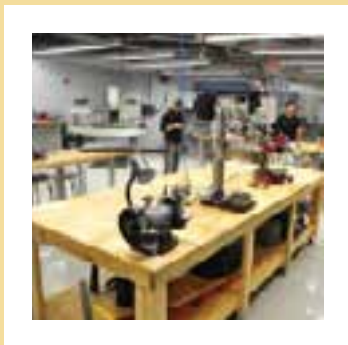
Flat Type	No. of Units	Approx Area (sqm)
<b>1 bed</b>	6	50
<b>2 bed</b>	4	70
<b>3 bed</b>	2	80
<b>other</b>	0	-
<b>Total</b>	<b>12</b>	<b>-</b>

## Suitable Sectors

Note: Suitable depending on scale and activity

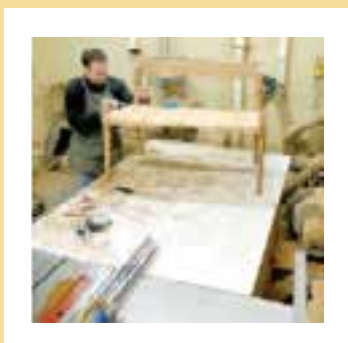


## Occupier Examples



**Fab Lab**  
Large Units

Can utilise the deep plan and larger unit size area  
Small Street Frontage for user entrance and use service space for deliveries  
Views into activities from the residents greenspace



**Furniute Workshop**  
medium size units

Require small workshop with some active frontage

# The Co-Working Kitchen

## Co-working, studio and kitchen space

Typology C focuses on providing multi-storey kitchen space, with co-working desk space and studios. This typology would suit a redevelopment of former industrial site with open air yard and light industrial units with service access on two elevations. Key to this typology is how it handles storage and distribution as well as the provision of shared amenities (office space, meeting rooms etc) for catering companies and commercial kitchen members.

### Suitable Locations



Town Centre



Edge of Town Centre



Edge of industrial Estate

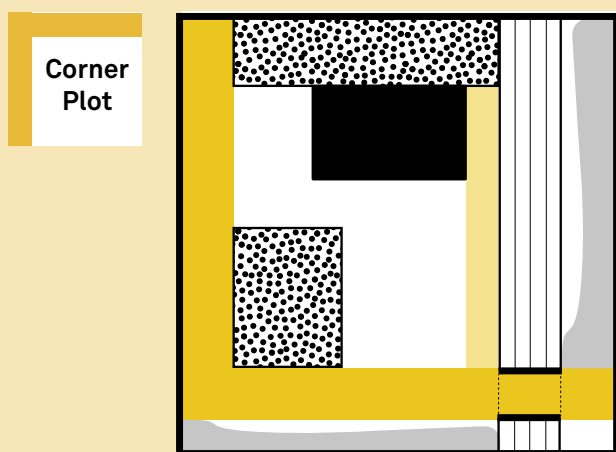


Estate Regen



Industrial Intensification

### Suitable Location Conditions:



- Suited to be developed on edge of industrial estate or
- Assumes service access on 2 elevations
- Requires secondary road suited for delivery and distribution

### Plot Size:

#### SMALL

- Assumed Plot size: 30m x 27m (inc. access road)

### Unit Sizes:

#### SMALL - MEDIUM

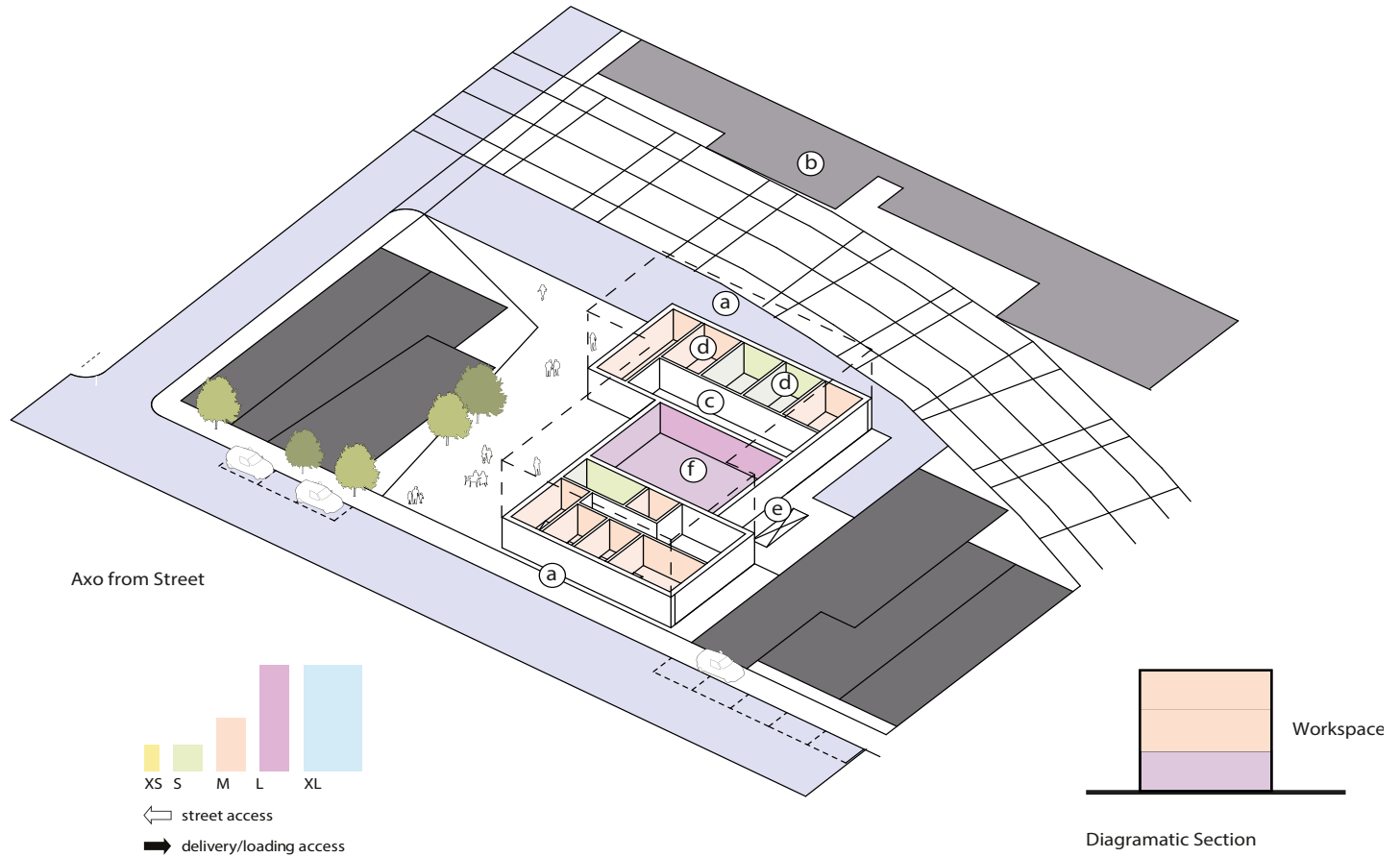
- Assumed Unit Sizes: 15 sqm - 135 sqm

### Suitable Use Class:

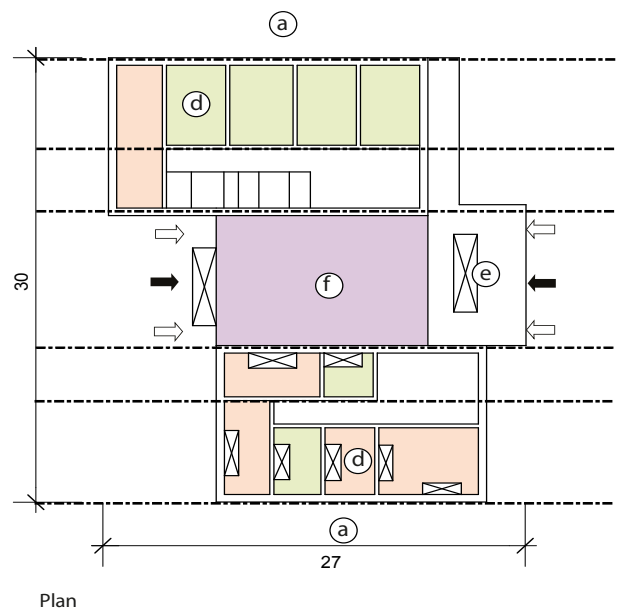
- Residential
- B1a** Micro Offices
- B1b** Small scale prototyping R&D
- B1c** Small Scale Light Industrial



# Typology Layout



- a. Service Access on 2 x elevations
- b. Suitable for edge of industrial estate location
- c. 2.7m floor to ceiling
- d. Studio kitchens / kitchen workshops
- e. Access to upper floor
- f. Kitchen Incubator



Reference : LJ Works, Lambeth (Architecture 00)



# Technical Specifications



## Common Design Components

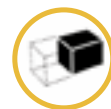
- Fit-Out: CAT A+ fit out based on tenant input; for a small unit it is recommended that small power and any utilities outlets are installed based on tenant / operator input
- Power - 3 phase power supply allowing for multiple occupancy
- Ventilation - Suitable openings for independent extraction ventilation to each unit to suite industrial kitchens
- Residential units surrounding development (if delivered within the larger scheme) should take into account specification appropriate for dealing with ambient noise eg attenuated ventilation system
- Waste and storage - Independent access for waste removal
- Interior finishes - Consider exposed low cost durable material such as durable floor, exposed ceiling with surface fixed M&E; Washable surfaces

and Heavy duty finishes to communal areas to cater to messy kitchen activity.



## Access & Servicing

- Assumes service access on 2 elevations
- Suitable to corner plot with secondary road and built against harsh boundary (rail, highway or canal)
- storage & distribution - important back office functions
- Service yard and access directly to employment units suitable for large scale delivery vehicles
- Dedicated van & small lorry parking to be shared between units
- Independent managed entrance or no/minimal restrictions if within shared entrance
- Direct, level access from street to unit
- Heating, Ventilation and Air Conditioning should be considered to all units.



## Spatial requirements

- 3-4.5m floor to ceiling height
- Exposed services/raised floor and Non structural partition walls to support changeable layout of units
- Floor loading appropriate for light industrial use (5kPa)
- Consider shared access to amenities including printing/bookable meeting spaces and amenity spaces.

# Accommodation Schedule

Assumed Plot size: 30m x 27m (including access road)

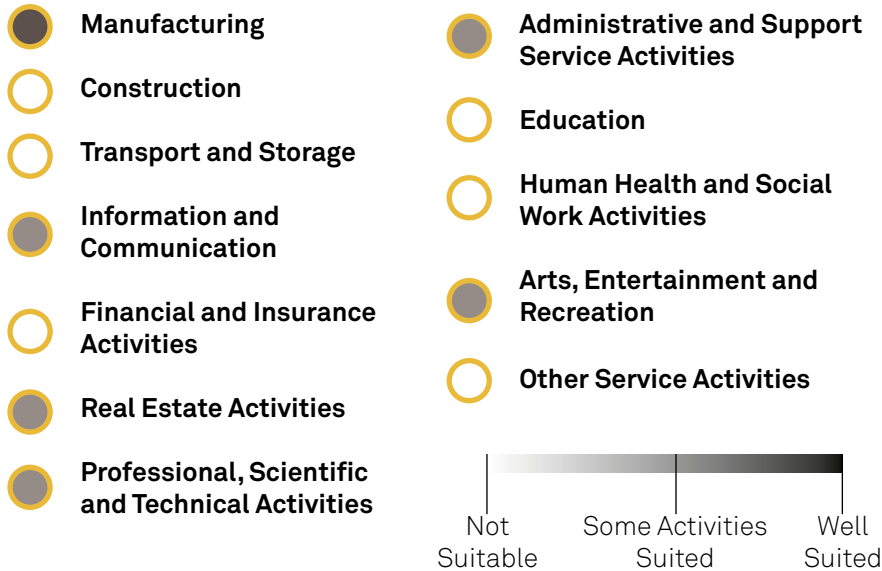
## Commercial Accommodation

Unit Type	No. of Units	Approx Area (sqm)	Mezzanine	Use Class
XSmall Workspace	14	18	no	B1c
Small Workspace	4	36	no	B1c
Medium Workspace	1	72	no	B1c
Large Workspace	1	144*	no	B1c
XLarge Workspace	0	-	-	-
Amenity / Community Space	N/A	x	x	x
<b>Total</b>	20	approx: 571	none	B1c

\*This assumes a shared kitchen incubator

## Technical Specifications

Note: Suitable depending on scale and activity



This block typology is suited best for: artists, kitchens, maker spaces and micro offices.

## Occupier Examples



### Made in Hackney

- Kitchen for hire to small food businesses and start-ups, Food lecturers/teachers to lead courses and workshops, Media/Creatives for photo/video shoots, Organisations/companies to hire for team meetings, team building exercises, cookery demos, Community groups/charities to have meetings/make food products
- Standard hourly rate: £36 per hour. Half Day (4 hours) = £115 Full Day: (8 hours) = £202 per day (8 hours)



### LJ Works

Shared kitchen, kitchen studio, and on-demand kitchen memberships for food business start-ups and more established food businesses

# Co-Working & Office

## Co-working commercial space with residential

Typology D is a mixed-use office and residential scheme. This linear block typology includes open plan, flexible ground floor office units suitable for desk-based coworking and/or some subdivision (dependent on tenant) and 5-8 storeys of flatted residential above. The typology assumes only limited access to a primary road (with majority of perimeter up against surrounding development) but includes a gated service yard for both residential and commercial use.

### Suitable Locations



Town Centre



Edge of Town Centre



Edge of industrial Estate



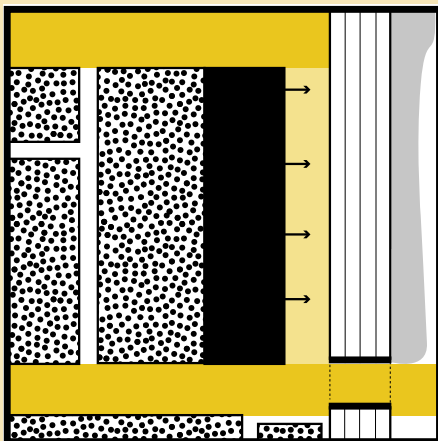
Estate Regen



Industrial Intensification

### Suitable Location Conditions:

Inbound Plot



- Narrow Plot
- Single access via gated shared yard or secondary road
- Dual aspect flats and working units
- Suites locations against hard boundary (eg. rail track, canal or elevated road)

### Plot Size:

**SMALL - MEDIUM**

- Assumed Plot size: 950 sqM (inc. access road roads)

### Unit Sizes:

**LARGE**

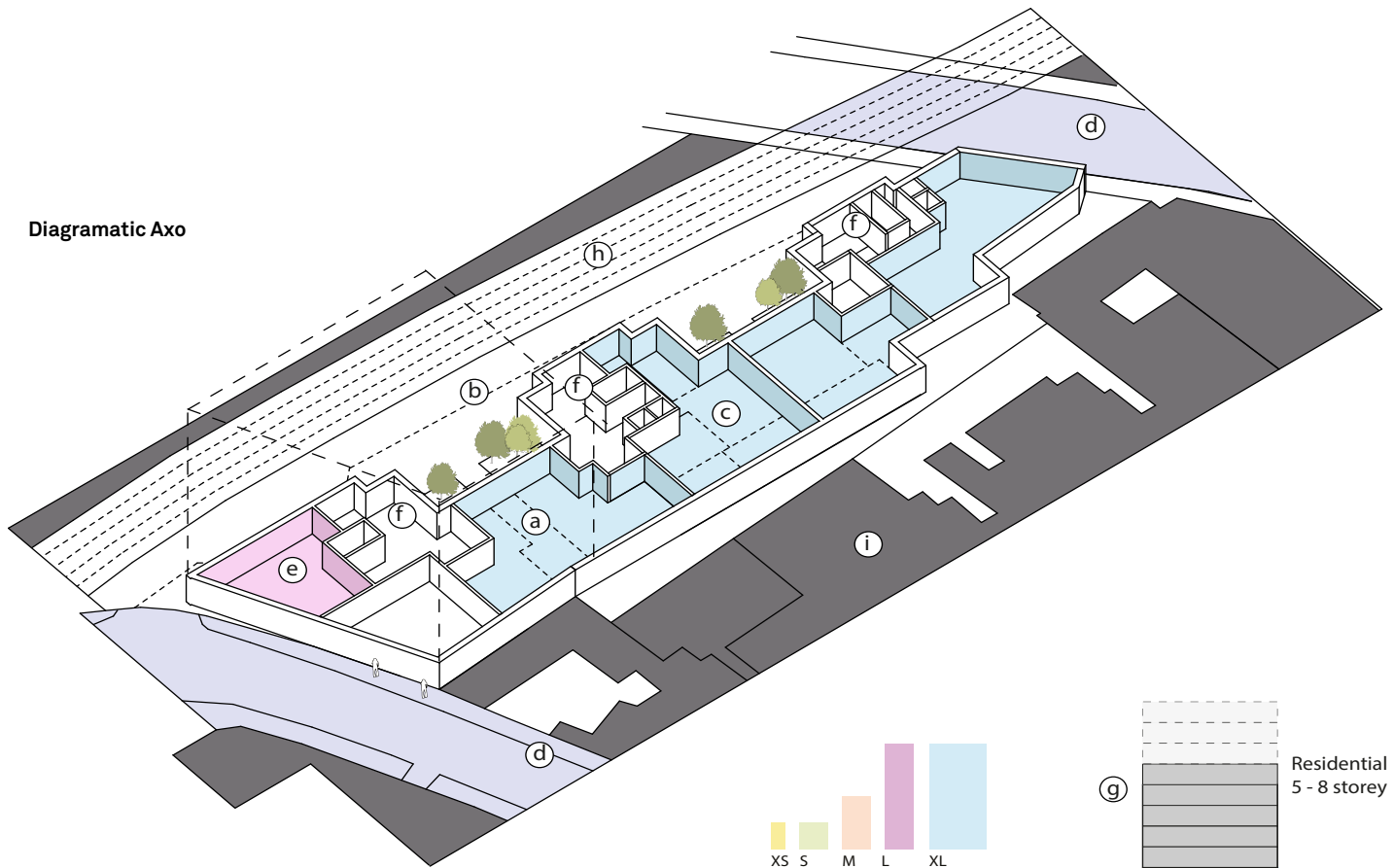
- Assumed Unit Sizes: 170 - 300+ sqm

### Suitable Use Class:

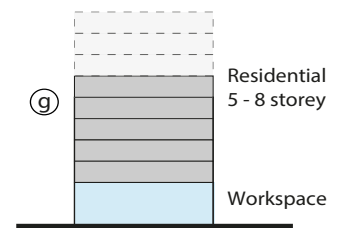
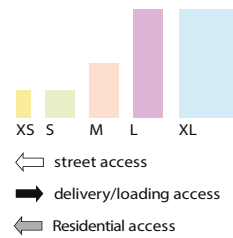
- Residential
- B1a
- B1b
- B1c

# Typology Layout

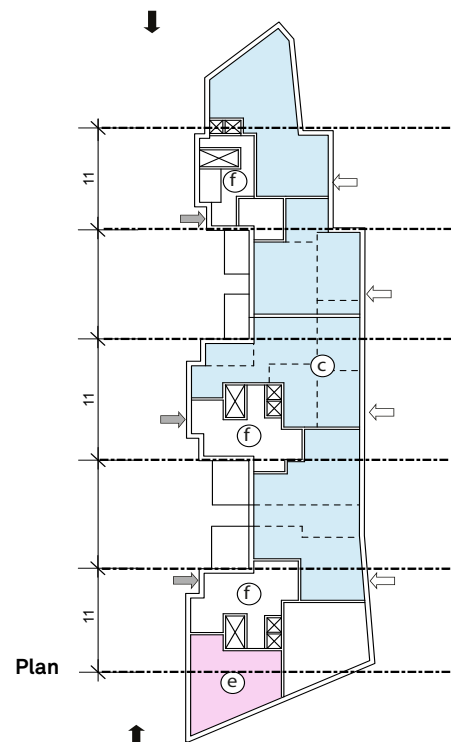
Diagrammatic Axo



- a. Large ground floor office units
- b. Service Yard, gated.
- c. Open Workspace
- d. Residential street
- e. Coworking
- f. Residents core
- g. 5 - 8 storeys of flatted residential above
- h. Suitable on industrial edge



Diagrammatic Section



Reference : The Depot, Gresham Road, Lambeth (Assael Architecture)

# Technical Specifications



## Common Design Components

- linear block
- Dual aspect flats
- Fit-Out: CAT A+ fit out based on tenant input; for a small unit it is recommended that small power and any utilities outlets are installed based on tenant / operator input
- Workspace has ability to be used as open plan coworking as well as suited to some subdivision
- Depending on context this typology might not be suited to industrial activity
- Non structural partition walls at ground floor units to enable flexibility
- Noise restrictions required for units - thereby limited opportunity for light industrial occupiers
- Waste and storage - Independent access for waste

- removal
- Interior finishes - Consider exposed low cost durable material such as durable floor, exposed ceiling with surface fixed M&E; Washable surfaces and heavy duty finishes
- Supply of high speed/large bandwidth internet.



## Access & Servicing

- One primary access road
- Gated service yard for residential and commercial use
- Narrow plot that allows a service road to rear
- Dedicated van parking - these can be shared between units
- Pallet unloading/loading area (could be in shared yard)
- Double door to receive goods for larger units



## Spatial requirements

- Typical Unit Size between 70 and 170
- Consider shared access to amenities including kitchen/ printing/ bookable meeting spaces
- Exposed services/raised floor and non-structural partition walls to support changeable layout of units
- Layout Flexibility - Exposed services or raised floor to support changeable layout of units and non structural partition walls to enable flexible arrangement including expansion / contraction of businesses

# Accommodation Schedule

Assumed Plot size: approx..950 sqm

## Commercial Accommodation

Unit Type	No. of Units	Approx Area (sqm)	Mezzanine	Use Class
Small Workspace	0	-	-	-
Medium Workspace	0	-	-	-
Large Workspace	1	144	no	B1a
XL Workspace	1	750*	no	B1a
Amenity / Community Space	x	x	x	x
<b>Total</b>	<b>8</b>	<b>approx: 875</b>	<b>some units</b>	

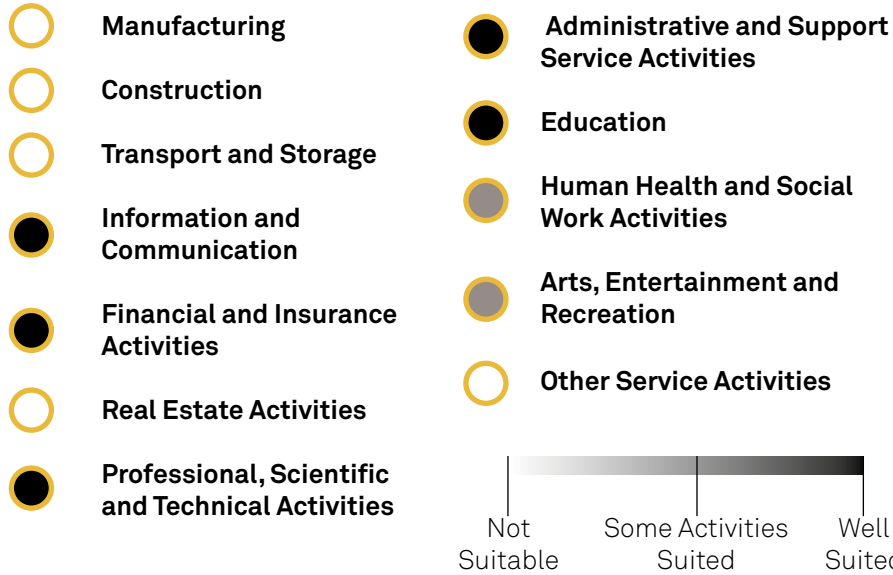
## Residential Accommodation

Flat Type	No. of Units	Approx Area (sqm)
<b>1 bed</b>	34	50
<b>2 bed</b>	36	70
<b>3 bed</b>	13	80
<b>other</b>	0	-
<b>Total</b>	<b>83</b>	<b>approx 6,300</b>

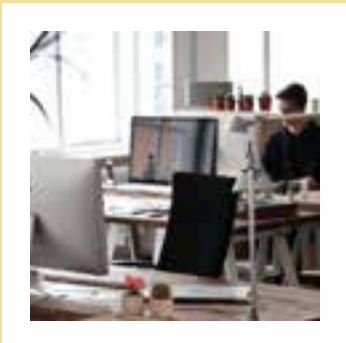
\*Assumed open Plan workspace which can be subdivided if required by tenant

## Suitable Sectors

Note: Suitable depending on scale and activity



## Occupier Examples



### **Bartletts Solicitors**

(Professional, scientific and technical)

Bartletts are a long established firm based in Hornsey, North London. The firm was first started over 100 years ago and are also the successors to the practice of J.C. Martin, who started his firm in Hornsey shortly after the Second World War.

Space Type : desk-based

Space Size : 150sqm

No of Employees : 5 employees

# Mixed Use Enterprise Park

## Mixed Use with Light Industrial

Typology D is a employment led mixed-use development with office, light industrial and residential space. This typology assumes a deep plot with ground floor office units and 5-8 storeys of flatted residential above. Ground floor employment units ranging from medium to large (150 sqm - 540 sqm) with mezzanines and a service yard as well as access directly to employment units suitable for large scale delivery vehicles internal to the plot. This block typology could be suitable for: small to medium scale light industrial activity such as. food production, furniture production, 3D print and publishing, catering supply, metal work, wholesale food packaging.

### Suitable Site Locations:



Town Centre



Edge of Town Centre



Edge of industrial Estate

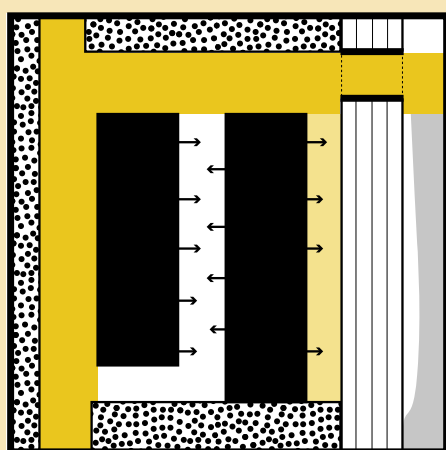
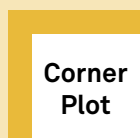


Estate Regen



Industrial Intensification

### Suitable Location Conditions:



- A. Assumed corner plot location with two public highways along elevations and one secondary access yard to service as loading
- B. Deeper Plot
- C. Suites locations against hard boundary (eg. rail track, canal or elevated road)

### Plot Size:

**LARGE**

- Assumed Plot size: 120m x 62m (inc. access roads)

### Unit Sizes:

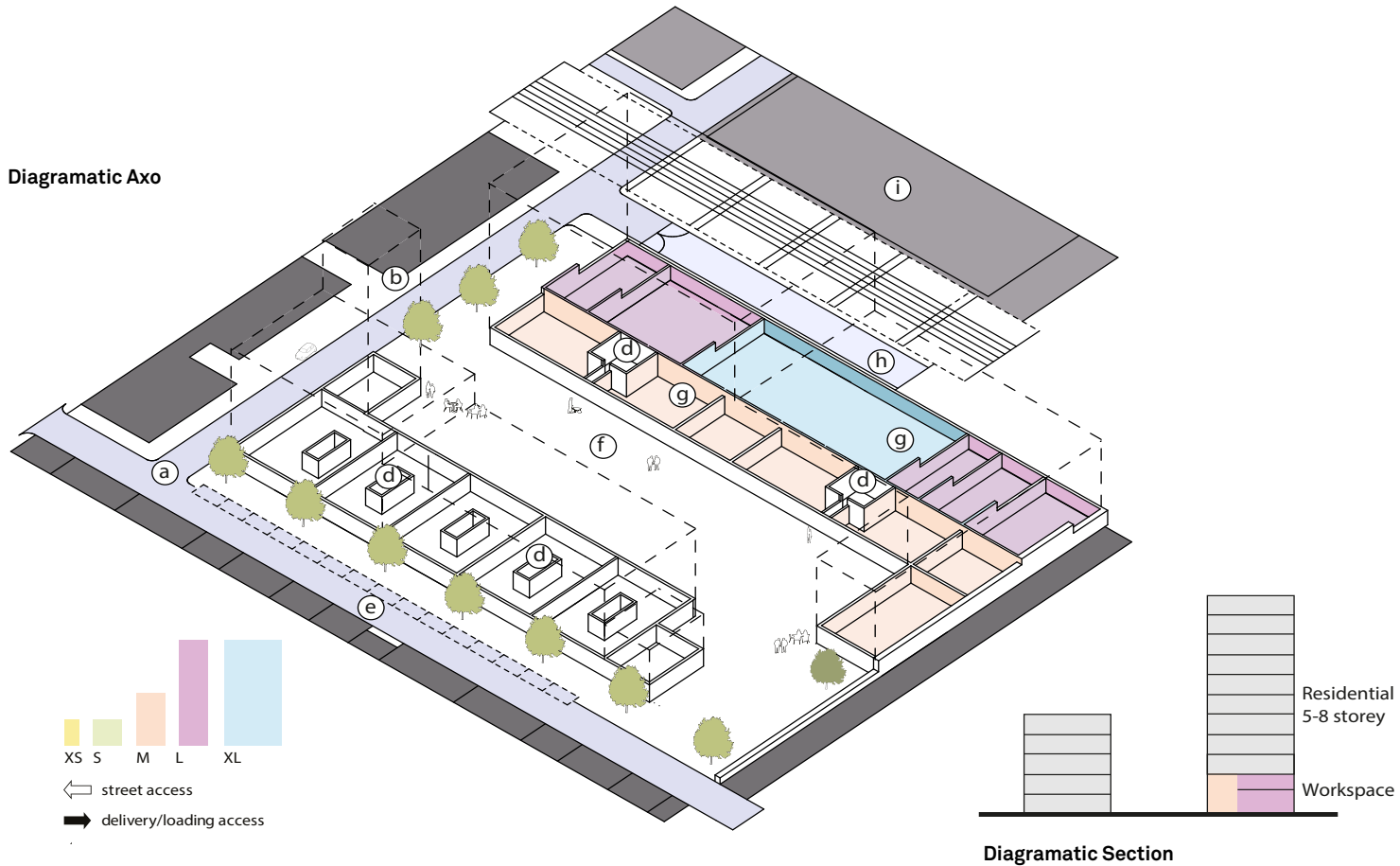
**MEDIUM - LARGE**

- Assumed Unit Sizes: 150 sqm - 540 sqm

### Use Class:

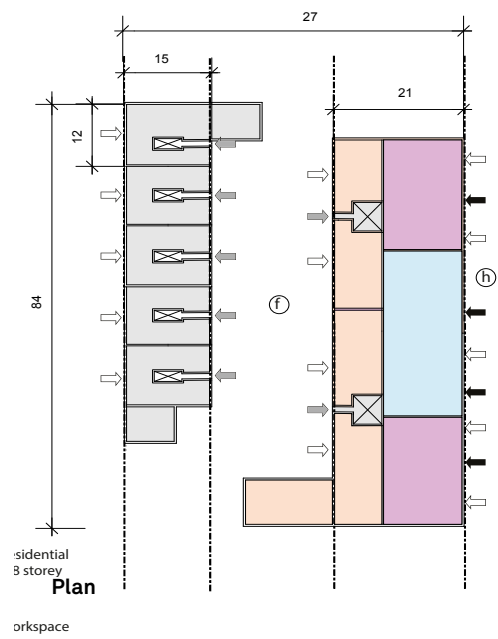
- Residential
- B1a
- B1b
- B1c

## Typology Layout



- a. Assumes corner plot with two public highways
- b. mix of 5-8 storey residential above office and industrial workspace
- c. large scale development
- d. residential core
- e. highstreet with on-street blue badge parking
- f. protected amenity space
- g. workshops & office workspace
- h. service area

Reference: Bow Enterprise Park





# Technical Specifications



## Common Design Components

- 3 phase power - supply allowing for multiple occupancy
- Suitable openings for extraction/ ventilation
- Residential units should take into account specification appropriate for dealing with ambient noise eg attenuated ventilation system
- Part E Building Regulations
- Waste and storage -
- Independent access for waste removal
- Interior finishes - Durable floor, exposed ceiling with surface fixed M&E; Washable surfaces and Heavy duty finishes to communal areas.
- Consider shared working yard
- Storage
- Mezzanine appropriate for larger units



## Access & Servicing

- Assumes corner plot with 2 public highway roads
- service yard and access directly to employment units suitable for large scale delivery vehicles.
- Dedicated van & small lorry parking to be shared between units
- Double door opening widths in all communal areas with auto hold open functions
- Independent managed entrance or no/minimal restrictions if within shared entrance
- Direct front door access to street
- Heating, Ventilation and Air Conditioning can be considered for medium sized units. This is a higher specification than may be required for some purposes and therefore add service charge / maintenance costs unnecessarily.
- Mitigation - access and loading separated from private residential amenity



## Spatial requirements

- Large scale development
- Typical Unit Size 150 sqm - 540 sqm
- Deep plot that allows a service road internal to the plot
- Exposed services/raised floor and Non structural partition walls to support changeable layout of units
- Floor loading appropriate for light industrial use (5kPa)
- Consider shared access to amenities including kitchen/ printing/ bookable meeting spaces
- Double height floor-to-ceiling height eg 5m (enabling mezzanine for some units)

# Accommodation Schedule

Assumed Plot size: approx.120m x 60m (including access roads)

## Commercial Accommodation

Unit Type	No. of Units	Approx Area (sqm)	Mezzanine	Use Class
Small Workspace	0	-	-	-
Medium Workspace	5	72	no	B1
Large Workspace	3	144	yes	B1c
XL Workspace	1	300+	yes	B1c
Amenity / Community Space	x	x	x	x
<b>Total</b>	8	approx: 1,500	some units	

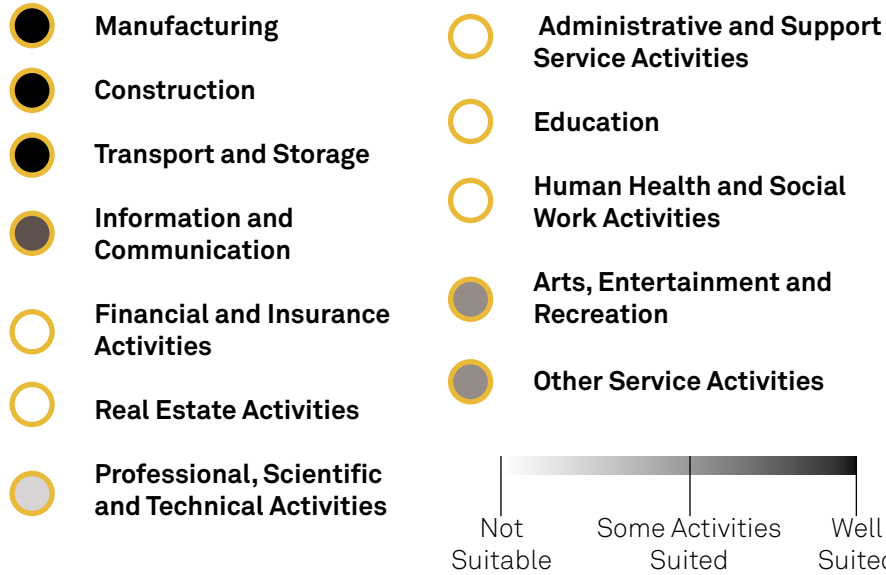
## Residential Accommodation

Flat Type	No. of Units	Approx Area (sqm)
<b>1 bed</b>	72	50
<b>2 bed</b>	113	70
<b>3 bed</b>	49	80
<b>other</b>	18	varies
<b>Total</b>	253	approx 21,000

150sqm unit provides space for approx 4 employees for B1c activity

# Suitable Sectors

Note: Suitable depending on scale and activity



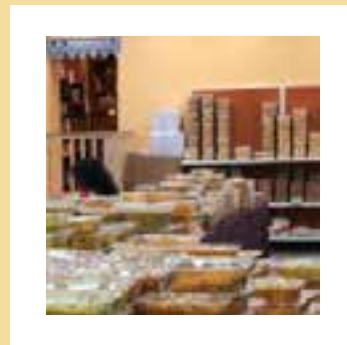
This block typology is suited best for: medium scale light industrial activity e.g. food production, furniture production, 3D print and publishing, catering supply, metal work, wholesale food packaging

# Occupier Examples



**Micro Brewery**  
(Catering, Manifestation)

Micro Brewery small batch beverage production with tasting room on site for business / consumer facing activity



**Shayona**  
(Food & Beverage)

Manufacturer of local indian sweets and event catering company that also hires out events equipment and employing 25 people. Operations require service access for deliveries.



**3D print UK**  
(Print Services)

A 3D printer for small batch manufacture and R&D prototyping requiring servicing and delivery access including pallet truck and unloading area. Currently housed in 380 sqm space employing 9 people (41sqm / job)



**DNM Fashion**  
(Fashion Manufacturing)

A multi-product manufacturing company producing 200 samples per month to make the process of sample development and general business efficient for customers. Employs 4 people in 118 sqm space (30 sqm/job)

# Light Industrial Workshops

## Re-Use of Employment Site for Light Industrial & Office

Typology F is a mixed-use office and residential scheme with a podium plus point block arrangement. The typology assumes ground and first floor flexible employment, retail and community use through a variety of different sized units. Access is throughout the scheme is provided through a central vehicular and pedestrian access route with GF car parking and cycle parking provided within the centre of the building and provision of open space and associated works of hard and soft landscaping for commercial units and residents on top of the ground floor podium. The typology assumes point block arrangement of flatted residential units which vary between 3-10 stories - providing around 250 residential units.

### Suitable Locations



Town Centre



Edge of Town Centre



Edge of industrial Estate

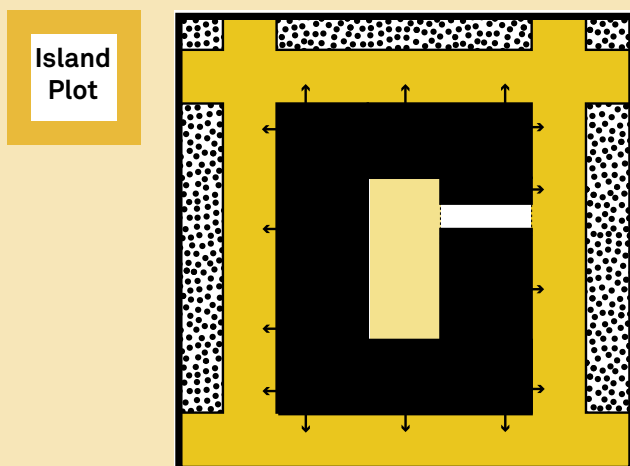


Estate Regen



Industrial Intensification

### Suitable Location Conditions:



- A. Assumed Island Plot with access (primary or secondary) from all elevations
- B. Internal parking and loading for residential and workspace units

### Plot Size:

## LARGE

- Assumed Plot size: 121m x 62m (including access road roads)

### Unit Sizes:

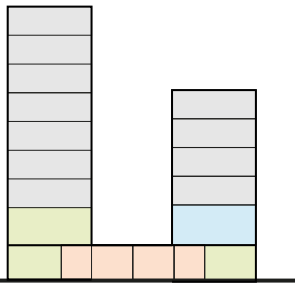
## MEDIUM - LARGE

- Assumed Unit Sizes: 65 sqm - 540 sqm

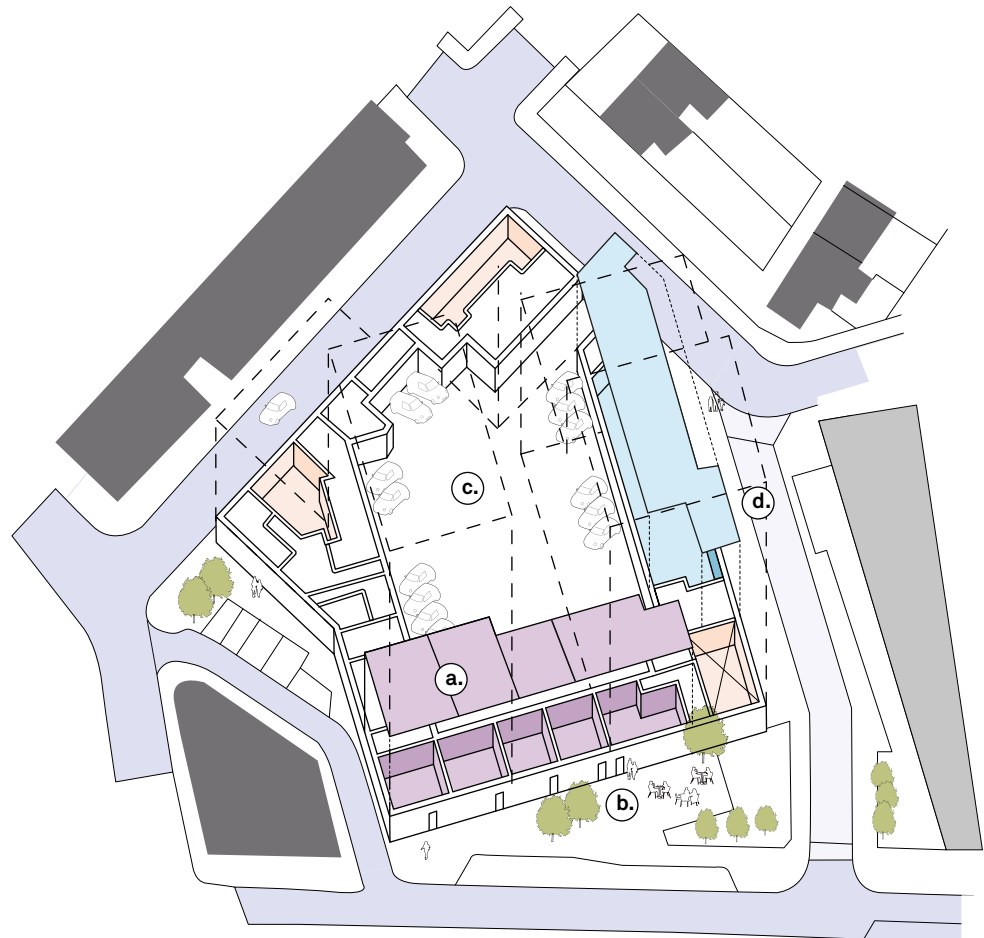
### Suitable Use Class:

- Residential**
- B1a** B1a Offices for 0-49 employees
- B1b** B1b Small scale prototyping R&D 0-20 employees
- B1c** B1c Small Scale Light Industrial 0-14 employees

# Typology Layout

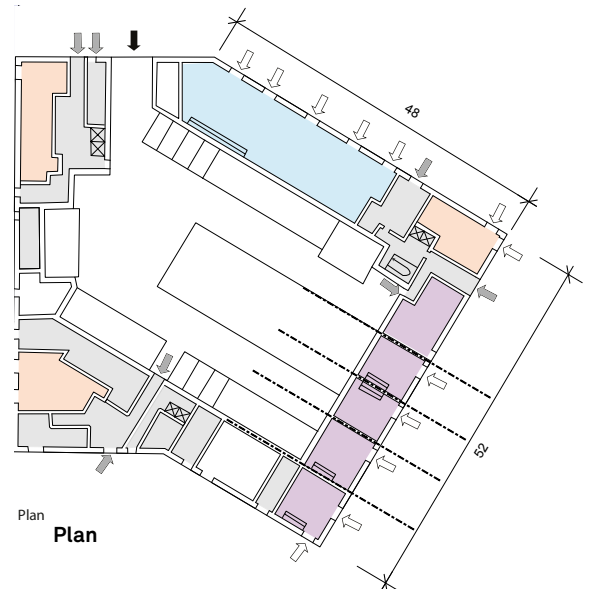
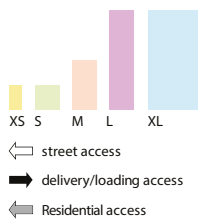


Diagrammatic Section



Diagrammatic Axo

- a. Mezzanines / first floor commercial space available for some of the larger units
- b. Assumes island plot with access along all elevations
- c. internal parking and loading area for both commercial and residential tenants
- d. mix of 5-8 residential units above



Reference: Caxton Works, Studio Egret West

# Technical Specifications



## Common Design Components

- Loading - Floor loading appropriate for light industrial use (5kPa)
- Consider shared access to amenities including kitchen/ printing/ bookable meeting spaces
- Waste & Storage - commercial refuse stores with fob and Independent access for waste removal
- Acoustics - some noise expected so consider acoustic attenuation
- Interior finishes - Consider use of low cost durable materials (such as paint grade concrete block work or exposed block work; concrete slab flooring; exposed concrete ceilings with surface fixed M&E and Washable surfaces)
- Services - Heating, Ventilation and Air Conditioning can be considered for medium sized units; Incoming gas and electric supply may be required for larger units; 3 phase power including multiple circuits; Air quality -

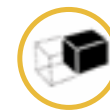
- extract flue at high level
- Supply of high speed/ large bandwidth internet
- Suitable lift to be considered for ground to first floor
- High level of separation between workspace units and residential flats, providing successful outdoor residents' amenity space by stepping up the rear of the workspace to continue the green space up onto the roof.

- door access for goods in and out
- Independent managed entrance or no/minimal restrictions if within shared entrance
- Direct front door access to street



## Access & Servicing

- Assumed access (vehicular or pedestrian) from all key elevations
- Consider shared working yard (internal or external)
- Parking - Dedicated van & small lorry parking - these can be shared between units
- Pallet unloading/loading area (could be in shared yard)
- Entrance / Exits - Double door opening to all communal areas to receive goods for larger units and Roller shutter or heavy duty



## Spatial requirements

- Large scale development
- Typical Unit Size 65 sqm - 540 sqm
- Double height floor to ceiling height eg 3.5m-5m floor to ceiling height (enabling mezzanine for some units)
- Layout Flexibility - Exposed services or raised floor to support changeable layout of units and non structural partition walls to enable flexible arrangement including expansion / contraction of businesses

# Accommodation Schedule

Assumed Plot size: approx. 121m x 62m including access roads

## Residential Accommodation

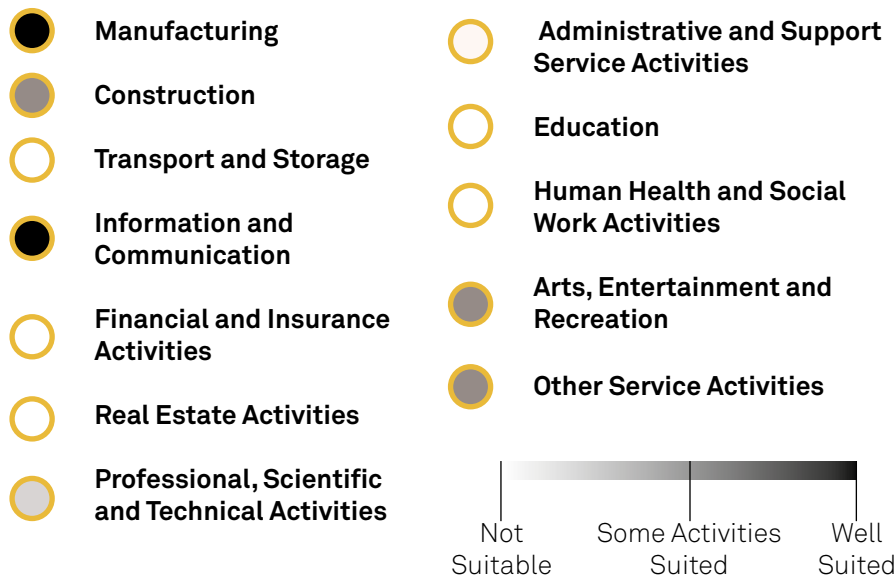
Flat Type	No. of Units	Approx Area (sqm)
Studio	35	40
1 bed	144	50
2 bed	141	70
3 bed	16	80
<b>Total</b>	<b>336</b>	<b>19,750</b>

## Commercial Accommodation

Unit Type	Number of Units	Approx Area (sqm)	Mezzanine	Use Class
Small Ground floor Workspace	0	36	N/A	B1
Medium Ground floor Workspace	3	72	some units	B1
Large Ground Floor Workspace	3	144	yes	B1
XL Ground Floor Workspace	1	300+	yes	B1
Amenity / Community Space	1	64	x	A3 & B1
<b>Total</b>	<b>8</b>	<b>approx: 1,200</b>	<b>most units</b>	

# Suitable Sectors

Note: Suitable depending on scale and activity



Activities identified as opportunities in West London are suitable for :

B1c / Creative Arts (0-4 & 10-19 employees)

B1a, B1c / Administrative / Support Services (0-4 employees)

B1a, B1b, B1c / Professional, scientific and technical (0-4 employees)

B1a, B1c / Digital & Media (0-4 employees)

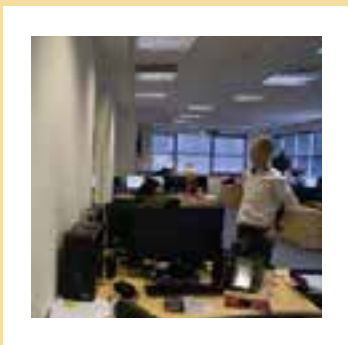
Additionally for small scale B1c Food & Beverage (20-49 employees)

# Occupier Examples



**Village Factory**  
(Manufacture of clothing)

An example business is a clothing manufactures and whole sale retailer. An example business of this type can use a space size of 800 sqm employing 25 people (40 sqm/job)



**QBS Software**  
(Professional, Scientific and Technical )

An examples business is a software reseller, providing a range of products. Activities on site include wholesale of computer equipment, office machinery and repair.



# Small Office & Light Industrial

## Linear & Point Block within Large Scale Masterplan

Typology G is a mixed use development focused around spaces for SMEs with residential units above. Assumed to be delivered as part of a larger mixed use residential scheme this typology assumes a wide scope of workspace and shared amenities (such as artist studios, a cafe and multi-use event space) in order to develop placemaking and a 'hub' for both workers and residents. The narrow plot is serviced by a primary road along its key elevation (which has the potential of being largely pedestrianised) with a back road providing parking spaces for residents units as well as space for loading and distribution. This typology can be duplicated in order to be applicable to a series of plot sizes (including a deeper plot) and to suit a 'terraced houses' approach with ground floor workspace.

### Suitable Locations



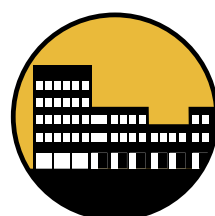
Town Centre



Edge of Town Centre



Edge of industrial Estate

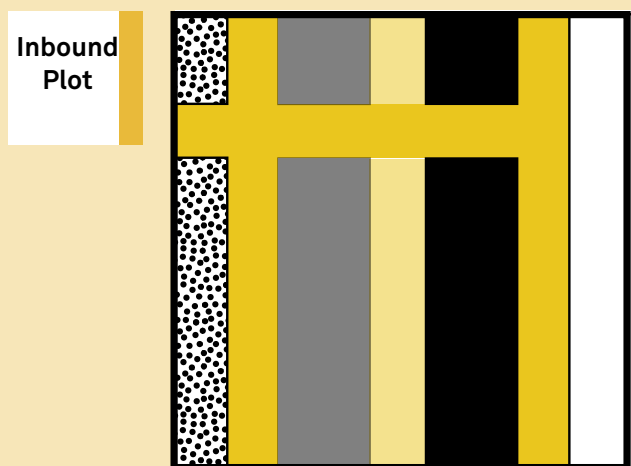


Estate Regen



Industrial Intensification

### Suitable Location Conditions:



- A. Linear Block Typology
- B. Assumed to be delivered as part of larger development
- C. Primary road access along key elevation
- D. parking and loading on secondary road along secondary elevation,

### Plot Size:

**SMALL**

- Assumed Plot size: 10x120

### Unit Sizes:

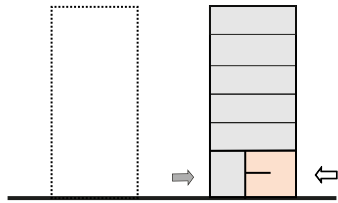
**SMALL**

- Assumed Unit Sizes: 18 sqm - 51 sqm

### Suitable Use Class:

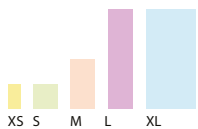
- Residential**
- B1a** Micro Offices for 0-10 employees
- B1b** Small scale prototyping R&D
- B1c** Small Scale Light Industrial

# Typology Layout



Diagrammatic Section

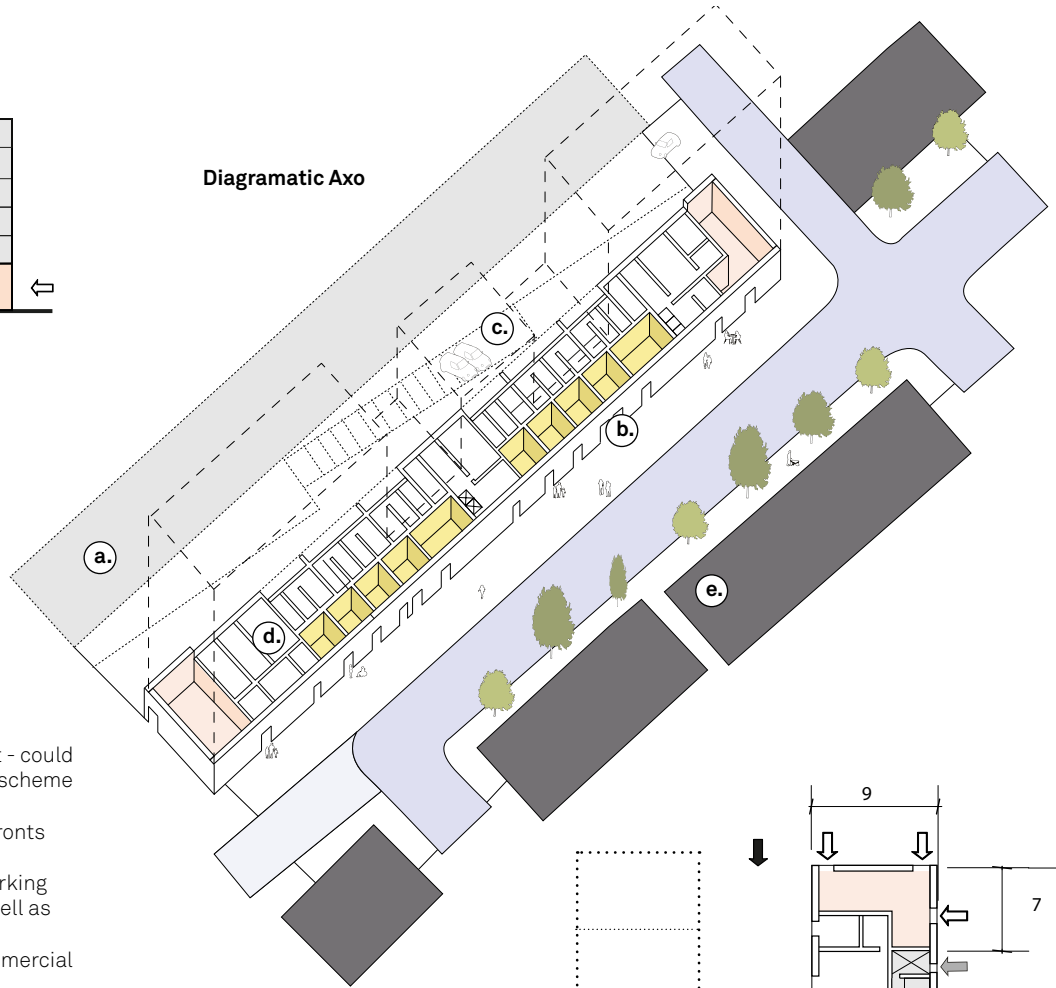
## Diagrammatic Section



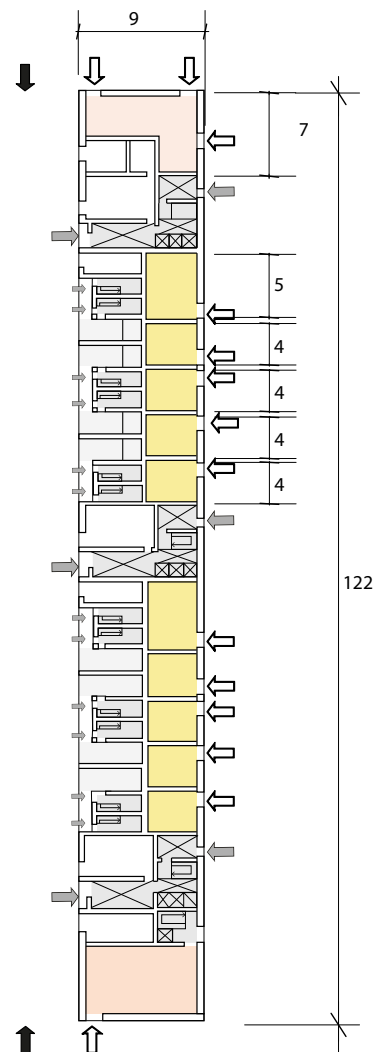
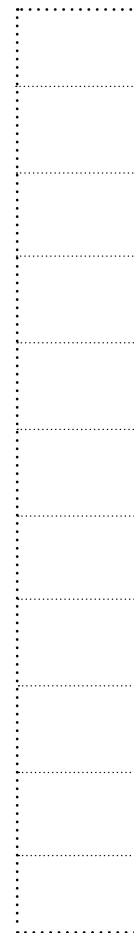
- ↔ street access
- ➔ delivery/loading access
- ← Residential access

- a. Neighboring development - could be delivered within same scheme and as same typology
- b. Units with optional shopfronts facing primary road
- c. Secondary access and parking for commercial units as well as residents
- d. Shared amenities for commercial tenants
- e. Could also be delivered on island plot with harsh boundaries on either side (as real-life case study)

Diagrammatic Axo



Plan



Reference: Royal Albert Wharf, Newham  
(Notting Hill Genesis Housing Association)



# Technical Specifications



## Common Design Components

- Commercial amenities - Consider shared access to amenities including kitchen/ printing/bookable meeting spaces
- Waste & Storage - Dedicated commercial refuse stores with fob and Independent access for waste removal
- Supply of high speed/large bandwidth internet
- Independently metered units
- Sufficient power supply allowing for multiple occupancy - 3 phase power may be required in some units
- Noise restrictions for units - thereby limited opportunity for light industrial occupiers
- Ventilation - Suitable openings for independent extraction ventilation to each unit, possibly ventilation to street to mitigate large service charge overhead

- Consider for larger units - floor loading appropriate for light industrial use (5kPa) (enable small scale pallet and forklift loads)
- Cat A fit-out
- Interior finishes - Consider exposed low cost durable material such as durable floor, exposed ceiling with surface fixed mechanical and electric fittings; Washable surfaces and Heavy duty finishes to communal areas.



## Access & Servicing

- Access along all elevations, but primary access limited to 3 with secondary vehicular access along key 'back' elevation
- Dedicated van parking - these can be shared between units
- Pallet unloading/loading area (could be in shared yard)
- Double door to receive goods for larger units
- Independent managed entrance or no/minimal restrictions if



## Spatial requirements

- Layout Flexibility - Exposed services or raised floor to support changeable layout of units and non structural partition walls to enable flexible arrangement including expansion / contraction of businesses
- Consider shared access to amenities including kitchen/ printing/ bookable meeting spaces
- Typical Unit Size 35 sqm - 51 sqm
- Above average floor to ceiling height eg 2.7m -3.5m floor to ceiling height (enabling mezzanine for some units)
- Mix of 5 - 8 storey dual aspect residential above workspace

# Accommodation Schedule

Assumed Plot size: approx. 10 x 120

## Commercial Accommodation

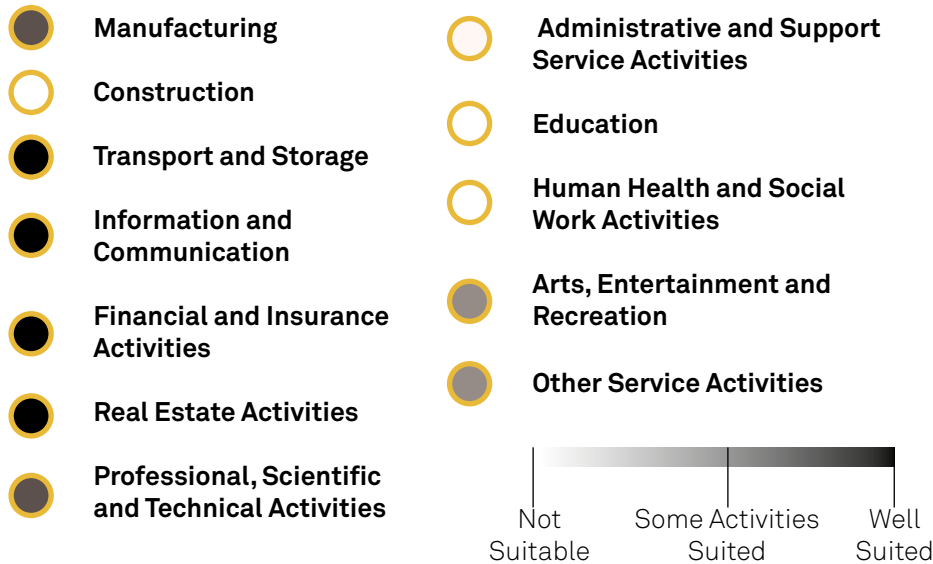
Unit Type	Number of Units	Approx Area (sqm)	Mezzanine	Use Class
XSmall Workspace	8	18	N/A	B1
Small Workspace		-	-	-
Medium Workspace	2	72	yes	B1
Large Workspace	0	-	-	-
Amenity / Community Space	x	64	x	A3 & B1
<b>Total</b>	<b>8</b>	<b>approx: 382</b>	<b>some units</b>	

## Residential Accommodation

Flat Type	Number of Units	Approx Area (sqm)
<b>1 bed</b>	0	-
<b>2 bed</b>	14	70
<b>3 bed</b>	0	-
<b>other</b>	0	-
<b>Total</b>	<b>14</b>	<b>approx 1,000</b>

# Suitable Sectors

Note: Suitable depending on scale and activity



Activities identified as opportunities in West London are suitable for :

B1c / Creative Arts (0-4 & 10-19 employees)

B1a, B1c / Administrative / Support Services (0-4 employees)

B1a, B1b, B1c / Professional, scientific and technical (0-4 employees)

B1a, B1c / Digital & Media (0-4 employees)

## Occupier Examples



### Manufacturing & Fashion

Design and manufacture of ladies outerwear, tailoring and separates. QRI provide services to clients at every stage of the production process from design, fabric sourcing and sampling to pattern cutting, fabric testing and merchandising. Example business occupying

Space Type : Light Industrial B1c Space Size : 138 sqm



### Joinery

Independent Joiner and sub contractor. Manufacture of other builders' carpentry and joinery. Example of a business occupying 107sqm of space employing 2-3 people (40 sqm / job)



### Information and Communication

Archival digital fine art printing Giclée and Photographic fine art printing. Wide format exhibition services. Specialist artwork reproduction service for painters and artists. Bespoke printing. Example of a business occupying 46 sqm .

# Large Industrial Block

## Multi Storey Industrial Workspace in Residential Area

Typology H is a 6-storey stacked commercial development comprises light industrial space, arranged in small workshops, across five storeys with a unique two storey car park below for loading. Though it does not include any residential within the plot it is assumed to be delivered as consolidated workspace within a larger mixed use scheme compromising residential and employment floorspace with ancillary commercial, retail, leisure and community uses. It provides a series of different scaled units and contains ground and first floor parking and goods lifts to service a wide range of activity types including some B8 (Storage and distribution). The typology has been designed to meet the demand for smaller flexible workspace, with six levels based on optimised structural grid, offering maximum flexibility of space. It assumes an inbound plot with access to a primary road / highway along the main elevation but can be developed up against surrounding plots as well as against hard boundaries.

### Suitable Locations



Town Centre



Edge of Town Centre



Edge of industrial Estate

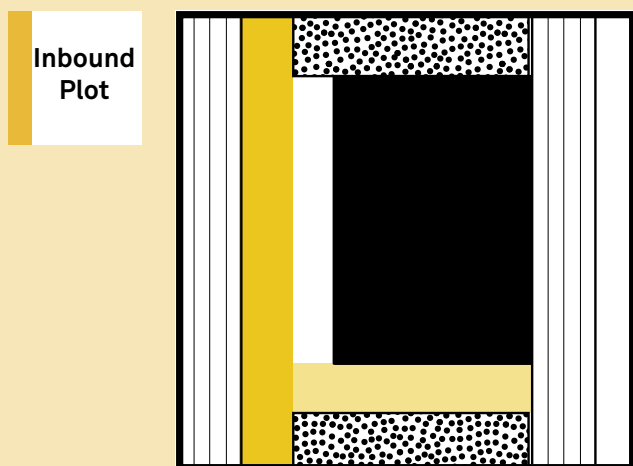


Estate Regen



Industrial Intensification

### Suitable Location Conditions:



A. Assumed Island Plot with access (primary or secondary) from all elevations

### Plot Size:

**LARGE**

- Assumed Plot size: approx 50m x 155m

### Unit Sizes:

**MEDIUM - LARGE**

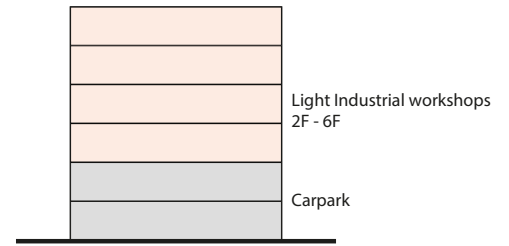
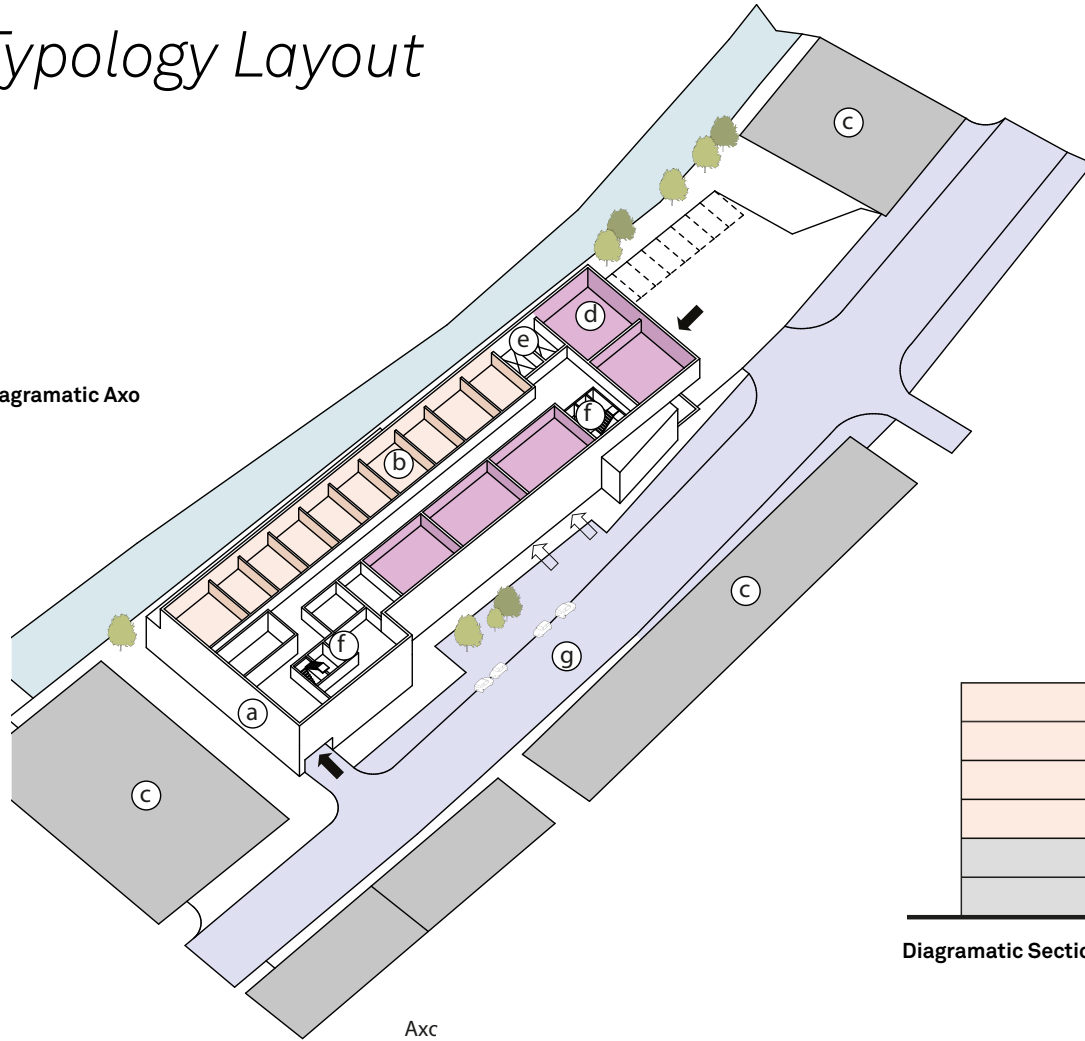
- Assumed Unit Sizes: 150-190 sqm

### Suitable Use Class:

- Residential** - Residential provided within larger scheme but not within typology
- B1a** Micro Offices for 0-10 employees
- B1b** Small scale prototyping R&D
- B1c** Light Industrial
- B8** Storage & Distribution

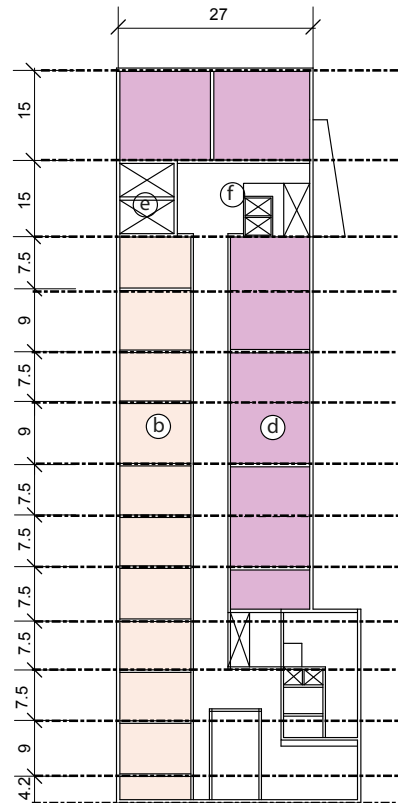
# Typology Layout

Diagrammatic Axo



Diagrammatic Section

- Axc
- a. Carpark below for loading and service access (GF - 1F)
  - b. Small Workshops to suit a range of light industrial activities.
  - c. Industrial Estate
  - d. Medium workshops
  - e. 2 large good lifts
  - f. passenger lifts for employees
  - g. Assumed highway along one edge



2F Plan

Reference: *The Generator*, Michael Sparks Associates

# Technical Specifications



## Common Design Components

- Steel Portal Frame with non structural partition walls to allow flexibility
- Standardised prefabricated panelling system (medium - heavyweight thermal performance)
- 2m wide access doors to each unit enabling subdivision if needed
- 5m wide corridors to allow 2 pallet trucks to pass each other
- Standardized pre-fabricated panelling system (medium - heavyweight thermal performance)



## Access & Servicing

- Ground Floor & 1st floor are car parking for Light Goods Vehicles and Other Goods Vehicles; loading bays; service access
- Serviced by 2 large and 3 medium sized service lifts for moving goods and equipment from loading area to each unit
- 2 passenger lifts for employees and visitors in the reception area
- Delivery and servicing design includes a self contained service yard, ground and first floor parking supporting loading bays, Other Goods Vehicles (OGV) and providing parking for occupiers for Light Goods Vehicles (LGV) such as Transit-type vans.
- Assumes highways on one edge



## Spatial requirements

- 6 Storey building
- 7.2m floor to floor ceiling height on ground floor
- approx 6m-6.5m floor to ceiling height
- Consider shared access to amenities including kitchen/ printing/ bookable meeting spaces
- Typical Unit Size: large

# Accommodation Schedule

Assumed Plot size: approx..50m x 155m (including access road roads)

## Commercial Accommodation

Unit Type	Number of Units	Approx Area (sqm)	Mezzanine	Use Class
Small Workshops	0	-	-	-
Medium Workshops	1	72	no	B1c + B8
Large Workshops	23	144	no	B1c + B8
Amenity / Shared Space	2	72*	no	-
<b>Total</b>	<b>8</b>	<b>approx: 4220</b>	<b>none</b>	

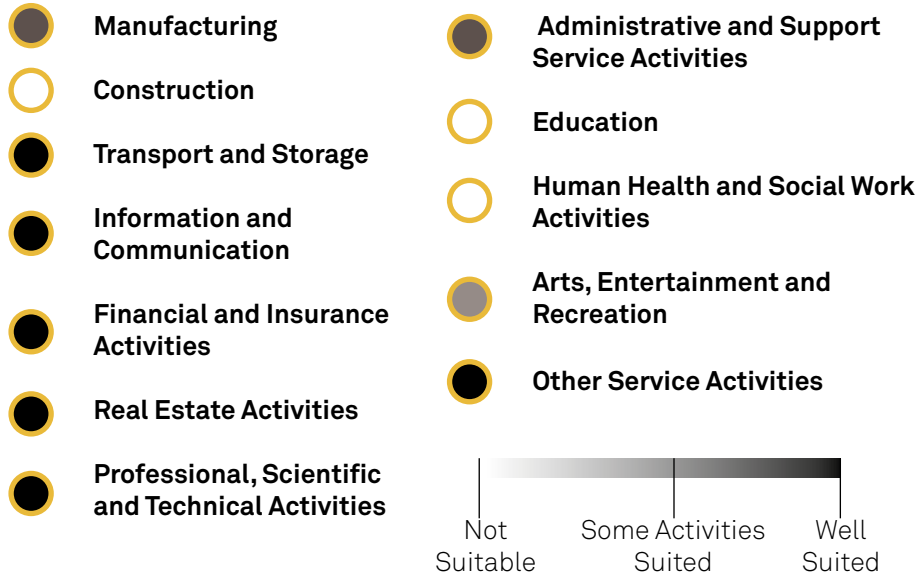
Note:  
This typology assumes no residential provision, but rather 4 storeys of workspace. Therefore the ground floor is dedicated to shared amenities required for the B8 use class. (See below)

## Shared Commercial Accommodation

Type	Approx Area (sqm)
Car Park	2430
Office Management	180
Loading Area	270
Service Yard	1450
GIA build footprint	3250

# Suitable Sectors

Note: Suitable depending on scale and activity



Activities identified as opportunities in West London are suitable for :

B1c / Creative Arts (0-4 & 10-19 employees)

B1a, B1c / Administrative / Support Services (0-4 employees)

B1a, B1b, B1c / Professional, scientific and technical (0-4 employees)

B1a, B1c / Digital & Media (0-4 employees)

# Occupier Examples



## Paul Davies Joinery (Manufacturing)

An example business could be an independent joiner and sub contractor including the manufacture of other builders' carpentry and joinery. A space of 107sqm would employ 2 people (53 sqm / job)

### This block typology could be suitable for :

Light assembly, R&D/prototyping, prop hire, film companies including camera/lighting equipment hire, media/publishing, digital printing companies, textiles, high-end food companies eg: artisan bakers, arts & crafts, recording (sound proof) studios, photographic studios

# Multi Storey Creative Studios

## Four storey, light industrial scheme

Typology G is a four storey, light industrial scheme on a landlocked site suited to small workshop units for light industrial, creative and cultural activities (such as those in media, film and music, interior design, product design etc). Though it does not include any residential provision within the plot it is assumed to be delivered as consolidated workspace within a larger mixed use scheme. The typology assumes deep plot with units accessed via a central atrium with shared amenities allowing studios also fostered relationships whereby businesses can access advice when they need it. Flexibility/range of unit sizes also allows businesses to expand and move to larger spaces when required. The typology is serviced via a primary access road which leads onto a shared yard and parking area (limited parking shared by units).

### Suitable Locations



Town Centre



Edge of Town Centre



Edge of industrial Estate



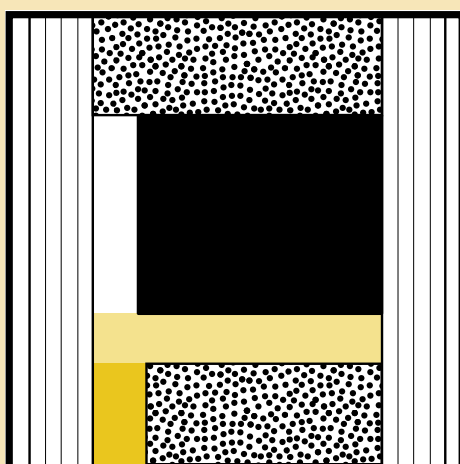
Estate Regen



Industrial Intensification

### Suitable Location Conditions:

Inbound Plot



- A. Inbound plot with limited access to primary road
- B. suited to be developed surrounded

### Plot Size:

**LARGE**

- Assumed Plot size: approx 40m x 90m

### Unit Sizes:

**SMALL**

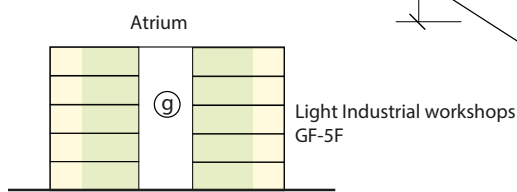
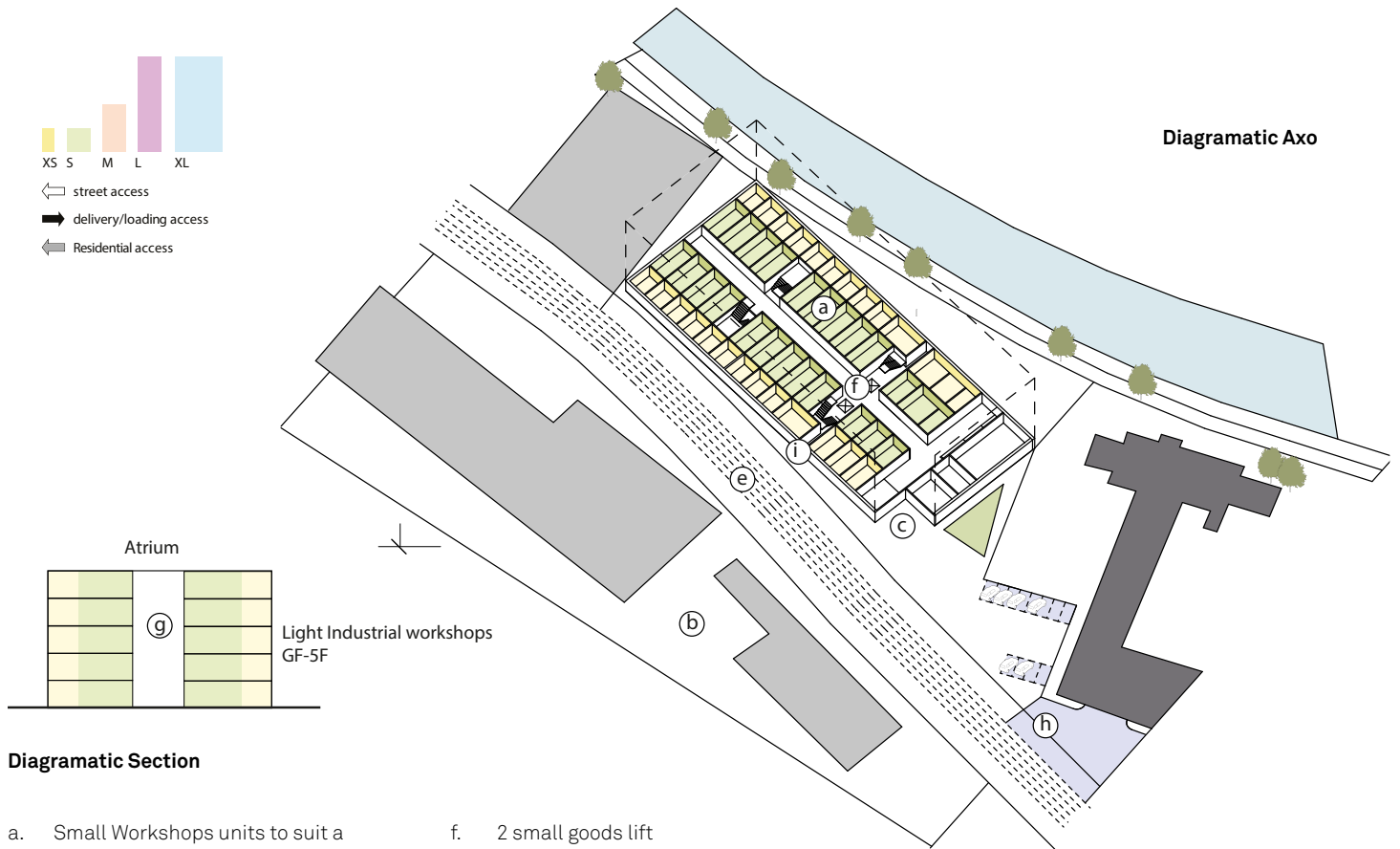
- Assumed Unit Sizes: 15 - 85 sqm

### Suitable Use Class:

- Residential** - Residential provided within larger scheme but not within typology
- B1a** Micro Offices for 0-10 employees
- B1b** Small scale prototyping R&D
- B1c** Small Scale Light Industrial
- B2**

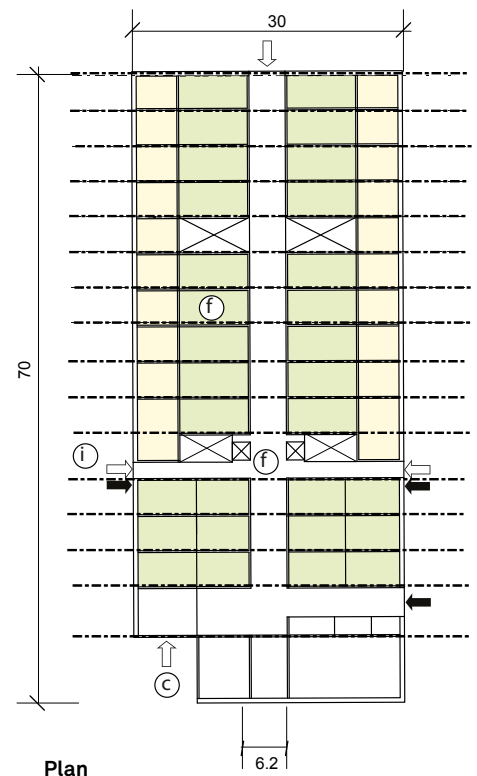


# Typology Layout



**Diagrammatic Section**

- a. Small Workshops units to suit a range of activities.
- b. Industrial Area
- c. Entrance
- d. workshops repeated over all 4 storeys
- e. highway on one edge
- f. 2 small goods lift
- g. Central atrium with glazed rooflights
- h. Service Access road
- i. External doors from ground floor units to service access road



Reference: Great Western Studios



# Technical Specifications



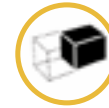
## Common Design Components

- Fit-Out: CAT A+ fit out based on activity input.
- Power - 3 phase power supply allowing for multiple occupancy
- Steel frame construction
- Central atrium - glazed roof lights
- External doors from ground floor units direct to service access road
- Noise - no noise restrictions required due to lack of residential provision
- Interior finishes - Consider exposed low cost durable material such as durable floor, exposed ceiling with surface fixed M&E; Washable surfaces and Heavy duty finishes to communal areas.
- Consider shared access to amenities including kitchen/ printing/ bookable meeting spaces and breakout / multipurpose events space for all tenants.



## Access & Servicing

- Suitable for plot with limited accessibility and developed in-between one or several harsh boundaries.
- Limited parking spaces and yard facilities but dedicated van & small lorry parking to be shared between units
- 2 small goods lifts
- Shared yard with limited number of parkings
- Due to parking typology should be developed in areas accessible by public transport.
- Heating, Ventilation and Air Conditioning can be considered for medium sized units. This is a higher specification than may be required for some purposes and therefore add service charge / maintenance costs unnecessarily.



## Spatial requirements

- 4 storey building
- Exposed services/raised floor and Non structural partition walls to support changeable layout of units as well as provision of large scope of unit sizes so tenants can grow with ease
- Floor loading appropriate for light industrial use (5kPa)
- Consider shared access to amenities including kitchen/ printing/ bookable meeting spaces

# Accommodation Schedule

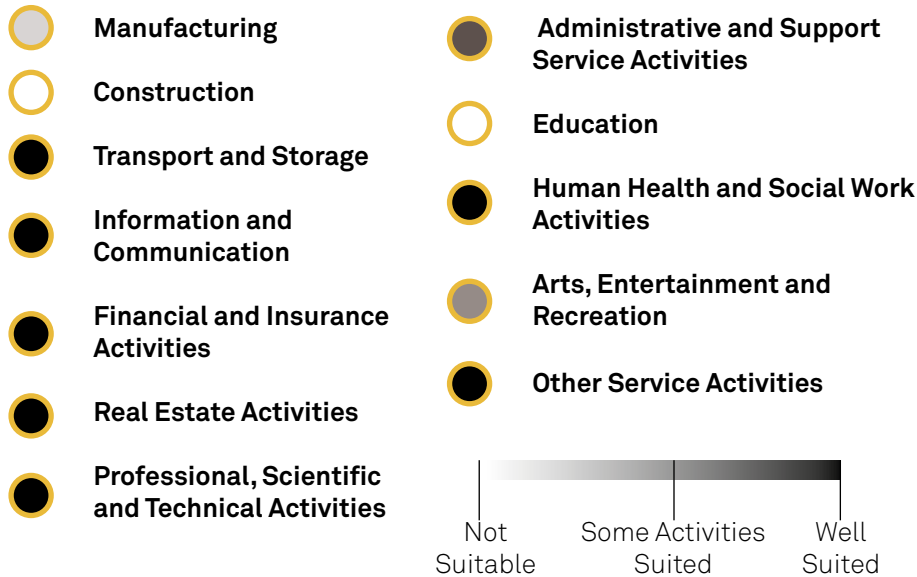
Assumed Plot size: approx..40m x 90m (including access road roads)

## Commercial Accommodation

Unit Type	Number of Units	Approx Area (sqm)	Mezzanine	Use Class
XSmall Workspace	32	18	no	B1
Small Workspace	25	36	no	B1
Medium Work-space	15	72	no	B1
Large Workspace	4	144	no	B1
Amenity / Community Space	3	50-100	no	-
<b>Total</b>	75	approx: 4,300	no	mixed

## Suitable Sectors

Note: Suitable depending on scale and activity



### WLA specific Sectors:

- B1b R&D and B1c space

## Occupier Examples



### Stella Polonais

(Digital & Media)

An example business is a boutique audio and post production studio with workroom and 2 main recording studios providing services in dubbing, sound design, recording, mixing and music score. No natural daylight or active frontage is required / created, and internal acoustic fitout is required. This business utilises a 50sqm space and employs 5 people (10sqm / job)



### Magnus Long

(Creative and Technical)

An example business is a specialist furniture maker, lighting and product design for large lifestyle brands. The business occupies a 20sqm space and a single employee (20sqm / job).

### This block typology could be suitable for :

architecture, branding and marketing, casting digital media, film and music, events planning, fashion, graphic design and illustration, interior and lighting design, product design, professional services, publishing, sculpture and mosaic, visual art and photography.

## High Street Refurbishment Case Studies

# International House

## Office, co-work & studio workspaces 3Space

**Key details:** Re-used and refurbished site, creating 850 jobs, on 65,000 sq ft of space (25% affordable) over 12 storeys, 740 desk spaces; fixed desks, private offices of different sizes available, creative studios, co-working and social spaces.

**Activities and space:** Community initiatives, youth entrepreneurship, a textiles workshop and photography studios.

**Land/property ownership:** Council owned asset.

**Location and address:** Brixton town centre; 6 Canterbury Crescent, Brixton, SW9 7QD.

**Funding:** £300k from Lambeth Council £1,117 mill. from 3Space; rental payment to Lambeth from 3Space of £1 million over 5 years with rent payment starting in year 2.

**Project timeline:** April 2018: tender for a workspace operator; September 2018: 3Space were awarded a 5 year lease; September 2019: will be fully occupied; after the meanwhile period: redevelopment into a new commercial space involving on-site businesses.

**Involvement:** Lease model between Lambeth Council (asset owner) and 3Space (operator); in collaboration with The Civic - responsible for the upper floors.



International House, Brixton,  
Lambeth

## High Street Refurbishment Case Studies

# Peckham Palms

## BAME focused Affordable Retail Space Makerversity

**Key details:** Relocation of beauty businesses to a purpose-built site due to Rye Lane regeneration project.

**Activities:** Specialist hairdressers, nail technicians, make-up artists and beauticians.

**Land/property ownership:** Council owned asset.

**Location and address:** Peckham town centre; Unit 1-14 Bournemouth Close, Peckham Rye, London SE15 4PB.

**Funding:** £395,000 from the London Strategic Investment Pot.

**Project timeline:** January 2019: opening.

**Involvement:** 20-year lease between Southwark Council (owner) and Makeaversity (operator); Something & Son (studio design and manager); Tree Shepherd and Llandolt Brown (R&D and community consultation).



Peckham Palms



## High Street Refurbishment Case Studies

# Central Parade

## Workspace in existing listed building Meanwhile Space CIC

**Key details:** Temporary and interim re-use of Grade II listed building into a mixed use creative hub, awaiting redevelopment for a new cultural and creative enterprise hub;

**Activities and space:** Bakery, café and events space, 3 retail spaces and 12 coworking desks, 9 studio units and 4 incubator units for up to 50 independent creative businesses, a recording studio and a photography studio; rents between 50-80% of market rent

**Land/property ownership:** Council owned asset.

**Location and address:** on Walthamstow main street, 6-10 Hoe St, Walthamstow, London E17 4RT.

**Funding:** leased to Meanwhile Space on a peppercorn rent.

**Project timeline:** July 2016: approval to redevelop Central Parade and 2 year lease start with Meanwhile Space; October 2017: Central Parade registered as Grade II listed building; July 2018: lease with Meanwhile Space extended a further 3 years; July 2020: proposed start date for new development.

**Involvement:** Waltham Forest (owner); Meanwhile Space (operator through tender); Gort Scott (designer).



Central Parade - Workshpace / cafe

## High Street Refurbishment Case Studies

# DEK Catford

## Artists Workspaces Bow Arts Studios

**Key Details:** Old Town Hall 4th and 5th floors refurbishment into an affordable, flexible and creative hub for designers and artists; located within a site subject to redevelopment in the next 5/10 years, therefore a temporary project.

**Activities and space:** 150 desks, 4 offices and 36 studio spaces for start-ups, entrepreneurs, creative, digital media, business and social enterprise sectors.

**Land/property ownership:** Council owned asset.

**Location and address:** Catford town centre, Old Town Hall, Catford Road, London, SE6 4RU.

**Funding:** The three DeKs (Ladywell, Deptford and Catford) were awarded £1.63m of funding [New Homes Bonus (£1.2m); GLA High Street Fund (£430,000)]. Funding supports the refurbishment and fit out and their running costs for the first two and a half years.

**Project timeline:** Initiated as part of LB Lewisham's Business Growth Strategy 2013–23; October 2015: planning application put in; Early 2016: site opened.

**Involvement:** Lewisham Council (owner), BowArts in collaboration with London Small Business Centre (operator).



DeK Catford

## 4

## Delivery Considerations

The preceding analysis has established the strategic rationale for providing affordable workspace, identified the particular nature of demand that exists in West London and set out key typological responses to meeting these needs in the future with appropriate floorspace.

However, to move from understanding the needs and opportunities to the successful delivery and operation of affordable workspace to support West London businesses there are a series of other factors that need to be taken into account when formulating policy or negotiating provision.

Within this section we consider a range of factors that will support the delivery of affordable workspaces that are both appropriate to local needs and can operate sustainably over the longer term – meaning they secure long term benefits to the West London economy.

10,000  
sqf

**Minimum size of workspace the majority of operators interviewed would consider delivering**

### Consideration 1 : Scale and Operational Viability

Any affordable workspace will require some level of active management, therefore for an affordable workspace to be successful it needs to provide sufficient space, and therefore generate sufficient income, to sustain its operational management structure.

Setting general size thresholds for what is operationally viable and therefore an appropriate/inappropriate 'on-site' level of provision is challenging given significant variances in approaches and management structures of operators, which require different quantum of space to support them, differing dynamics between types of provision and impacts on cashflow of how space is rented (for example by floor area, desk or time based memberships).

In terms of workspace that requires an operator to manage it, it is unlikely this could be a sustainable business model at less than 1,000-2,000sqm of space as a standalone offer. However this would need more detailed and ongoing testing with the operator market paying attention

to different operator requirements in different employment space sub-categories, which could form part of the intelligence established through an approved provider list (i.e. they would state in their approval process what size spaces they would seek to operate) or via an intermediary, who again would understand individual operator requirements in more detail. For example a “low overhead” hands off workspace management approach may be feasible for smaller scale workspace proposals (overall, not per unit), if on site curation of businesses is not desired or required. A development seeking to encourage micro SME growth and development using a more “hands on” approach such as clustering, business support or identity building for a sector is likely to require a larger scale of overall workspace to sustain the overhead of on site management or curator.

The LLDC’s Employment Space Study and the GLA’s Industrial Intensification Primer and Industrial Intensification Viability Study have provided useful detailed design guidance of how incorporation of such spaces can be considered within mixed developments.

## **Consideration 2 : Securing Appropriate Levels of Specification**

Operational viability and the affordability of the space to both operators and occupiers will also depend on the nature of fit out provided. For operators it is critical that the appropriate fit out is secured at delivery, reducing the capital requirements on the operator and therefore increasing their ability to operate at affordable costs to businesses. For businesses it is critical that they are not paying for a specification of space they do not require.

The most effective approach to securing an appropriate fit out level is to engage with an operator early in the design process. For most operators the preferred route is for early stage engagement (RIBA WS 0-1) with a range of workspace providers who are suited to managing the type of workspace being targeted by developers, designers to provide a more



detailed understanding of operational requirements over time. The provider(s) could help guide the level of specification and key features. Consider review with a provider to look at outline planning designs with a particular focus on the following:

**Location of units / accessibility**  
**Access and servicing requirements**  
**Waste management**  
**Unit dimensions (floor-plate; floor to ceiling)**  
**Any particular M&E requirements**  
**Utilities**  
**Specification fo materials**

Affordability is directly linked to the cost of 'entry' into a new workspace unit for occupiers. If extensive capital works are required by the tenant before being operational it can act as a significant barrier to take up. This again is an issue that needs to be understood and dealt with at the pre-application stage and, where, necessary included in the Section 106 agreement. Similarly, a developer that specifies an inappropriate level of fit out may result in remedial retrofit works by the occupier and incur unnecessary service charge costs - both barriers to entry and sustainability.

Ensuring new development provides an appropriate level of fit out is therefore critical. This needs to move beyond shell and core to ensure base services are in place throughout the unit and (particularly for industrial space) appropriate safety systems (such as sprinklers) are provided to ensure the unit is insurable. This will also be required prior to residential occupiers can move in, to ensure homes are also protected. By better understanding occupier needs base fit outs can be delivered in a more efficient way. For example many businesses won't need a Cat A or Cat B fit out, which would reduce development costs. Others will be able to invest 'sweat equity' in their space to customise and finish and will therefore not need full finishes on walls etc. The main contractor for the developer is likely to have a higher delivery cost for fit out than some business occupiers and may also not have the in-house experience required.

Ultimately intervention, either through the pre-app process, by the developer engaging a workspace operator or through an intermediary body, should seek to decrease risk and cost for both the developer and occupier by ensuring fit-outs are fit for purpose.

Employment space can be difficult for most SME's as they are unable to afford the cost of relocation and interruption to business activity. A strategy and resources to mitigate this may be required from the outset of the project. This may involve potential phasing of the site to allow a minimal period of business interruption or off site provision and relocation support by the developer.

A different specification may be suitable for different activities and scale of businesses. A micro SME in B1a category is more likely to be provided space via either a property agent or managed workspace provider route. In each case, the micro SME is less likely to be able to afford capital investment to upgrade a space from shell and core to required use specification. Therefore a CAT A fitout should be considered as a minimum level of developer fit-out. A larger light industrial business with over 20 employees in the B1b / B1c / B2 (small scale) category is likely to have specialist equipment and operational set up. A CAT A fit-out including safety systems, appropriate facade, utilities and internet access should be considered as minimum with further specification depending on the approach to management and tenancy.

In each case, early stage identification and discussion with the potential operator or occupiers is key to understanding what portion of fit-out is best placed for developer or occupier to deliver and to what standards. Ensure space does provide an opportunity for end users to be able to 'customise' space where an operator is not used – this enhanced shell and core that allows sub-division. This is particularly important for end user focused developments.



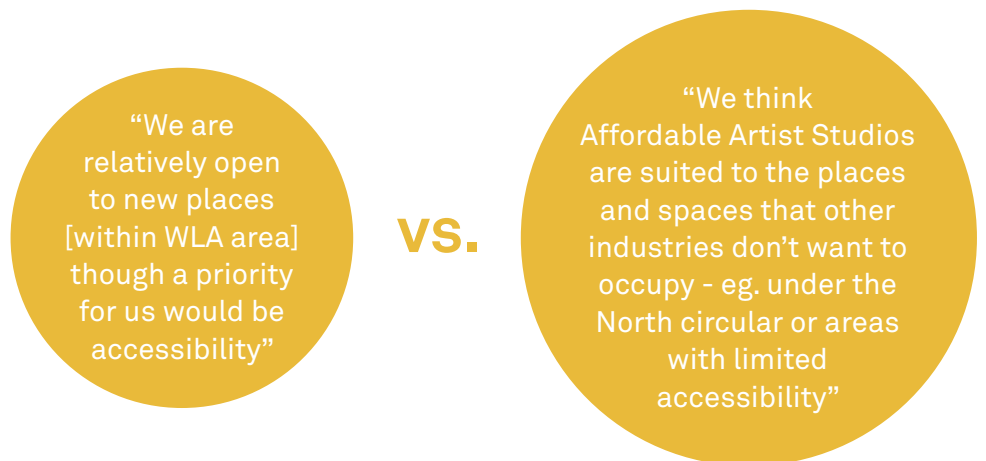
## Consideration 3 : Appropriate Operational Approaches

Alongside the creation of the appropriate scale and nature of space how the space is run on a day to day basis will also be a critical success factor. Who manages the space, their objectives, the security of tenure they enjoy and the costs of space to them will all drive success and affordability in the longer term.

### Different Types of Operator

There are 4 main types of operators, ranging from the fully commercial operator to the charity/not for profit organisation. Each type of operator will aim at offering the best-value workspace, with the eternal debate of public versus private. The choice of the operator is important as each one has a different profile when it comes to access to capital, adversity to risk, expertise in operating spaces, capacity, provision of social values for the local communities, minimum space required to consider operating it. The type of space, its location and the target sectors/industries/groups may sometimes restrict the type of operators that will be willing to take on the space. To ensure the commercial and operational viability of a workspace, operators would generally focus their interest on segregated spaces of a minimum size threshold.

Understanding the profile of each single operator (as even commercial operators are not all equivalent), particularly if establishing a list of recommended operators, is a very important step for the local planning authority.



	Examples	Positives	Negatives	Typical space operated
<b>Commercial</b>	WeWork, Regus, Spaces, The Office Group	<ul style="list-style-type: none"> <li>•Expertise</li> <li>•Human and capital resources to operate large space</li> <li>•Marketing</li> </ul>	<ul style="list-style-type: none"> <li>•Costly membership</li> <li>• Operate mainly in prime London locations</li> </ul>	<ul style="list-style-type: none"> <li>•Large co-working, creative, kitchens in prime locations</li> </ul>
<b>Owner-Operator</b>	Google Campus	<ul style="list-style-type: none"> <li>•Can shape design</li> <li>•Lower capital investment required (no double profit)</li> <li>•Long term vision</li> </ul>	<ul style="list-style-type: none"> <li>•Generic space</li> <li>• Risk of lower level of expertise/ investment (side business)</li> </ul>	<ul style="list-style-type: none"> <li>•Discretionary to the operators' needs</li> <li>• operate large spaces</li> <li>•Accelerators (large corporations)</li> </ul>
<b>Public Sector</b>	Wood Green Works (operated by NWES for LB Haringey)	<ul style="list-style-type: none"> <li>•Low cost of membership</li> <li>•Able to focus on addressing disadvantaged groups/areas</li> <li>•Able to guide the vision</li> </ul>	<ul style="list-style-type: none"> <li>•Generic space</li> <li>• Risk of lower level of expertise/ investment (side business)</li> <li>• Do not have the resources to operate large spaces</li> </ul>	<ul style="list-style-type: none"> <li>•Discretionary</li> <li>• Use own assets</li> <li>• Light industrial/ studio space</li> </ul>
<b>Charities and Not-for-profit organisations</b>	ACAVA, Wimbletech, Brixton Hub CIC	<ul style="list-style-type: none"> <li>•Low cost of membership</li> <li>•Able to focus on addressing disadvantaged groups/areas</li> </ul>	<ul style="list-style-type: none"> <li>• Do not have the resources to operate large spaces</li> <li>• Reliant on funding</li> </ul>	<ul style="list-style-type: none"> <li>• Small spaces</li> <li>• Disused units within building partially in operation</li> <li>•Co-working, studios, workshops, kitchens</li> <li>• Incubators (mainly large educational institutions)</li> </ul>

**Table 1: Operators pros and cons**

Table 1 outlines the pros and cons of each type of operator. The table is by no means exhaustive, but illustrates some of the positives and negatives that local authorities should consider when shaping their workspace policy.

Source: Avison Young, 2019

## 5 Operating Models

Workspace can be operated in several ways, diverging from the more traditional way of operating employment space (office and industrial). In the past, the industry practice has been signing a long-term lease, in which the relationship between the workspace operator and the property owner has not had much difference with that of a conventional office lease. Nowadays, both sides of the market have shown greater interest in creative lease structures and operating models as a strategy for sustainable business growth.

Workspace are operated under 5 main models:

- **Lease Model**
- **Joint Venture Model**
- **Management Model**
- **Franchise Model**
- **Owner-Operator Model**

# 1 LEASE MODEL

The operator signs a lease contract, usually 10-20 years, with the property owner and makes contractual payments following the lease terms. Most operators will experience negative cash flows over the initial months due to significant upfront build-out expenses and an initial misalignment between rent payment and leasing schedule (as sub-leasing space or selling memberships take time).

The lease model is the most commonly seen operating model in the co-working business (used by operators such as WeWork).

## Case Studies Harrow Road Studios, ACME

Harrow Road ACME Artist Studios were delivered in 2010 in partnership with the Kensington Housing Trust (now Catalyst Housing Group) who manages the affordable residential units on the upper levels. The site was previously used as an open yard with associated builders merchants operations and there was an obligation to safeguard its employment use. While the scheme was developed, ACME were named as the preferred operator for the workspace brought forward, a total of 400 sqm split in 12 small studio units ranging in size between 25 sqm and 32 sqm.



### Lease Conditions

- Long lease from the developer Catalyst Housing Group to ACME
- LB Hammersmith and Fulham and LB Brent stipulated the affordable workspace provision through the S106. By including the specific rent for a specified user in the agreed Heads of Terms, the Officers ensured that the provision of B1 workspace is provided to a not-for-profit organisation at a rent which allows the furtherance of creative industries in the boroughs.



### Financial Model

- By keeping rents low they also ensure a reduction of business rates
- As a charity they can claim rate relief



### KPI's

- Allocation policy prioritises local artists and there is currently a 1:27 waiting list.
- Bought out freehold therefore have no specific targets that need to be met from freehold perspective
- Got the rents to align which allows people to be more productive and have more successful businesses



### Affordable Workspace

- All studios are provided as affordable workspace
- Rents are calculated in relation to the area and currently sit at approx. £15sqf. They are more expensive than the ones provided in East London Boroughs but affordable relatively to the area.

## Impact Hub Islington

Hub Islington is an open workspace (part of the Impact Hub network) providing a community of purpose driven businesses, entrepreneurs, creatives and community groups with a shared workspace and learning environment.



### Lease Conditions

- 5 year lease on below market rent from LB Islington to Impact Hub Islington CIC. This was the first workspace tendered under LB Islington Affordable Workspace Providers list. Present intent is to renew the lease.
- LB Islington refurbished the existing building that had fallen into disuse, formerly an adult services centre.



### Financial Model

- At tender stage, Hub Islington put forward a finance model based on its previous workspace and the rental rate per square foot that was affordable. This was accepted by LB Islington with a resultant rental rate of £13.50 psf and business rates capped at £6,400 per annum (equating to a approx 25% discount on rates payable).
- Rent free for first 12 months and an interest based loan to support relocation costs / fit out paid back during first 12 months of tenancy.
- Agreement to re-invest profit into programmes to be co-developed with key stakeholders for “27 Dingley Place.”



### KPI's

- 12 community events per month, large social and networking events, business skills and events.
- Membership model with tiered membership options.



## Central Research Laboratory (CRL)

Operated by Plus X the CRL is a startup accelerator that combines workspace with an industry standard prototyping workshop that gives access the technical infrastructure and support to turn concepts into commercially successful products. It is located in The Shipping Building, a refurbished office building within the Old Vinyl Factory in Hayes.

It is the only accelerator of its type in West London, and part of an increasingly small number of innovation/product-development based workspaces across London.



### Lease Conditions

- The current CRL occupancy model for the Shipping Building is via a lease to the landowner (Purplexed LLP), which is paid for from rent charged on the space.



### Financial Model

- The accelerator programme is funded through a mix of direct income and external funding, including ERDF and HEFCE support.
- Rent is charged on a membership basis per desk space, with a part-time membership costing £100pcm and full time £200pcm. This is broadly in line with other co-working spaces in London



### KPI's

- In under 4 years of operation the CRL has supported 42 businesses, created over 70 new jobs and helped launch 27 new products to market

## £ Affordable Workspace

The operating model deployed by Plus X does not provide affordable workspace in the traditional sense, i.e. by charging rent at sub-market levels. Instead, they provide they provide additional services to businesses for free, regardless of their membership. In partnership with Brunel University these additional benefits include:

- High quality workspace, with industry standard digital, air management and acoustic infrastructure
- Flexible lease terms and an ability to rent space ranging from a desk through to a self contained 'office' to suit the size and nature of the business
- Unlimited access to state of the art production machinery and tools including 3D printers, laser cutters, CNC machines
- A comprehensive business support package focussed on supporting start-ups with product innovation and SMEs to scale up
- On site links to industry expertise including academic research, machinery operation, product design, commercialisation and small batch production
- Access to venture capital and other investment opportunities



## 2 JOINT VENTURE MODEL

Under the joint venture model, the workspace operator and the property owner will enter a joint venture agreement. The property owner, as the investing partner, contributes the majority of the initial investment and has the priority in receiving profits; the workspace operator, as the managing partner, puts in a small amount of capital and has the operational control of the space(s). The joint venture splits profits after the property owner's preferred return and will usually be disproportionately allocated to the property owner until the JV generates higher operating profits, at which point it can become very rewarding for the operator.

The most important characteristic of the Joint Venture Model is interest alignment. Both partners will benefit from the business' prosperity and suffer from its adversity. In designing the waterfall structure, it is important to match the expected return with the risk exposure for both partners.



## Case Studies Silver Building

Hub Islington is an open workspace (part of the Impact Hub network) providing a community of purpose driven businesses, entrepreneurs, creatives and community groups with a shared workspace and learning environment.



### Lease Conditions

- Land owned one third by GLA Land and Property, and two thirds by Keystone, came forward as a joint venture.
- Temporary lease for 7 years to Projekt with a peppercorn rent while the masterplan phasing comes forward.
- Commitment to decant the existing tenants to the Fly Under as part of the development.
- Currently negotiating a 25 year lease with Projekt as part of the future development with a commercial rent.



### Financial Model

- 50/50 Mayor of London LRF and private finance.
- Newham's role has been as the Planning Authority initially, and now LBN are putting in funding towards the event programming together with the developer and GLA.



### KPI's

- Key objective of the public sector investment has been to work with the private developer to enable early activation and the growing of tenants on site that can inform and move to the future development.

### 3 MANAGEMENT MODEL

In this operating model, the workspace operator and the property owner will enter a management agreement. The property owner is responsible for all the capital investment and is required to reimburse all the operational costs upon occurrence. The workspace operator is in charge of the design and operation of the space, marketing and sales of membership, event organizing, and community building. Usually, it does not contribute capital or only puts in a nominal amount of equity if required by the agreement

The operator earns a management fee (composed of the base management fee, which is usually a percentage of the total revenue, and the incentive fee, which builds on the adjusted profits) with remaining profit going to the property owner.

While the Management Model allows both parties to focus on their specialties, there may be disagreements on business strategy (i.e. operator might want to increase capital expenditures to upgrade the space and keep its competitiveness or take aggressive marketing and sales strategies to squeeze market share from its competitors, while the property owner might be reluctant to do so). Disagreement may lead to litigation between the two parties and as far as interrupting the space operation.

## Case Studies LJ Works

LJ Works is a new build affordable workspace project in Loughborough Junction delivering 1,375 sqft of affordable workspace studios and commercial kitchens operated by Meanwhile Space and Mission Kitchen, and a community food growing farm.



### Lease Conditions

- Peppercorn rent agreed between Lambeth Council and Meanwhile Space for the first 8 years of the project. During this time Meanwhile Space have committed to building the capacity of the local community, by setting up a community based company to take over management of the site for the remainder of the project.



### Financial Model

- Capital costs for the build and start-up consist of £1.6 million grant from the GLA London Regeneration Fund, £800,000 from Lambeth Council funds, and £30,000 from Meanwhile Space as start-up costs.
- Profit share of 25% to the council, 25% to Meanwhile Space, 50% reinvested into the project and for training for the local community.



### KPI's

- Allocations policy prioritising local residents.
- Programme of community events and training throughout the year.
- On site business support funded through the project.
- Support of the community steering group and set up of the community based management company.



### Affordable Workspace

- Meanwhile Space studios range from £12 - £20 per sqft, inclusive of on- site business support and training, access to shared facilities and the Loughborough Farm food growing project.
- Mission Kitchen affordable memberships for their shared kitchen facilities, with larger businesses paying closer to market rates for the individual kitchen units.

## Health Foundry

Guys and St Thomas' Charity (GSTC) own a residential block with a disused ground floor space (formerly a nursery; disused for several years). The Charity commissioned Architecture 00 under a management service contract to develop and manage an affordable workspace pilot (Health Foundry) to support and accelerate digital health startups. The pilot was intended to inform the future development of the Royal Street development and provide insight to the charity into the digital health startup sector, into which they had been making grant funding and investment into. GSTC additionally commissioned Architecture 00 to design and deliver the refurbishment and fit out of the workspace. The refurbishment was funded by GSTC as is the annual Health Foundry management contract. Revenues earned from the membership and events space hire are retained within the Charity.

### Lease Conditions

- GSTC own the building and internally account for the rental cost of the space (including service charges and business rates) and maintenance. Therefore the space is leased from one department to another within GSTC.



- Currently the Health Foundry makes an annual loss of £30,000 - £50,000 but is seen as an investment by GSTC into the outputs and programmes generated.

### Financial Model

- The service provider (Architecture 00) agrees an annual strategy and business plan with GSTC each year with associated budget and outputs.
- Outputs are based on three strands - generic support (all to do with digital health), targeted support (specific support to businesses and groups), and network support (support for the digital health care system and community).

### KPI's

- The service provider (Architecture 00) agrees an annual strategy and business plan with GSTC each year with associated budget and outputs.
- Outputs are based on three strands - generic support (all to do with digital health), targeted support (specific support to businesses and groups), and network support (support for the digital health care system and community).

### Affordable Workspace

- Membership model - Community Members (not space based), Flex Members (part-time space use), Anchor Member (full-time). There is a key anchor member that has grown alongside the Health Foundry from an early stage startup of 4 persons to a team of over 25 persons. Currently 25% of the space-based members are on a Flex tariff and 75% are Anchor members. Community members benefit from programmes, events and access to the Health Foundry membership community.
- Community Membership £20/mth; Flex membership £75/£150/£225/mth for 1/2/3 day per week access; Anchor £350/mth unlimited access memberships are 1 month or 3 month rolling.



## 4 FRANCHISE MODEL

In the Franchise Model, the property owner is responsible for all capital investments and operates the workspace by itself. As the franchisee, it pays the workspace operator an upfront franchise fee plus annual royalty fees to use its brand, member network, and technologies. The operator, as the franchisor, provides expert guidance, staff training, and on-going supports to the franchise space throughout the preliminary stage to the operating period.

This model requires the workspace operator to have a strong brand influence and an established member community.

Brand consistency is crucial in this model. To avoid losing control of the franchise spaces during rapid expansion, the franchisor should standardise the product, service, visual identification, and workflows, and ensure the effective execution of those standards.



Impact Hub Westminster  
Source : Architecture 00

## Case Study Impact Hub Global

Impact Hub is a global network of locally founded spaces which foster entrepreneurship, idea incubation, business development and offer co-working, meeting and events spaces. Each local Impact Hub is set up and owned locally by founder social entrepreneurs and can be established (in the UK) as a Community Interest Company, Charity or Limited Company. Each local Impact Hub is a member of the global Impact Hub Association and contributes a revenue share to centralised programmes, governance, management and services. The Impact Hub Association (a Foundation organisation) also manages the selection and on boarding of applicant teams to establish new local Impact Hubs and manages the “City license” allocated to each local Impact Hub. Each local Impact Hubs (eg Impact Hub Islington, Impact Hub Kings Cross and those in other cities) are independently operated from each other but share an ethos to making impact, committed to hosting a physical space for work and gathering, and provide a team of hosts to manage the membership community and programmes. Each local Impact Hub hosts a membership of social entrepreneurs who pay a monthly membership fee for access to the community and space. Each local Hub tailors its membership offer and activity depending on its community and its location.



## Lease Conditions

- Impact Hubs in the UK typically lease spaces as tenants. This is the same for most Impact Hubs in the global network, but not exclusively. It is up to each local hub to secure their own property with the local landlord. The Impact Hub Association does not hold leases or own properties itself.
- Local Impact Hubs pay a 2.5% revenue share for their local City Impact Hub license on a quarterly basis to the global Impact Hub Company - the management company that operates on behalf of the Impact Hub Association. managing revenue fees, learning within the global network, organises regional gatherings, facilitates technologies and services such as email, and provides new hub teams training.



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## KPI's

- Setting up a new hub involves submitting a multi stage process including submission of a business plan, theory of change to align with the goals of the Global Network, engagement with a sister Hub (an operational Hub in the network) to develop the proposed business plan, evidence of community building process, on boarding fee payable to the Impact Hub Association and interview with a selected panel.
- The Impact Hub Company facilitates the annual gathering for exchange and development, technologies, and cross collaboration across hubs.
- Impact Hubs need to demonstrate that they address the UN Sustainable Development Goals (SDG's). Hubs focus on local, social and ethical entrepreneurs to join their membership community in support of achieving the SDG's.



## Affordable Workspace

- Offers a tiered space-based membership providing options for access depending on affordability.
- A member hosting model is operated to provide members with discounted memberships in exchange for hosting the space.
- Membership rates are checked annually for affordability compared to other co-working and shared office space providers, and via surveys with members.
- A flexible monthly tariff with no deposit required to lower financial threshold for entry; Community membership allows early stage entrepreneurs to be part of the community at events (lunches, talks etc) at low cost.

## 5 OWNER OPERATOR MODEL

The owner-operator model has two cases: the operator purchases the property where its space locates; or the property owner starts a workspace in the property it owns (i.e. British Land and Storey). The latter case is more commonly seen in practice because the capital requirement of real estate investment is much higher than that of running a workspace, and the profit model encourages operators to develop their business in an asset-light approach.

Property owners (real estate development and asset management companies) have greater financial strength and higher risk tolerance. They can balance the profits of a workspace with that of the other assets.

For those companies, the workspace is more of an attractive feature that contributes to the ecosystem and overall performance of the existing properties than of an independent business or profit generator. In some markets where office properties are oversupplied, real estate companies also use workspace as a temporary strategy to lessen excess inventories.



## Case Study Second Floor Studio & Arts

SFSA operate 30,000 sqft of affordable artist workspace in a new build mixed use development with the developer Anthology.

It should be noted that The GLA funded the fit-out of the Deptford Foundry studios- £660,000 from the Mayor's Strategic Investment Fund.



### Lease Conditions

- Long lease from the developer Anthology to SFSA of 250 year lease for 30,000 sqft of employment space.
- LB Lewisham stipulated the affordable workspace provision through the S106 obligation. Lewisham placed a Planning restriction on the development to prevent the developer releasing any residential until the affordable workspace was built. This forced the developer (Anthology) to engage Second Floor Arts early on.
- The operator negotiated a price psf rent with the developer.



### Financial Model

- Second Floor Arts have a planned 20 year period for building a portfolio of assets based on borrowing (loan finance).



### KPI's

- Widen participation through a programme of community engagement and exhibitions.



### Affordable Workspace

- 75 new purpose-built affordable studio spaces



## Consideration 4 : Minimising Additional Costs to Occupiers

As discussed previously affordability for many businesses extends beyond the rent they pay for their space. Often equipment, support and utilities/service charges can also inhibit their ability to afford a general workspace.

When seeking to secure new affordable workspace both the physical offer and the operational model for that space should be focused on minimising the ‘add on’ costs a business may face.

### Provision of Shared Facilities

SME businesses and early stage businesses often benefit from shared facilities and clustering around a community of businesses that can provide ad hoc peer advice. This may be coupled with a complementary business support programme. Therefore workspaces should consider what level of shared amenity could be provided to support ongoing business operations or business support. For example, at Fish Island, Hackney, The Trampery is providing some shared sampling facilities (specialist equipment / space) and communal workspace areas to encourage fashion and creative businesses to the site. At SOAR works, Sheffield, industrial workspaces were arranged around a central atrium. The development is sited within a residential neighbourhood and the atrium space allowed for crossover between both the businesses and the residential community by using the space as informal desk based workspace, bookable for community events, and business support events. This countered the previous establishment that solely provided units that gave no visibility between businesses as well as providing some active frontage and informal surveillance to the neighbourhood.

“The higher the rental costs the less additional community services we can deliver”

## Service Charge

Designs should consider the financial implications for service charges on SME businesses that are unsustainable. This includes the specification of:

- durable materials within units and common commercial parts
- materials and components that are easily replaceable e.g. not bespoke (and therefore higher cost)
- consider if a goods lift is required or can be spread over enough units to mitigate costs per business; consider if provision of a fork lift with 5-10m lifting height capacity may be more operationally cost effective than a goods lift
- suitable floor plate depths and widths for businesses. An increasing number of businesses, including SME's require a range of spaces to accommodate a range of activities from storage, small production space, back office and front facing customer space in a single location. Suitable floor depths depend on natural daylighting available. For B1a-c activities of up to 49 persons, a suitable maximum floor depth may be c. 12-18m due to natural ventilation or daylighting requirements. Deeper floor plates will require natural daylighting via roof lights and mechanical ventilation suited to large scale operations likely to be less suited to a mixed use residential development.
- mechanical and electrical (M&E) systems such as air conditioning may not be required for all activities; consider providing the means for a tenant to provide these systems in larger units

Space that includes shared services or support for occupiers (such as management or shared desk spaces or equipment) and support (such as training or job brokerage).

**“If we want widespread affordable workspace in London we need to be really careful not to push for too much from the operator” e.g.**



**“At some point all these requirements become unsustainable for small operators to deliver.”**

## Lease terms

Flexibility of lease terms to avoid large upfront payments or long lease periods with no break clauses (often delivered through short term rolling licences).

Flexibility in rental structure, such as 'membership' based models that allow businesses to manage how much time they rent in a workspace (as opposed to simply space). This is mostly applicable to businesses not requiring machinery and specialist equipment that is difficult to move and for businesses that are 0-10 employees.

A micro SME that relies more heavily on technical installation of machinery or storage will require capital upfront to set up the space to their requirements. Therefore a rent free period or laddered approach to enable an initial period may be helpful to those business to mitigate cash flow constraints. A micro office or co working space may also require this depending on the approach to fit out.

## Consideration 5 : The Role of the Public Sector

Affordable workspace delivery will not be achieved by the private sector alone. The West London authorities have a key role to play in steering the development industry to bring forward appropriate space in appropriate locations that are affordable to West London businesses that need support.

As a minimum the local planning authorities need to put in place appropriate policy levers to secure space through new development – this includes maintaining an up to date understanding of business needs to the scale, nature and specification of space that can be clearly articulated to developers when necessary.

However this should be the ‘minimum’ intervention the public sector makes. In many parts of London authorities take a much more interventionist approach to ensure their objectives are being met. There are a range of options for the authorities to consider:

### Partnerships Brokerage

A less formal approach to a vetted providers list would be the development of new partnerships between developers and operators via economic development and regeneration teams. The West London Alliance could maintain a shared contact database of providers interested in supporting activity types or sectors, or known to deliver the types of spaces identified in this study.

Through pre-application processes the local planning authority could then seek to bring parties together to develop any workspace concept, ensuring space is tailored to local requirements across sectors, leading to agreement (on spec and lease terms) subject to the local planning authorities approval.

This requires much lower levels of resource than an ‘approved’ list and would expose the Council to lower risk, however it would require buy-in from across the Council, beyond planning policy.

## Specify Workspace Providers

Many boroughs in London have developed, or are in the process of developing, approved workspace provider lists, either for whole boroughs or specific areas. This would then sit alongside a policy that required developers to deliver a proportion of affordable space in their development, with the operator coming from the list.

Different workspace types are likely to require a different set of experience and skill set.

The Authority would need to 'vet' the providers through a procurement process, completing appropriate due diligence to ensure they can reliably be used to manage workspace. This will create confidence with developers that operators won't have a negative impact on their overall development, critical in managing risk. The Council could then act as a broker or intermediary to introduce developers to operators in order to secure appropriate affordable workspace provision.

The local authority might consider an area specific workspace provider list to align with scale and type of space to be delivered in local areas using local area policy as a framework. Information that a workspace provider would typically need to understand in order to come forward with an offer include:

- heads of terms agreements
- length of agreement
- soft market testing
- early stage engagement to inform / develop commercial space brief
- indication of business rates / service charge / estates charge where relevant

To further manage risk a similar approach to Islington could be used, where the Council assigned a lease at a nominal cost (or even assigned the freehold) and then invites proposals from their workspace provider list to operate the space. This transfers all of the risk away from the developer as the Council effectively guarantees the appropriate use of the workspace provided. In appointing the operator the Council can then shape the offer to directly meet local needs, with opportunities to achieve a wide set of social, financial or other outcomes.

The way in which a ‘registered operator’ list is created and managed is critical. Would there be suitable procurement with regular and robust assessments of operators’ processes, resilience and finances, impact evaluation, rent setting and other policy assessments, charities commission/other governance ratings and ongoing market engagement to ensure it includes new and relevant entrants. This is not a small job and could be taken on sub-regionally. The GLA Workspace Advisory Group is undertaking a pilot to form an Affordable Workspace Accreditation scheme in 4 local authorities. This aims to support local authorities to identify reliable workspace providers whose focus is on access to affordable workspace in a local economic development context.

The procurement process will need to be transparent and secure a range of providers to prevent developers challenging the list or raising concerns about how provision could affect the overall value of their development if the quality of provision/ activity is not guaranteed.

The developer needs to provide certainty through the planning process to enable commercial discussions, this (borrowing from Islington’s approach) could include policy wording such as [the developer shall provide] “suitable evidence of commitment to provide this from a third party and Heads of Terms agreed” or similar formulation as condition.

## An Exceptions Approach

Local authorities should not seek to limit the imagination and innovation that the private sector can deliver, by setting out clear objectives and not be overly prescriptive.

To encourage and enable private sector innovation any of the options considered above could be supported by an 'exceptions' policy which could be applied where it can demonstrate an alternate approach thereby meeting the overall aims of the policy. This would still provide a strong signal to the market and help encourage innovation in provision and partnerships that could benefit the local authority.

Authorities could provide an information pack and make an open call for proposals with a high level brief stating their aspirations (eg regeneration, local economic development goals), indication of costs such as business rates and service charge.

## Developer assigns lease to Council

Affordable workspace providers often struggle to raise capital for workspaces on short leases. If leases are offered on 25 years or more, this provides workspace operators with the ability to secure finance and not be dependent on grants. Alternatively, a developer or landlord could enter a lease agreement with the Authority to underwrite the lease.

# APPENDIX I WORKSPACE CASE STUDIES



# The Fisheries

## Case Study Overview

### Activities

Business Activities - eg. Solicitors, Accountants, Human Health, Personal Services, Digital Media, Early Stage Start Up, Fashion Designer, Graphic Designer, Product Designer, Interior Designer, Web Designer, Illustrator, Animator, Architect

### Workspace Type

B1a Micro offices for 0-10 employees  
B1a Co Working space

### Location

Town Centre (back of high street)  
Edge of Town Centre

### Key Details

- Redevelopment of former B2/B8 site with open air yard
- New build of 6 storey building (plus basement and mezzanine)
- 15 units totalling 2060 sqm (GIA) including 720 sqm co-working space
- B1 Use Class - Office
- Employment led development with 31 residential units

**Address** : 1 Mentmore Terrace London, E8 3PN

The applicant is a company formed by a local developer, the occupier of the site, and two others who also have enjoyed a strong connection with the area.. The applicant also owns the warehouse property (Mentmore Studios) directly to the north of the site. The previous occupier was R.Green Fisheries who purchased his own new premises in Canning Town where he moved in January 2014. This coincides with the desire to make best use of the site which is was characterised by a yard, parking for vans and a poor quality one storey warehouse building (plus basement)



Fisheries- Internal Visual



Fisheries- External Visual

The current commercial space is for new B1 offices fitted-out for creative small businesses in an environment that is designed to accommodate the feel of a cohesive community of makers and doers.

# Floor Plan

## The Fisheries

Unit Number	SQM	PX
Unit 1	80	5
Unit 2	129	9
Unit 3	22	1
Unit 4	24	2
Unit 5	23	2
Unit 6	111	7
Unit 7	65	4
Unit 8	60	4
Unit 9	28	2
Unit 10	47	3
Unit 11	45	3
Unit 12	71	5
Unit 13	275 inc 82 sqm mezz	18
Unit 14	220 inc 52 sqm mezz	13
Unit 15	51 inc 43 sqm mezz	10

Commercial Space Accommodation Schedule

### Further Details

- 12 micro office units for 1-9 employees
- 8-15 sqm employment density
- 3 Co-Working spaces for up to 40 persons

\*Note the typology is a non-traditional building layout



Proposed Plan - Ground Floor



Proposed Plan - First Floor



Proposed Plan - Basement Floor



Proposed Plan - Basement Mezzanine

# Bernard Works

## Case Study Overview

### Activities

Fashion Designer, Graphic Designer, Product Designer, Interior Designer, Web Designer, Illustrator, Animator, Architect

### Workspace Type

B1a Micro offices for 0-10 employees  
B1b Small scale prototyping R&D  
B1c Small Scale Light Industrial

### Location

Town Centre (back of high street)  
Edge of Town Centre

### Key Details

- Redevelopment of former industrial site with open air yard
- New build of 3-5 storey building (plus basement)
- 28 employment space units totalling 2447 sqm (GIA); 10 small, 12 medium, 4 large unit, 1 Music Studio, 1 Community Pavilion
- B1 a / B1b / B1c Use Class
- Employment led development with 99 residential units (12 units tied to commercial units); 40 no 1B / 46no 2B / 13no 3B

Address : Bernard Works, Bernard Road, Haringey, N15 4NX

Former industrial site with 1 and 2 storey warehouses with working yards in a residential neighbourhood close to Seven Sisters road and station. Development is employment led with residential units helping to financially enable the development. The project is an example of site intensification for commercial and residential purposes. The scheme enshrines affordable workspace for the next 50 years and provides employment opportunities for the local community. it is estimated the site could accommodate at least 40 businesses and provide jobs for up to 225 people.



Bernard works - Exterior Visual



Bernard works - Exterior Visual

The Mill Co. Project will support local business creation with its network of business support groups such as Enterprise for London, The East London Business Alliance as well as Haringey's own local authority business support services.

Crucially, a portion of the work units built (12 of



26) will be tethered to live units – either studio flats or two bedroom flats. This means the option of affordable, high quality living space for some of the SMEs that lease workspace. If an artist were to take one of the 26 small, medium or large work studio at Bernard Works, they would be eligible to take one of 12 tethered flats. These residential units are only available for rent to individuals renting the commercial workspace.

It is considered that these proposals will resolve the existing poorly defined urban character within the site, and provide a template for future development within the wider industrial estate area, while preserving the need for commercial workspace within the South Tottenham area.

**Basement**

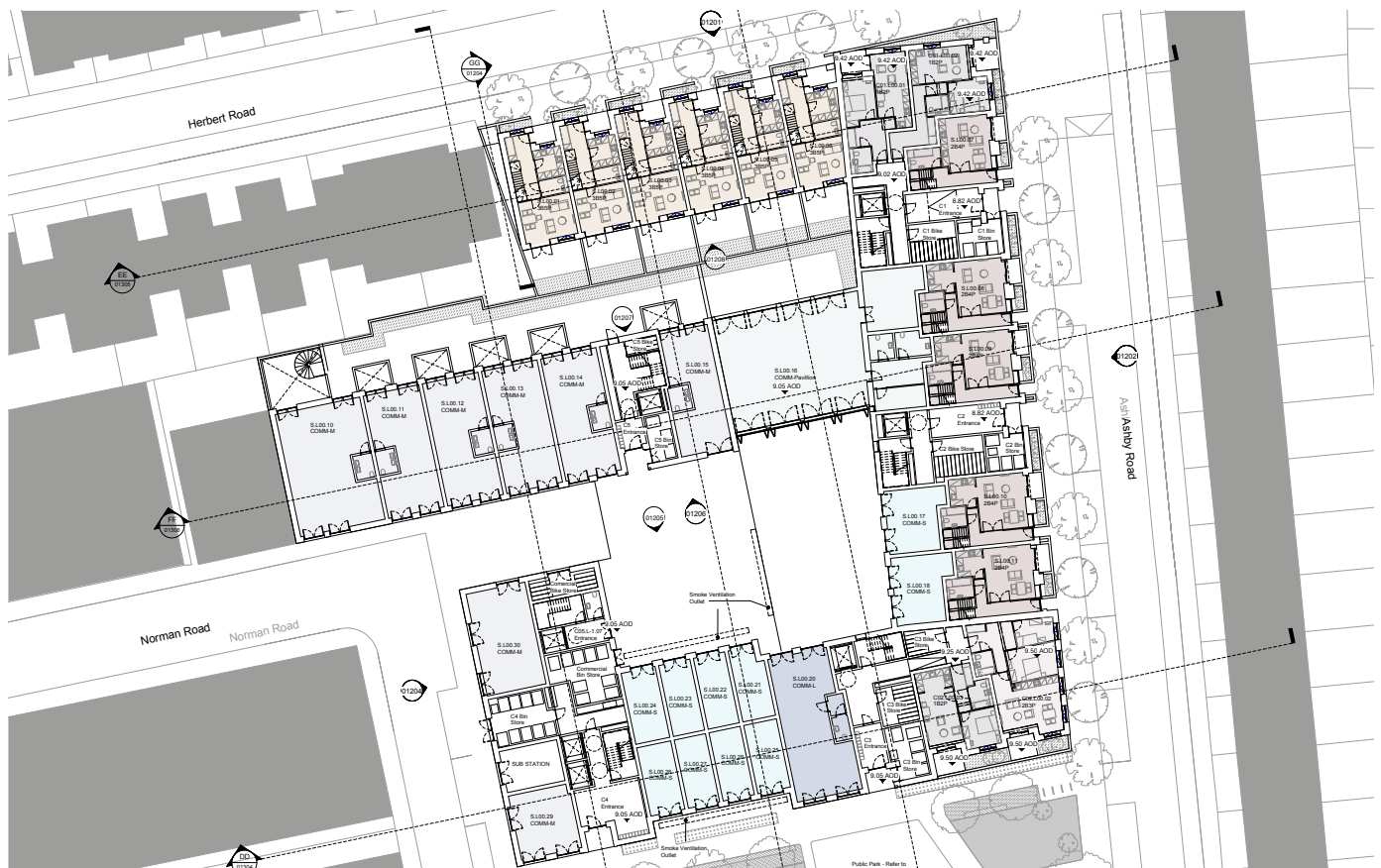
Unit Number	SQF
C05.L-1.01	92
C05.L-1.02	51
C05.L-1.03	54
C05.L-1.03	52
C05.L-1.04	52
C05.L-1.06	71
C05.L-1.07 (Music rehearsal space)	488

**Ground Floor**

Unit Number	SQF
S.L00.10	98
S.L00.11	65
S.L00.12	65
S.L00.13	65
S.L00.14	65
S.L00.15	58
S.L00.16	217
S.L00.17	31
S.L00.18	33
S.L00.20	85
S.L00.21	21
S.L00.22	21
S.L00.23	21
S.L00.24	23
S.L00.25	21
S.L00.26	20
S.L00.27	20
S.L00.28	22
S.L00.29	37
S.L00.30	57

**Floor Plan**

*Bernard Works*



Proposed Plan - Ground Floor

# Raw Studios, Royal Albert Wharf

## Case Study Overview

### Activities

This block typology could be suitable for :  
Fashion Designer, Graphic Designer, Product Designer, Interior Designer, Web Designer, Illustrator, Animator, Architect, Furniture Making, Human Health, Professional Services, Publishing Activities, Small batch food manufacturing, Repair, Digital Media

### Workspace Type

B1a Micro offices for 0-10 employees  
B1b Small scale prototyping R&D  
B1c Small Scale Light Industrial

### Location

Edge of Town Centre  
Estate Regeneration

### Key Details (Block F only)

- New build of 4 storey building
- 10 employment space units totaling 382 sqm (GIA); 8 small, 2 medium unit (35 - 51sqm)
- B1a / B1b / B1c Use Class
- Mixed use development with 14 no. 2 bed residential units

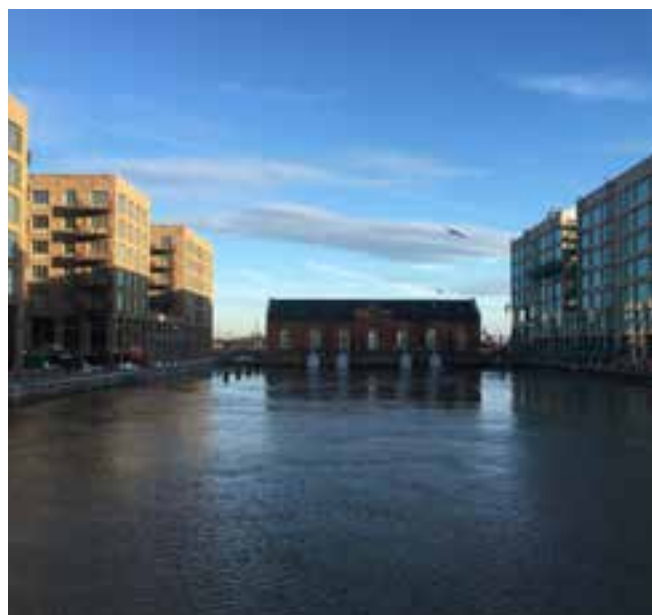
**Address** : Norton Quays, Royal Albert Wharf, London, E16 2QJ

Located in the Royal Docks complex, Royal Albert Wharf is the development of a former pharmaceutical warehouse and commercial building as a new mixed use neighborhood. Ivax Quays used to be known as Norton Quays and is situated at the end of Albert Basin south of the junction of the A13 with the A406 north circular. Great Eastern Quays forms Phase 1 of the Royal Albert Wharf development at the eastern end of the Royal Docks complex in London.

The development is being delivered over three-phases, involving the formation of over 1,500 homes and new commercial aimed at business start ups, to be completed by 2027.



Raw Studio - Exhibition Space



Raw Studio - Royal Albert Wharf

The development is a partnership between Notting Hill Housing, and Galliford Try Partnerships to lead the regeneration of this large development, comprising of 3 blocks of six and seven storeys. Notting Hill have partnered with Bow Arts Trust to manage 40 new build affordable studios across Royal Albert Wharf totalling 3,600 sqm (GIA) business space.

Situated at the far eastern end of the Royal Docks at Beckton, this former industrial site has been brought forward by Notting Hill Genesis

Housing Association (NHG) as a phased scheme of mixed tenure homes and 9,000 sq metres of commercial space at ground floor.

The local authority – Newham – had insisted on no loss of floorspace and included terms in the s106 that stipulated that the developer target creative industries and provide rent free periods in the event that no occupiers could be found. Given the scale of this project (their largest commercial project to date) in a peripheral and untested location, NHG realised that they would need to take a different approach to the commercial lettings.

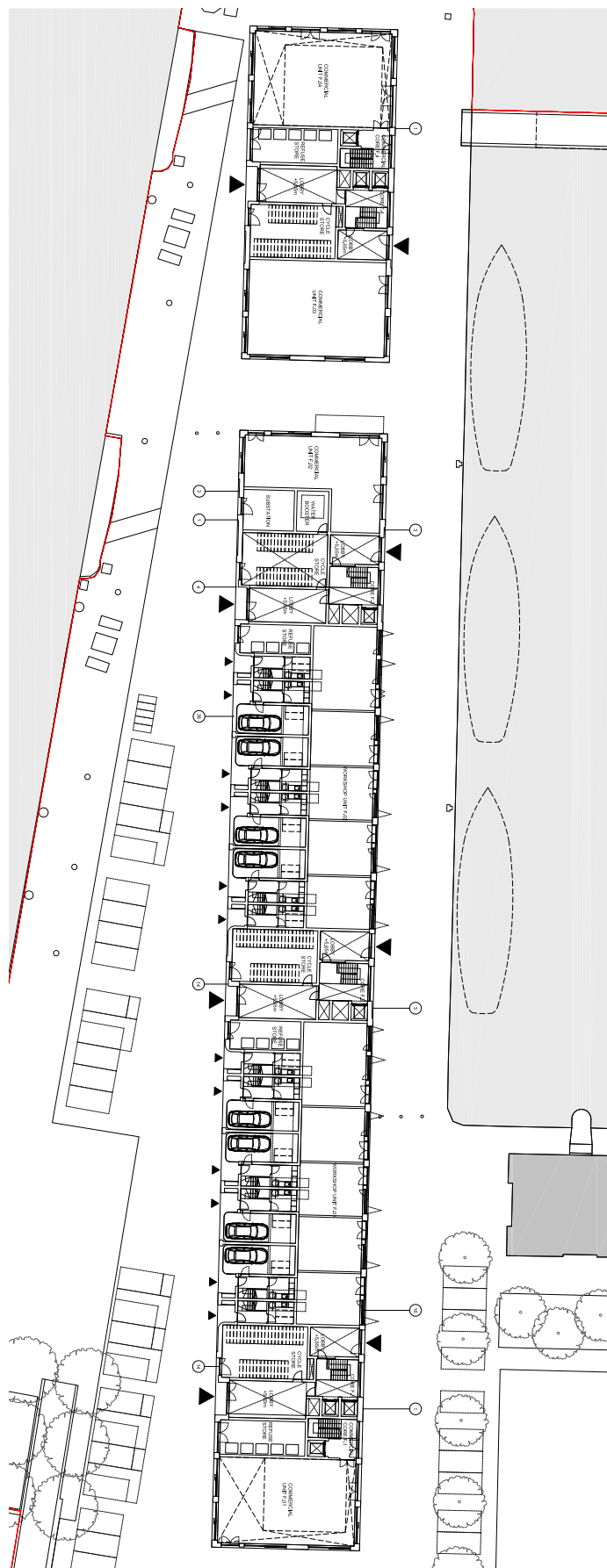
Following internal discussions, NHG decided that rather pre-selling the commercial space to an investor, they would retain, invest and actively manage it to support early occupation, place making and resident satisfaction. NHG went out to tender to seek a creative industries operator who would take a lease on 1,000 sq metres of workspace and manage a further 2,000 sq metres on their behalf. In 2017 Bow Arts Trust was selected as its partner.

Since the appointment more than half of the space has been successfully occupied by artist studios, a café and multi-use event space (RAW LABS) run by NHG and Bow Arts, a commercial kitchen occupied by social enterprise Greenwich Community Development Association, and a Co-Op local supermarket. There have been a range of events, community drop-ins and strong resident satisfaction. Residential sales and rental values have been higher than expected. The approach has meant that future phases - which will triple the amount of commercial space – have seen stronger demand

**Residential units**

Storey	Description	Floor Area	Number
First	-	-	-
Second	2B3P	68.4	1
	2B4P	83.2	1
Third	2B3P	68.4	2
	2B4P	83.2	2
Fourth	2B3P	68.4	2
	2B4P	83.2	2
Fifth	2B3P	68.4	2
	2B4P	83.2	2
<b>Total</b>			14

**Floor Plan**  
RAW Studios



Proposed Plan - Ground Floor Block F



# Caxton Works

## Case Study Overview

### Activities

This block typology could be suitable for : Fashion Designer, Product Designer, Interior Designer, Architect, Furniture Making, Publishing Activities, Small batch food manufacturing, Repair, Digital Media

### Workspace Type

B1a Offices for 0-49 employees  
 B1b Small scale prototyping R&D 0-20 employees  
 B1c Small Scale Light Industrial 0-14 employees

### Location

Edge of Town Centre  
 Estate Regeneration  
 Industrial Site Intensification

### Key Details

- New build of 1-16 storey buildings
- 15 employment space units at ground and mezzanine level totalling 2637 sqm (GIA); ranging from small to medium 65 sqm - 506 sqm
- B1a / B1b / B1c Use Class
- Mixed use development with 336 residential units; 35 studios / 144 no. 1B / 141 no. 2B / 16 no. 3B

**Address** : Caxton Street North, Canning Town, E16 1JN

Employment led redevelopment of existing employment land, partly disused light industrial warehouses B1 employment space on a site that once included a bakery and an electrical supplies warehouse. The developer, U+I, in partnership with Galliard Homes has sought to provide a high quality, genuinely mixed employment environment for incoming businesses, to support the emergence of a new town centre in the Lower Lee Valley.



Caxton Works - External View



Caxton Works - Central Yard View

In order to attract businesses to this emerging location, U+I has offered space at sub-market rents for around 3 years (enshrined in the s.106) and takes an active and ongoing role in amalgamating the diverse mix of occupiers to create both economic and a social value. The low cost of the units has led to higher demand and lower vacancy rates and can provide a similar valuation to an equivalent higher rent. Tenants secured so far include Bamboo Bicycle, who build cutting-edge bikes that are sustainable and can be completely recycled after many years of use, and Dessert Manufacturers whose work will bring the history of baking back to the site. Discussions are also underway with an architectural practice and an innovative

The mixed-use development ranges in height from the equivalent of 1 to 16 storeys, comprising of up to 2,637 sqm of employment floorspace (Class B1) at ground and mezzanine level (including flexible use for commercial unit 05 consisting of Class B1 or A3 restaurant use), with residential use above consisting of 336 residential flats (studio, 1, 2 and 3 bed), together with 100 parking spaces, raised rooftop amenity decks and enhancement of public realm including pedestrianization of Hoy Street.

There is also flexibility for some units to be merged or divided to create unit sizes suitable for the tenants. The majority of employment space is provided as a single 6m high volume with potential for a mezzanine level to be installed by tenant.

**Development consideration**

- Management company will curate special promoting events and the businesses in the area
- Existing tenants given first right of refusal
- Future tenants pay half price rent for first 3 years

Unit	Ground	Mezzanine	Total Area	Use Class
1	52	62	144	B1
2	54	64	118	B1
3	46	35	81	B1
4	47	94	141	B1
5	64	N/A	64	A3 & B1
6	274	232	506	B1
7	83	N/A	83	B1
8	81	N/A	81	B1
9	224	120	344	B1
10	148	89	237	B1
11	162	80	242	B1
12	127	187	314	B1
13	65	N/A	65	B1
<b>Total</b>	1427	963	2390	N/A



Caxton Works\_ External View



Caxton Works\_ External View



Proposed Site master plan



**Floor Plan**  
Caxton Works



Caxton Works - First Floor Plan



Caxton Works - Ground Floor Plan

# Bow Works Enterprise

## Case Study Overview

### Activities

This block typology could be suitable for: medium scale light industrial activity e.g. food production, furniture production, 3D print and publishing, catering supply, metal work, wholesale food packaging

### Workspace Type

B1c Small Scale Light Industrial 0-49 employees

### Location

Estate Regeneration  
Industrial Site Intensification

### Key Details (single block only)

- New build of 5-8 storey buildings plus basement
- 4 employment space units at ground and mezzanine level totalling 1517 sqm (GIA); ranging from small to medium 110 sqm - 670 sqm
- B1a / B1b / B1c / B2 Use Class
- Employment led mixed use development with 253 residential units; 22 studios / 73 no. 1B / 113 no. 2B / 49 no. 3B
- Service yard and access directly to employment units suitable for large scale delivery vehicles

**Address :** Bow Enterprise Park, Fittleton Gardens, Bow, London E3 3TZ

The original Bow Enterprise Park consisted of c.7,000sq meters of dated industrial space. Owned and operated by the Workspace Group it no longer provided a suitable offer to businesses and had become largely vacant or under-utilized, offering few employment opportunities or services for the local area. Alongside Poplar HARCA and Leaside



Bow Works Enterprise - External View



Bow Works Enterprise - Workspaces

Regeneration, Workspace Group promoted a mixed-use development proposition for the site over four phases. This included delivering c.6220sq metres of commercial space, a third of which is replacement B1c (light industrial) floor space at the ground floor of residential buildings. Peabody purchased the land and has developed the first three phases, delivering 384 homes (46% of which are affordable) and eight B1c units, which are let and managed by Workspace Group. With their own secure access, the light industrial spaces have proved popular, attracting a range of business activities including a design agency and 3D print studio as well as providing local jobs and employment opportunities for the local area. The scheme has been widely recognized and has been a finalist for seven awards, as well as being one of Savills' best performing schemes of 2017 for residential sales.



Demolition of existing buildings and erection of new buildings between 3 to 20 storeys plus basement and comprising of Use Class B1 (up to 6220sq.m), flexible Use Class A1/A2/A3 (up to 490sq.m), 557 residential units (Use Class C3) (up to 46,844sq.m) with associated landscaping, highways and infrastructure works.

(studio, 1, 2 and 3 bed), together with 100 parking spaces, raised rooftop amenity decks and enhancement of public realm including pedestrianization of Hoy Street.

There is also flexibility for some units to be merged or divided to create unit sizes suitable for the tenants. The majority of employment space is provided as a single 6m high volume with potential for a mezzanine level to be installed by tenant.

### Floor Plan

*Bow Works Enterprise*

#### Commercial Area

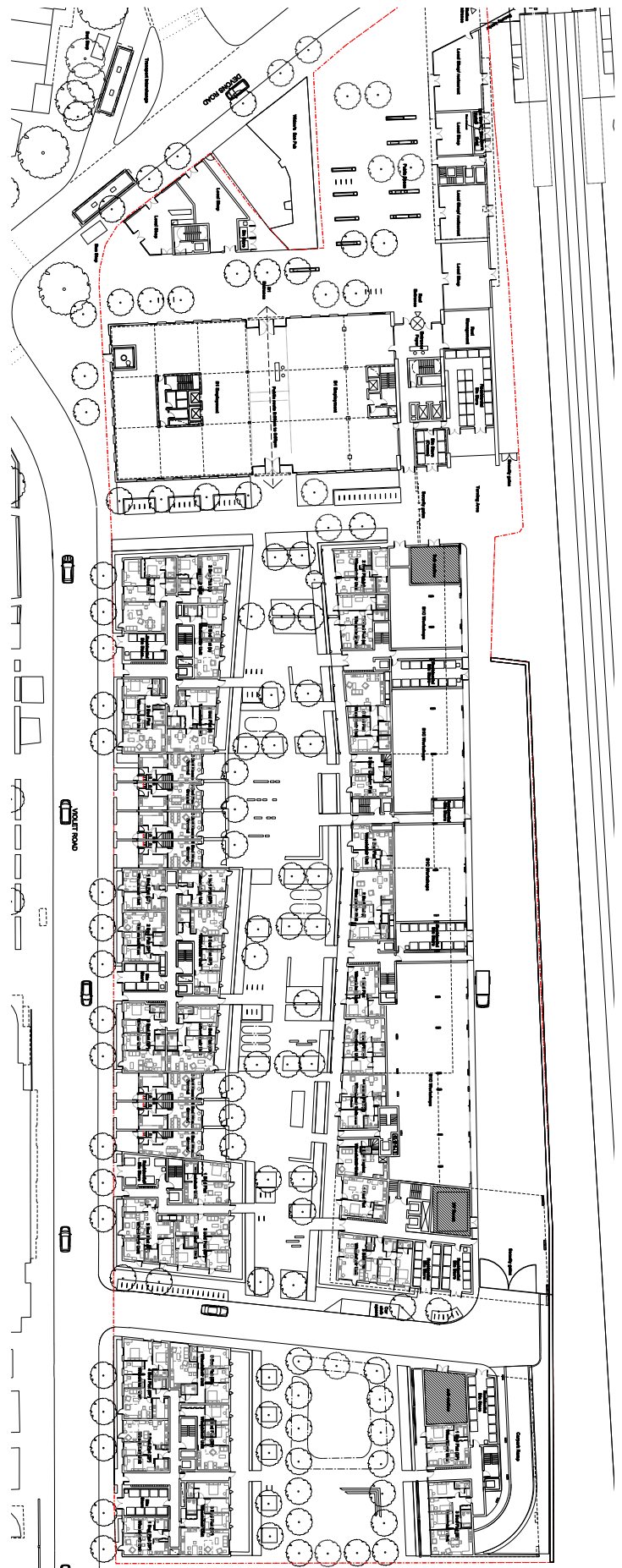
Unit Number	SQM
Units 1	110
Units 2	198
Units 3	165
Units 4	374
Mezzanine	670
<b>Total</b>	<b>1517</b>

#### Residential Units (Block)

Unit Type	Unit Number
Studio	11
1B	72
2B	112
2B Duplex	1
3B	49
3B Duplex	1
6B House	7
<b>Total</b>	<b>253</b>

#### Residential (Whole development)

Unit Type	Unit Number
1B	217
2B	234
3B	93
4B	6
6B	7
<b>Total</b>	<b>557</b>



Bow Works Enterprise - Ground Floor Plan

# Cally Yard

## Case Study Overview

### Activities

This block typology could be suitable for :  
Fashion Designer, Graphic Designer, Product Designer, Interior Designer, Web Designer, Illustrator, Animator, Architect, Furniture Making, Human Health, Professional Services, Publishing Activities, Small batch food manufacturing, Repair, Digital Media

### Workspace Type

B1a Offices for 0-100 employees  
B1b Small scale prototyping R&D 0-20 employees  
B1c Small Scale Light Industrial 0-14 employees

### Location

Edge of Town Centre  
Estate Regeneration

### Key Details

- New build of 1-11 storey building across 2 sites
- A single shared courtyard provides a destination address and focus at the heart of the scheme, gives access to the employment units on site 2, residential units and landscaped podium via the concierge.
- 25 employment space units totalling 7666 sqm (GIA); ranging from small to medium 50 sqm - 711 sqm and one 7 storey building for employment space only
- B1a / B1b / B1c Use Class
- Mixed use development with 252 residential units; 50no. 1B / 181no. 2B / 21no. 3B

**Address** : 423 - 425 Caledonian Road, London N7 9BQ

The proposed development comprises a high quality commercial mixed use development of an 1970s industrial estate fronting Caledonian Road. The



Cally Yard - External View



Cally Yard - External View

mixed use development of new buildings range from 1-11 storeys; providing 252 residential units; flexible employment [use class B1a-c]; flexible retail [use class A1-A3]; and community [use class D1] floorspace; together with the creation of a new central vehicular and pedestrian access route through the site from Market Road to Brewery Road and associated highway works; basement car parking; cycle parking; creation of a new pedestrian access into the site from Caledonian Road; and provision of open space and associated works of hard and soft landscaping.

London Square in association with Family Mosaic (a registered provider of affordable housing) will deliver a thriving new commercial

and residential community for the area. The development will produce a new commercial and residential destination, which will provide increased jobs and housing for the local and wider community.

Scheme comprises of two sites:

Site 2 is organised around a large central courtyard at the heart of the scheme. Ground and mezzanine levels comprising commercial space accessed from Market road for vehicles and from Caledonian road for pedestrians.

Site 1: similarly a ranged around a landscaped deck with Retail and commercial space on ground floor level.

A concierge will be manned 24 hours a day and manage the site controlling access for vehicles servicing the employment uses.

Affordable Workspace totals 394 sqm GIA on the term of 20 years from completion date rent at 25% of market rent for first 2 years with £12.50 psf GIA cap rent at 50% of market rent for remainder of term (years 3-20) subject to £25 psf GIA cap with upwards rent reviews every 5 years at RPI increase B1 (a-c) class affordable workspace as offices. Head lease to Islington council to sublet / licence to workspace operator.

## Floor Plan Cally Yard

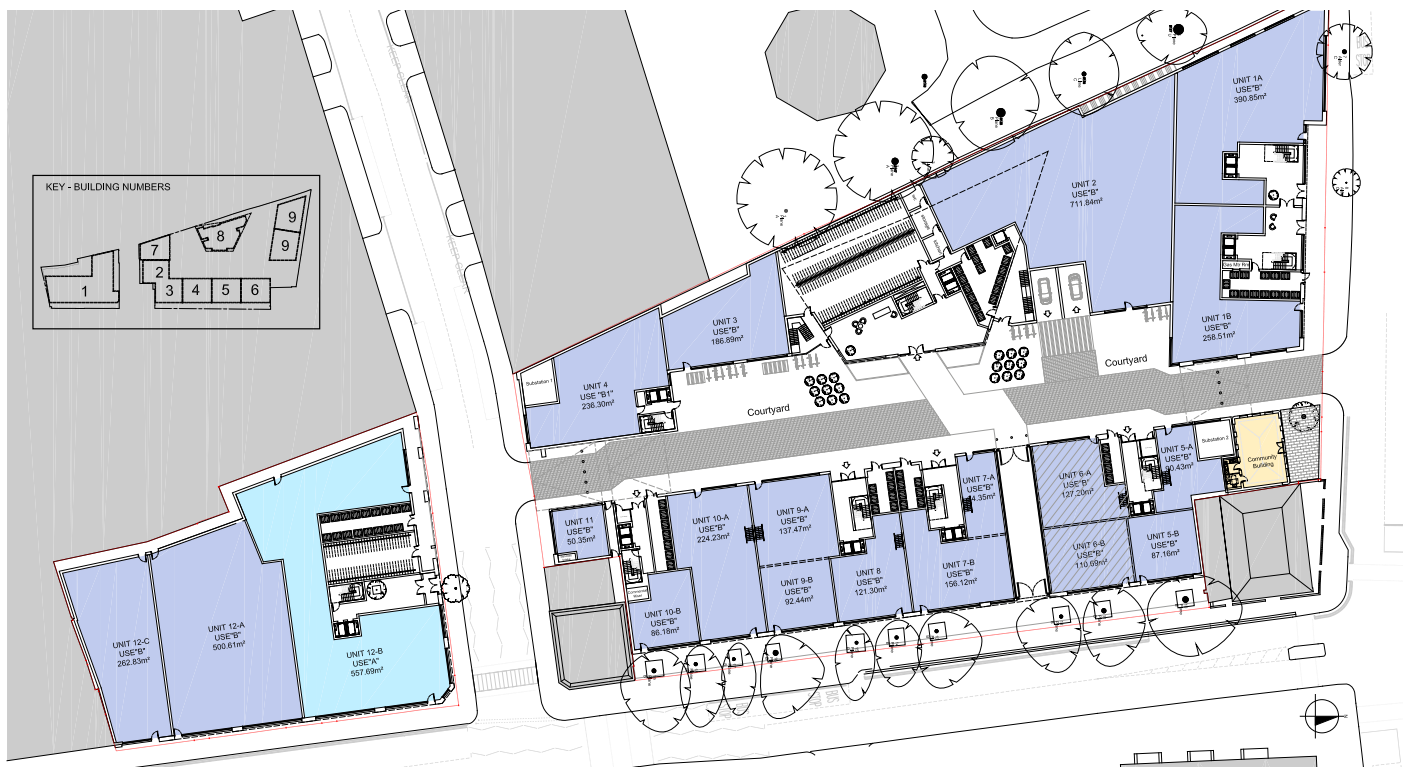
### Commercial Area

Commercial Areas	SQM
Units 1a	390
Unit 1b	258
Unit 2	711
Unit 3	186
Unit 4 (7 storey)*	1850
Unit 5a	90
Unit 5b	87
Unit 6a	127
Unit 6b	110
Unit 7a	64
Unit 7b	156
Unit 8	121
Unit 9a	137
Unit 9b	92
Unit 10a	224
Unit 10b	86
Unit 11	50
Unit 12a	557
Unit 12b	500

### Residential Units

Residential Mix	Unit number
1B	50
2B	181
3B	21
<b>Total</b>	<b>252</b>

\*Unit 4 is the ground floor of Building 7 - a 7 storey employment space only building



Cally Yard - Ground Floor Plan



# Great Western Studios

## Case Study Overview

### Activities

This block typology could be suitable for: Architecture, Branding and Marketing, Casting, Digital Media, Film and Music, Events Planning, Fashion, Graphic Design and Illustration, Interior and Lighting Design, Product Design, Professional Services, Publishing, Sculpture and Mosaic, Visual Art and Photograph

### Workspace Type

B1b Research and Development  
B1c Light Industrial

### Location

Edge of Town Centre  
Former Industrial Location

### Key Details

- Redevelopment of former brownfield site (office and storage) into B1 (studio / light industry) class.
- 4 storey redevelopment (started with 2 storey added 2 more in 2016).
- Houses over 150 creative studios employing over 180 people, from 225 sq ft to 1000 sq ft studios – allowing businesses to expand and move to larger spaces when required. The studios also fostered relationships whereby businesses can access advice when they need it.
- Land previously owned by TfL

**Address** : Northern Notting Hill, between Grand Union Canal and the Westway. 65 Alfred Rd, London, W2 5EU

Great Western Studios were served with a CPO Notice at their Lost Goods Buildings that was identified as a key Crossrail development site. The brownfield site at Alfred Place was identified by Westminster City Council. Formerly occupied by a disused 2 storey office facility with adjoining warehouse which was



Great Western Studios - communal space



Great Western Studios - affordable workspace

last used as storage by Transport for London. The existing brick building on the site was altered and extended with additional window openings and additional storey at the original planning application (2008) and a subsequent second application (2015) to extend to a 3rd and 4th storey.

Provides affordable workspace and studios, for those working in Creative Industries including art, design and crafts. Activity focused on painting and sculpture, and also houses people working with ceramics, millinery, jewellery, illustration and many more disciplines. The purpose built building comprises 91 small and larger light industrial studios, a central atrium used for events, and ancillary gallery and on site cafe.

**Ground floor**

Studios	SQM
Studio 1	90
Studio 2	90
Studio 3	85
Studio 4	75
Studio 5	35
Studio 6	35
Studio 7	33
Studio 8	32
Studio 9 -16	30
Studio 17	50
Studio 18	27
Studio 19	28
Studio 20-22	22
Studio 23 -28	24
Studio 29	35
Studio 30	36
Studio 31 - 33	35
Studio 34	39
Studio 35	32
Studio 36	34
Studio 37-39	24
Studio 40 - 41	27
Studio 42	14
Studio 43	13
Studio 44 - 45	15
Studio 46	14
Studio 47 - 48	17
Studio 49	16
Studio 50	19
Studio 51	14
Kitchen	30
Cafe	97
<b>Total</b>	<b>1718</b>
<b>GIA</b>	<b>2500</b>

**First floor**

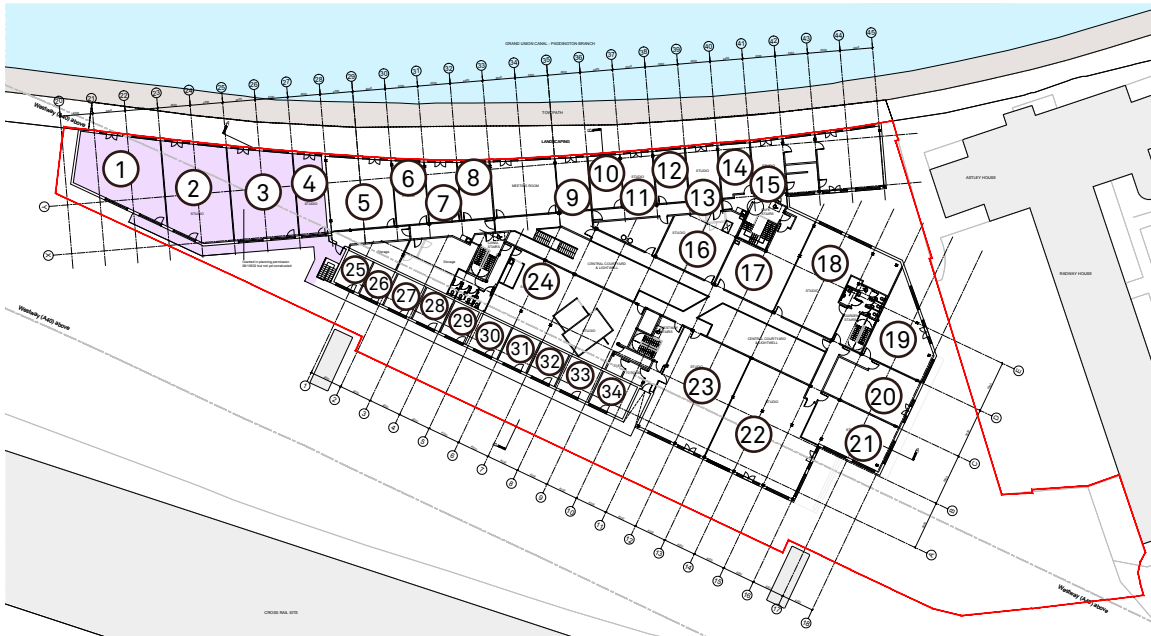
Studios	SQM
Studio 1	90
Studio 2	90
Studio 3	85
Studio 4	34
Studio 5	68
Studio 6	30
Studio 7	28
Studio 8	26
Studio 9 -13	25
Studio 14 - 15	24
Studio 16	60
Studio 17	70
Studio 18	110
Studio 19	61
Studio 20	56
Studio 21	62
Studio 22	140
Studio 23	120
Studio 24	145
Studio 25	14
Studio 26	13
Studio 27 - 28	16
Studio 29	14
Studio 30	17
Studio 31	16
Studio 32	15
Studio 33	18
Studio 34	19
Meeting Room	52
<b>Total</b>	<b>1658</b>
<b>GIA</b>	<b>2500</b>

**Second floor**

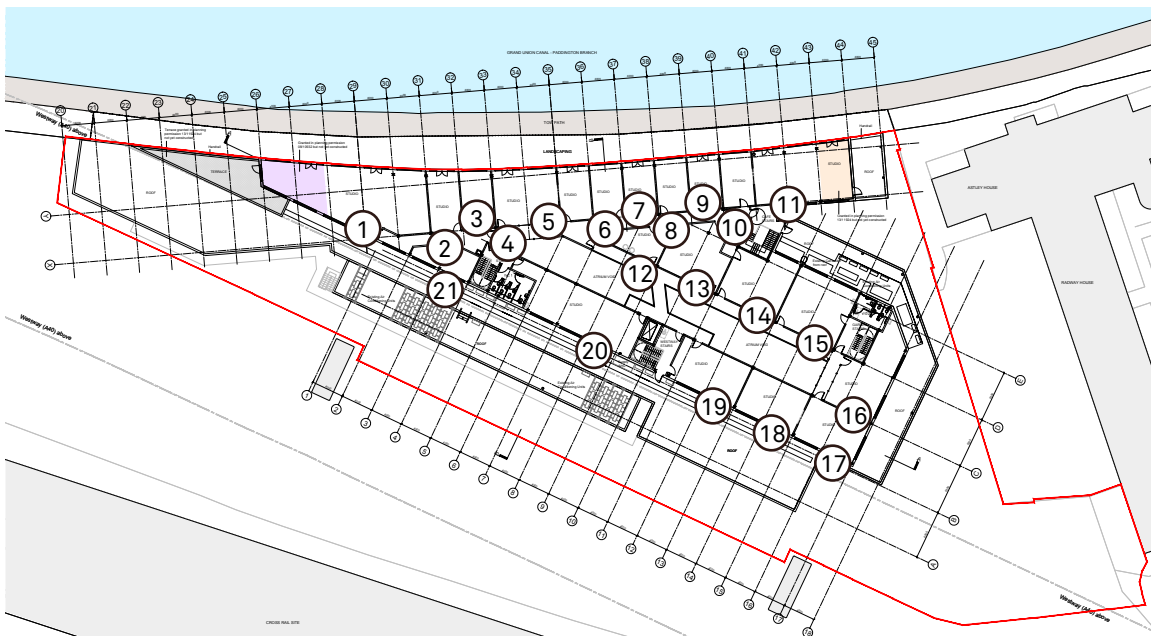
Studios	SQM
Studio 1	90
Studio 2	90
Studio 3	85
Studio 4	75
Studio 5 - 10	35
Studio 11	35
Studio 12	33
Studio 13	32
Studio 14	30
Studio 15 - 16	50
Studio 17	27
Studio 18	28
Studio 19	22
Studio 20	24
Studio 21	35
<b>Total</b>	<b>953</b>
<b>GIA</b>	<b>1506</b>



Great Western Studios - Ground Floor Plan



Great Western Studios - First Floor Plan



Great Western Studios - Second Floor Plan



# The Generator

## Typology Fit

### Activities

Light assembly, R&D/prototyping, prop hire, film companies including camera/lighting equipment hire, media/publishing, digital printing companies, textiles, high-end food companies eg: artisan bakers, arts & crafts, recording (sound proof) studios, photographic studios.

### Workspace Type

B1c Light Industrial  
B8 Storage & Distribution

### Location

Former Industrial location

### Key Details

- Part of a wider development of Northfield Industrial Estate. The new development proposes a new mixed-use scheme comprising residential and employment floorspace with ancillary commercial, retail, leisure and community uses.
- All existing buildings will be demolished.
- 48 B1c and B8 units and office workspaces totalling 19,000 sqm of space.
- B1a / B1c / B8 Use Class

**Address** : Northfields Industrial Estate, Beresford Ave, Wembley HA0 1NW

Development of former Northfields Industrial Estate is situated to the east of Alperton in the London Borough of Brent. The site is designated a Strategic Industrial Location (SIL) with the northern part of the site being released in accordance with draft London Plan policy.

The mixed-use scheme by St George, Berkeley, comprises residential and employment floorspace with ancillary commercial, retail, leisure and community uses. The entire site area is 9.16



The Generator - front view



The Generator - service yard

hectares. Within the southern part of the site, the proposed bespoke Generator building, will deliver a bespoke light industrial workspace comprising B1a, B1c and B8 uses c. 180,000 sqf of light industrial accommodation.

The Generator has been designed to meet the local demand for smaller flexible workspace, with six levels based on optimised structural grid, offering maximum flexibility of space.

Units range from 150-190 sqm each

**Ground floor**

Studios	SQM
Car Park	2430
Office Management	180
Loading Area	270
Service Yard	1450
GIA build footprint	3250
Plot dimensions	50 x 155

**Floor 2 & 3**

Studios	SQM
Workshop 1	160
Workshop 2	150
Workshop 3	150
Workshop 4	165
Workshop 5	170
Workshop 6	170
Workshop 7	185
Workshop 8	190
Workshop 9	190
Workshop 10	170
Workshop 11	150
Office Block	230
GIA	<b>3220</b>
<b>Total</b>	<b>2110</b>

**Floor 4 & 5**

Studios	SQM
Workshop 1	190
Workshop 2	150
Workshop 3	150
Workshop 4	165
Workshop 5	170
Workshop 6	170
Workshop 7	185
Workshop 8	190
Workshop 9	190
Workshop 10	170
Workshop 11	80
Workshop 12	120
Workshop 13	140
Meeting Room	40
GIA	<b>3220</b>
<b>Total</b>	<b>2110</b>



The Generator - Ground Floor Plan



The Generator- Second and Third Floor Plans

# APPENDIX II

# SUPPORTING MATRICES

2 digit SIC codes	Section
10 : Manufacture of food	C MANUFACTURING
13 : Manufacture of textiles	C MANUFACTURING
15 : Manufacture of leather and related	C MANUFACTURING
16 : Manufacture of wood and of	C MANUFACTURING
17 : Manufacture of paper and paper	C MANUFACTURING
21 : Manufacture of basic pharmaceuticals	C MANUFACTURING
22 : Manufacture of rubber and plastic	C MANUFACTURING
23 : Manufacture of other non-metallic mineral	C MANUFACTURING
25 : Manufacture of fabricated metal	C MANUFACTURING
26 : Manufacture of computer, electronic	C MANUFACTURING
27 : Manufacture of electrical equipment	C MANUFACTURING
28 : Manufacture of machinery and	C MANUFACTURING
30 : Manufacture of other transport	C MANUFACTURING
31 : Manufacture of furniture	C MANUFACTURING
32 : Other manufacturing	C MANUFACTURING
33 : Repair and installation of machinery and	C MANUFACTURING
41 : Construction of buildings	F CONSTRUCTION
42 : Civil engineering	F CONSTRUCTION
43 : Specialised construction activities	F CONSTRUCTION
52 : Warehousing and support activities for	H TRANSPORTATION AND STORAGE
58 : Publishing activities	J INFORMATION AND COMMUNICATION
59 : Motion picture, video and television programme production,	J INFORMATION AND COMMUNICATION
60 : Programming and broadcasting activities	J INFORMATION AND COMMUNICATION
65 : Insurance, reinsurance and pension funding,	K FINANCIAL AND INSURANCE ACTIVITIES
68 : Real estate activities	L REAL ESTATE ACTIVITIES
69 : Legal and accounting	M PROFESSIONAL, SCIENTIFIC AND TECHNICAL ACTIVITIES
70 : Activities of head offices; management consultancy activities	M PROFESSIONAL, SCIENTIFIC AND TECHNICAL ACTIVITIES
72 : Scientific research and development	M PROFESSIONAL, SCIENTIFIC AND TECHNICAL ACTIVITIES
73 : Advertising and market	M PROFESSIONAL, SCIENTIFIC AND TECHNICAL ACTIVITIES
74 : Other professional, scientific and technical	M PROFESSIONAL, SCIENTIFIC AND TECHNICAL ACTIVITIES
77 : Rental and leasing	N ADMINISTRATIVE AND SUPPORT SERVICE ACTIVITIES
78 : Employment activities	N ADMINISTRATIVE AND SUPPORT SERVICE ACTIVITIES
81 : Services to buildings and landscape	N ADMINISTRATIVE AND SUPPORT SERVICE ACTIVITIES
82 : Office administrative, office support and other	N ADMINISTRATIVE AND SUPPORT SERVICE ACTIVITIES
85 : Education	P EDUCATION
86 : Human health activities	Q HUMAN HEALTH AND SOCIAL WORK ACTIVITIES
88 : Social work activities without accommo-	Q HUMAN HEALTH AND SOCIAL WORK ACTIVITIES
90 : Creative, arts and entertainment activities	R ARTS, ENTERTAINMENT AND RECREATION
93 : Sports activities and amusement and recreation	R ARTS, ENTERTAINMENT AND RECREATION
95 : Repair of computers and personal and household	S OTHER SERVICE ACTIVITIES
96 : Other personal service activities	S OTHER SERVICE ACTIVITIES

# Employment Density Matrix

Use Class	Sub-Category	Sub-Sector	Density (sqm)	Notes
<b>B1a Offices</b>	General Office	Corporate	13	NIA
		Professional Services	12	NIA
		Public Sector	12	NIA
		TMT	11	NIA
		Finance & Insurance	10	NIA
	Call Centres		8	NIA
<b>B1b</b>	R&D Space		40-60	NIA lower densities will be achieved in units with higher provision of shared or communal spaces
<b>B1c</b>	Light Industrial		47	NIA
<b>B2</b>	Industrial & Manufacturing		36	GIA
<b>B8</b>	Storage & Distribution	National Distribution Centre	95	GEA
		Regional Distribution Centre	77	GEA
		'Final Mile' Distribution Centre	70	GEA
<b>Mixed B Class</b>	Small Business Workspace	Incubator	30-60	B1a, B1b – the density will relate to balance between spaces, as the share of B1a increases so too will employment densities.
		Maker Spaces	15-40	B1c, B2, B8 - Difference between 'planned space' density and utilisation due to membership model
		Studio	20-40	B1c, B8
		Co-Working	10-15	B1a - Difference between 'planned space' density and utilisation due to membership model
		Managed Workspace	12-47	B1a, b, c
<b>B8 / Sui Generis</b>	Data Centres	Wholesale	200-950	
		Wholesale Dark Site	440-1,400	
		Co-location Facility	180-540	
<b>A1</b>	Retail	High Street	15-20	NIA
		Foodstore	15-20	NIA
		Retail Warehouse	90	NIA
<b>A2</b>	Finance & Professional Services		16	NIA
<b>A3</b>	Restaurants & Cafes		15-20	NIA
<b>C1</b>	Hotels	Limited Service / Budget	1 per 5 beds	FTE per bed
		Mid-scale	1 per 3 beds	FTE per bed
		Upscale	1 per 2 beds	FTE per bed
		Luxury	1 per 1 bed	FTE per bed
<b>D2</b>	Fitness Centres	Budget	100	GIA
		Mid Market	65	GIA – both types tend to generate between 40-50 jobs per gym
		Family		
	Cinema		200	GIA
	Visitor & Cultural Attractions		30-300	The diversity of the cultural attraction sector means a very wide range exists
Amusement & Entertainment Centres		70	Potential range of 20-100sqm	

Source: Homes & Communities Agency - Employment Density Guide (2015)



# Activity Density Diagram

