

GREATER LONDON AUTHORITY

██████████

(By email)

Our Ref: MGLA180221-6343

29 March 2021

Dear ██████████

Thank you for your request for information which the Greater London Authority (GLA) received on 17 February 2021. Your request has been dealt with under the Freedom of Information Act 2000.

You asked for;

Please provide details of any and all correspondence between the GLA, and Brent Council / South Kilburn Trust, relating to the Granville and Carlton redevelopment.

Please include all funding applications (both successful and unsuccessful) submitted by Brent Council and South Kilburn Trust related to the centres, and any supporting documents associated with these funding applications.

Our response to your request is as follows:

I have placed the information within scope of your request on to our Disclosure Log due to the volume and file sizes:

<https://www.london.gov.uk/what-we-do/eir-good-growth-granville-carlton-mar-2021>

After careful consideration, we have decided that some of the information covered by your request is exempt information by virtue of the disclosure-exception provisions found under regulation 12(5)(e) of the EIR.

Regulation 12(5)(e) applies when disclosure would adversely affect the confidentiality of commercial or industrial information where such confidentiality is provided by law. We consider that the redacted information is commercial or industrial in nature. The redacted information relates to detailed budget information.

The information is covered by the common law obligation of confidentiality, the information is not trivial in nature, nor is it in the public domain. The redacted Information is therefore to be protected by confidentiality provided by law. Disclosure of the information would inevitably harm the confidential nature of it and therefore the exemption at Regulation 12(5)(e) is engaged in respect of disclosure of the redacted information.

Regulation 12(5)(e) constitutes as qualified exemption from our duty to disclose information under the EIR, and consideration must be given as to whether the public interest favouring disclosure of the information covered by this exemption outweighs the public interest considerations favouring maintaining the exemption and withholding the information.

The GLA acknowledges that there is a public interest in the activities being undertaken with regards to the £70 million regeneration programme to support growth and community development in London. However, it is not in the public interest to release information which would be likely to prejudice the Council's commercial interest during live procurement exercises.

We therefore find that the public interest is therefore balanced in favour of non-disclosure of the redacted information because of the harm its release would cause. If you have any further questions relating to this matter, please contact me, quoting the reference MGLA180221-6343

If you have any further questions relating to this matter, please contact me, quoting the reference at the top of this letter.

Yours sincerely



Information Governance Officer

If you are unhappy with the way the GLA has handled your request, you may complain using the GLA's FOI complaints and internal review procedure, available at:

<https://www.london.gov.uk/about-us/governance-and-spending/sharing-our-information/freedom-information>

LONDON REGENERATION FUND APPLICATION FORM

This form should be used when applying for funding from the **London Regeneration Fund**.

www.london.gov.uk/LondonRegenerationFund

Please complete this form as fully as possible and return, with supporting information, to LondonRenerationFund@London.gov.uk.

Applications must be received by midday on Friday 2 October 2015.

A valid application must include:

- A completed copy of this form including the signed declaration at the end (a digital signature will suffice)
- A completed funding and milestone schedule (Excel spreadsheet)
- A signed letter (digital scan or hard copy) from your Chief Finance Officer or equivalent agreeing to the financial forecasts proposed.

You may also include:

- Letters of support from relevant stakeholders
- Additional documents or reports that will allow you to more clearly communicate your ideas.

The prospectus and supporting information can be downloaded from www.london.gov.uk/LondonRegenerationFund

If you require further information, clarification or have any queries, please contact us at LondonRenerationFund@London.gov.uk.

Your application will be appraised based on your performance across each section of the application form which are weighted as below:

1. Project description (40 per cent)
2. Deliverability (30 per cent)
3. Value for money (30 per cent).

Each question will be scored as follows:

- Excellent – 5
Outstanding response, exceeds expectations, adds value, full confidence
- Good – 4
Good response, which meets all requirements and gives some confidence
- Acceptable – 3
A satisfactory response, which meets the basic requirements
- Poor – 2
Only some of the requirements met
- Very poor – 1
Unacceptable, an unsatisfactory response
- No submission – 0
No information is provided.

The final score will be used by the Mayor, London Enterprise Panel and a moderation panel to assist their decision on which projects are to be recommended for funding.

GENERAL INFORMATION

Name of organisation: London Borough of Brent

Type of organisation: Local Authority

Registered company or charity number (if relevant): n/a

Address: Brent Civic Centre, Engineers Way, Wembley, London HA9 0FJ

Name of contact person: [REDACTED]

Position held: Regeneration Manager

Telephone number: [REDACTED]

E-mail address: [REDACTED]@brent.gov.uk

Other organisations involved: South Kilburn Trust

Are you related to or do you have any contact with any elected GLA officials or members of our staff? Yes ☐ No ☒

If yes, please tell us about your relationship with them and their name (or names) and which team they work in: n/a

Please list the supporting information you are including with your application. Be sure to attach separate documents if necessary.

Supporting information:

Annex 1 – South Kilburn Trust's Letter of Support

Annex 2 – Property and Socio Economic review

Annex 3 – Initial design proposals

Annex 4 – Schedule of Areas and Expenditure

Please indicate if you are interested in taking part in a combined application for ERDF funding. Please ensure your project objectives are aligned with those of the ERDF first. ☒

For further information about ERDF please see the operational programme available from www.gov.uk/government/publications/draft-european-regional-

development-fund-operational-programme-2014-to-2020 and the LEP
webpages <https://lep.london/european-structural-investment-funds>.

1. PROJECT DESCRIPTION (40 PER CENT)

1.1. Place

This proposal is for the development of a new Enterprise Hub, to be based in South Kilburn in the London Borough of Brent. South Kilburn is an area undergoing significant regeneration over the next 10 years, with the creation of 2,400 new homes, 1,200 of them affordable, a new health centre, a new school, and new public realm. This in itself will create major social and economic change over this period.

Brent and South Kilburn in particular do however continue to have a number of socio economic challenges, including higher than average levels of deprivation, in particular with higher levels of child poverty, and higher levels of unemployment and incapacity to work¹. However it is an incredibly diverse area, with 83% of the population from BME communities. Furthermore, over 90% of the businesses in the borough, are micro employers, with over 99% being SME's and there is a healthy business birth rate, with strong growth in new knowledge economy sectors (creative (particularly post production), cultural, and IT) . A more detailed analysis of the area is included in the attached Socio Economic paper (Annex 1).

Brent Council are therefore leading this Project, in partnership with the South Kilburn Trust (SKT) who have a particular focus on providing both a range of flexible business space and accommodation for community / youth uses, together with a range of support services. The Partner's vision is for South Kilburn to be a vibrant area of London where people feel proud and happy to live, work, or play, and have access to the opportunities they need to achieve their aspirations.

These objectives also link closely to other policy frameworks for the area, for example the Brent Regeneration Strategy (to “deliver transformational change across the borough, focusing on priority areas for investment and increasing the employment and income levels of residents”) and the Local Plan which highlights the need for workspace through the development process with a focus on growth areas. The project also aligns strongly with the emerging Brent 2020 strategy which focusses on Regeneration, Business & Housing Growth and Employment & Skills.

Recognising the growing importance and popularity of workspace schemes, Brent Council are about to commission a Workspace Study, to explore the range of existing provision, and the diverse role and demand for workspace throughout the borough. The need for workspace is also recognised within the LEP's Jobs and Growth Plan which sets out a number of strategic priorities including employment and SME support.

One type of workspace provision which is growing rapidly is the provision of 'incubator, accelerator and co-working' (IAC) spaces. IACs play an important role in providing accommodation for start-ups and small businesses and in supporting economic growth in London. Their appeal to start up and small

¹ IMD data (2011), ONS (2014)

businesses lies in their emphasis on business support and the opportunities they provide for networking with other businesses and access to investors and potential clients².

In terms of the local property market, the majority of the local “office” stock is concentrated in the north of the Borough and offers predominantly large, outdated premises, which are unsuited to modern business requirements. The preponderance of small local enterprises / entrepreneurs (9 or less employees) is creating real demand for non-traditional / more flexible, managed workspace solutions, available on ‘easy-in/easy-out’ terms.

Detailed research into the available workspace provisions in South Kilburn / Brent (see the Property Analysis at Annex 1 attached) highlights relatively few developments serving this strong demand – however where provided, occupancy levels are good and there are very few options for micro and small businesses at “affordable” rates. The only workspace provision in South Kilburn is the temporary accommodation at South Kilburn Studios (managed by SKT) – which currently has some 30 occupiers (with a waiting list and drawing 40% of occupants from outside the South Kilburn area).

However, this site has always been earmarked as part of the wider redevelopment proposals in the area, which are expected to commence later this year (autumn / winter) and will run through until 2021. This will require the Studios to be vacated very early within this timescale, and without suitable replacement accommodation in the local area, will pose major challenges for these occupiers. Urgent provision (even on a temporary basis) therefore needs to be resolved very quickly to both secure the continuity of enterprise support required, and avoid business disruption, whilst at the same time also creating new opportunities.

It is, therefore, clear that there is a critical need for flexible, workspace provision within South Kilburn and the wider Brent area – and current evidence demonstrates that where possible this should be linked to the provision of readily accessible, pro-active business support and advice.

In summary, South Kilburn is an attractive and strategic location, minutes from Kilburn Park and Queens Park stations, which supports the demand for small, flexible accommodation from a wide catchment area. The partners have been working together for some time to establish a joint venture arrangement, through which they can deliver very specific needs to improve South Kilburn – and the prospect of GLA funding to match with significant SKT and LBB funds is the one opportunity to deliver this innovative project.

1.2. Project

How much are you asking for from the GLA? [REDACTED]

What is the total project value (GLA request plus match funding)? [REDACTED]

² URS (2014) Supporting Places Of Work: Incubators, Accelerators And Co-Working Spaces

(assumes revenue spend to the mid 2019/20)

When will the project begin? July / August 2016

When will the project complete? March '18 (for the capital spend)

Description of the activity for which support is sought

The project involves the establishment of an innovative workspace / community project (to be known as the Enterprise Hub), which will be housed within a range of infinitely, flexible accommodation, comprising a minimum floor area of some 1,500 sq m, within the core South Kilburn area. As well as creating a physical space, the initiative also involves the establishment and long term management of the facility and a wide range of activities, to create an innovative workspace project.

The initiative is aimed at serving the needs of both local businesses and entrepreneurs, as well as the local community, by addressing the significant lack of good quality, small workspace provisions and community accommodation in the Borough. The area is already rich in active businesses and community groups - and a new facility will help create a focal point and a stronger sense of identity for the local residents.

The requirement to find accommodation over the next 3 / 4 months, for the occupiers of the South Kilburn Studios, has already been addressed by the identification of the opportunity provided by the current Granville Centre (owned by the Council), which is largely vacant at present, and will provide short term space (c. 2 years) for both the South Kilburn Trust itself, as well as the 30 or so occupiers of the Studios. This will provide Phase 1 of the overall Hub project.

The partners have however been considering a number of options for the longer term provision of this centre over recent weeks, and have now identified four options which are under current, detailed consideration (in terms of feasibility, outputs, opportunity cost etc). These are –

- a long term, expansion of the Granville Centre – through the development of a new wing to the rear of the site and the construction of an additional floor within the existing structure
- a comprehensive redevelopment of the Granville site utilising the available land to the rear of the site for a new build Hub, alongside a mix of residential development and other uses, once the existing centre has been demolished
- a consideration of an incorporation of the adjoining Carlton Centre in the above comprehensive redevelopment option, in order to maximise the capacity of the wider area
- the use of non residential accommodation, which is already planned within the adjoining Peel redevelopment, utilising space which will not be required by the proposed health centre operators

LBB is fully committed to delivering an Enterprise Hub within South Kilburn, which will progress as one of these four options and as such a timetable has been proposed to give the GLA confidence that by the 3rd June Budget Review Board meeting, one option will have been chosen by officers with clear evidence for why that option is being recommended.

It should also be specifically noted that all four of the above options are under the control / ownership of LBB, and the decision making process is therefore completely within its control.

Discussions between the partners, have therefore agreed that in order to take robust decisions on the way forward, they will undertake options appraisals over the next few weeks in order to make recommendations to the Council and achieve the following timescale for a final decision:

Development option appraisals – underway now

Report – recommending preferred option – 26th May

GLA London Board – 3rd June

LBB Corporate Management Team – 16th June

LBB Policy Coordinating Group – 30th June

LBB Cabinet Meeting – 25th July

Review and approve GLA funding agreement (on the basis that the bid is approved) by the end of July

For the purposes of this application however, and in order to provide a clear and evidenced explanation of the different components of the scheme, its cost, funding arrangements, management and delivery arrangement, and ultimate outputs, we have used the long term expansion of the Granville Centre option (above), on which considerable design and feasibility work has been done – as the basis for responding to the specific questions in this document.

We have used this approach, as the objectives behind the initiative, the type / scale of accommodation to be provided, and the management / operational aspects are going to be common across all options.

Over recent years the centre has been offering free creative learning programmes and activities for young people aged 11-24 years old, including: dance, vocal training, acoustic guitar, music jam, one to one piano/keyboard lessons, band mentoring, taekwondo, fashion, arts/illustration, yoga/meditation, film making events management and professional development.

In addition to specialist workshops, master classes, trips events, and a teen library/study support. All classes at the centre are run by industry professionals and the centre works in partnership with many arts organisations.

The building which is largely unoccupied at present, has been identified as ideally suited to deliver the short term Enterprise Hub, being in the ownership and control of Brent council, and providing the opportunity for an immediate Phase 1 scheme, which will enable SKT and occupants from the Studios to take up occupation within the next few months. The partners are therefore in a very strong position to progress this initiative with all speed.

The Phase 1 proposals can be accommodated by Brent Council granting SKT a short term occupational lease of the whole building (e.g. 2 years), and initial terms have already been negotiated, with a final agreement anticipated within the next few weeks.

A more detailed explanation of the Phase 1 delivery programme, is set out below –

- Phase 1 - SKT takes an occupational lease (2 years) of the existing building from LBB at a base rent (exclusive of service charge and utility costs etc.), under which SKT will be able to sub-let / licence areas of the building and retain income.
- SKT's will be responsible for the internal accommodation, with LBB being responsible for the main upkeep and running of the building, the costs of which will be passed on to SKT.

In the longer term, given its location and the scale of the site, the building may provide the opportunity for a significant expansion of the existing footprint (by both building an additional floor and a new extension), whilst ensuring that the existing community and youth centre activities will continue to be run.

As with all options, Phase 2 would involve SKT taking a long term premium leasehold interest in the completed Enterprise Hub building, to facilitate the full Phase 2 works (in the case of Granville including a refurbishment of the existing structure, and subsequent extension of these facilities). LBB will retain the freehold interest in the building in the long term.

From this point, in the eventuality of this being the preferred phase 2 option, SKT will take control of the whole of the premises, and assume responsibility for all management / upkeep, leasing and letting aspects, together with the organisation of all events and business networking activities.

Brent Council are leading on both development phases of the scheme, which will consist of five distinct but integrated elements:

- A mix of creative workspace provisions, including an enterprise hub / business club, and dedicated self-contained office suites, available at market and affordable rents and operated as a long-term commitment by the South Kilburn Trust;
- A café (potentially run by the Community Kitchen in the Granville Centre) and located within the business “club” space, which can be used by the local community and general public as well as a combined facility for the workspace element;
- Good quality youth space and community areas, run by the South Kilburn Trust;
- Meeting rooms and community space, which can be booked and used by both the business occupiers and the local residents for events and cultural gatherings;
- Office space to accommodate the spatial requirements of the South Kilburn Trust.

The need to achieve the long term viability / sustainability of the overall scheme to create an innovative mix of community and affordable / commercial space makes the funding, available through London Regeneration Fund, an essential driving force to deliver the project. The GLA's funding will be used to part fund

the Phase 1 refurbishment of the existing building and the subsequent extension / new build options. This will be matched with –

- SKT's committed capital and revenue funding to cover the acquisition of the completed building (see options above), and the balance of the construction / refurbishment aspects of the scheme and

LBB financial contribution will be dependent on the preferred option for phase 2. This would not be a commercially viable proposal in its own right and it will not go forward without GLA support. The LRF funding will however importantly enable the above activities to happen as part of the wider regeneration of South Kilburn.

1.3. Objectives

What do you hope to achieve by the proposed project and how does it match the fund objectives described in the prospectus?

The JV Partners Objectives

The work which the JV Partners have undertaken in relation to this project over recent months, has highlighted the primary aims of the innovative Enterprise Hub scheme, which is looking to achieve the following objectives:

- provide improved workspace to start-ups and established businesses at both affordable and market rents;
- provide quality meeting space and network and training opportunities for businesses and local residents;
- provide business support to enable entrepreneurship and growth of locally specific industries and sectors;
- become an integral part of the wider regeneration of South Kilburn;
- serve as a focal point for the local community;
- engage and offer useful training and exciting activities to young people;
- offer space for local events and gatherings;
- have a lasting, positive economic and social impact on the local business base and community.

The initiative also contributes towards the range of underlying **strategic issues** set out by the **LRF prospectus** as follows -

Secure and create open workspace

The Granville option, is particularly focused on taking an existing building, which has been significantly underused for some time, seeking an alternative use, and bringing it back into meaningful and economic use through a comprehensive refurbishment and extension / new build programme, which can then serve as a base for local businesses and the community.

All options will however provide the critical mass, necessary to make this workspace / community space project viable in terms of revenue / running costs in the long-term. The Trust also intends that any surpluses achieved in the future will be used to fund local initiatives and services, which will further increase the positive impact of this scheme.

Enable / underpin good growth

With the lack of similar, affordably priced provision in the area, this new facility is intended to encourage more entrepreneurs from the surrounding communities to set up new ventures, support the growth of existing businesses and create and safeguard local jobs.

Innovate – and intensify places of work

Apart from combining community, business and support uses, we will also work with tenant businesses to deliver a novel, community 'giveback' programme, as part of their tenancy agreement. This will provide and promote traineeships, training events, workshops and involve the offer of "commercial time" in order to support other regeneration initiatives in the area. This unique feature will help to integrate community and business uses, and to improve and unlock the skills and potential of South Kilburn's residents. It will also develop a culture with the young to consider the opportunities to establish their own business – or to work for an SME. The initiative will specifically look to build stronger community links between people and businesses and also make better use of available local assets.

Pilot change - be part of a wider long term effort to improve the place

Another critical consideration, is that South Kilburn is currently undergoing comprehensive regeneration, all around the site of the proposed Hub, which will provide 2,400 homes, of which around 1,200 will be made available to new, private residents. With a significant change in the demographics / socio economic characteristics of the area, and the built environment - the proposed workspace and community hub will bring all future residents and businesses together and shape the future of the area.

Encourage proactive stewardship

SKT will proactively manage the combination of community and various types of business space that they have available – as flexibly as possible, making sure that they can respond to tenant needs at different points in time. Linked with the provision of on-site business support / mentoring, this will establish very close links between SKT and its range of tenants / business club members in this category.

Some spaces will also be specifically reserved for affordable occupation (rents starting low and stepping up over a period of time) – and at certain points in a business's development – they will be encouraged to consider moving into more suitable accommodation.

SKT will also consider whether in appropriate cases, it may be right for them to invest in a business direct (on an equity basis) where this presents a real opportunity for growth and local employment / economic and social impact. The Trust is also hopeful that the success of this potential scheme will unlock the possibility for their involvement in other future schemes in the area.

Be appropriate to a place -

Given the changing physical and socio economic characteristics of the area (as major redevelopment takes place over the next five years) the proposed Hub will contribute significantly towards the new environment – by creating a new facility for old and new residents alike, by creating a new focal point for the community, and addressing the significant lack of workspace provision in South Kilburn and wider Brent. It will also accommodate the growing sectors in the

area, as identified in the LEP Jobs and Growth Plan, including creative industries and professional & technical services.

It also plays to the area's excellent communication links with central London, where there are extensive networks and clusters of those sectors South Kilburn is seeking to support - and help redress the net out-commuting patterns experienced in the borough (an average of 32,300 per day)

Finally, it will provide the right accommodation in the right place – meeting the needs of some of the 30 existing businesses / individuals who will be displaced when the temporary SK Studios close in the very near future.

In summary, this project will have a lasting impact on the local community through the sustained operation of the flexible co-working spaces, the operation of a networking business club and self-contained units designed to meet both current and future demand, resulting from the wider regeneration of the area. The mix of uses, including the amenity space and café area, will help to create a vibrant atmosphere of collaboration and community spirit, much needed in South Kilburn.

1.4. Outputs and outcomes

Choose appropriate outputs and outcomes from the list and quantify the level of impact your project will have.

You should describe how your project will lead to the outputs and outcomes chosen and explain why you think they are achievable.

The Enterprise Hub initiative will deliver a number of specific outputs and outcomes, across its range of business, community and youth activities. These have been specifically selected as appropriate to the functions to be undertaken in the Hub, and (on the basis of a 1,500 sq m facility, currently based on the expanded Granville model) are set out in the Table below, including an assessment of numbers to be delivered over the initial years of the initiative.

The outputs are considered fully achievable, based on the experience of SKT, running similar workspace and other initiatives over recent years, and from the clear levels of demand that have been identified in considering the Hub concept (see attached workspace supply and demand evidence in the property annex).

An overarching Monitoring and Evaluating Framework will be established by SKT for the Enterprise Hub initiative as a whole, which will draw information from LBB in respect of the physical works, and will then be updated annually by SKT as the scheme is managed and evolves over future years.

Further guidance on outputs and outcomes is available at www.london.gov.uk/LondonRegenerationFund.

Outputs / outcomes	Baseline	Target	Monitoring Approach	Information Collected
Construction / Delivery Outputs				
70 construction jobs	0	These construction jobs will be created in the refurbishment and construction process.	The monitoring of the construction process will be a responsibility of LBB and fed into SKT's overall project monitoring	Standard employment data from all contractors on site will be collected by LBB
Public realm / transport improvement works to footpaths / and cycleways along Carlton Vale	Current road network provides access to the proposed Hub site – and poor public realm outside the current buildings	The public realm/ transport works are to be undertaken in 2016/17 to help promote the Hub scheme and provide a significantly improved setting / image for the new development	The monitoring of the construction process will be a responsibility of the LBB and fed into SKT's overall project monitoring. This will be achieved through careful monitoring of progress throughout the construction process – from design to delivery.	Data from the contractors / site agents will be collected by LBB
Public realm / landscape improvements through the refurbishment of the existing building and new build – some 175 sq m of hard and soft landscaped gardens will be created to serve the local community and occupiers, using the facilities.	The current building does have an area of unkempt grass outside the existing buildings – which is used in a limited way.	The other scheme-specific public realm/ landscape improvement works will be completed as part of the Hub construction process and delivered in 2017/18.	The architects will produce detailed plans, drawings against which delivery will be monitored (preliminary proposals attached separately).	
One building refurbished (Granville)	Current structure currently exists	The exterior and interior of the existing building	The monitoring process will be	Information from the architects,

option) – 900 sq m (NIA) of refurbished floorspace	<p>but is badly configured and in poor repair which is impacting upon the type and longevity of uses</p> <p>This site and existing building will not benefit from any improvements without the required intervention.</p>	will be refurbished, contributing to the wider public improvements in the area and preventing this landmark building from falling into further disuse.	<p>a responsibility of the LBB who will run the refurb contract. This will be achieved through careful consideration throughout the construction process – from design to delivery.- and fed through to SKT</p> <p>The architects will establish detailed plans / spec against which this will be monitored – preliminary drawings are attached separately).</p>	surveyors and contractors will be collected by the LBB and fed into SKT who will be monitoring the whole project
700 sq m (NIA) of newly constructed / extended commercial / and community floorspace (Granville option)	This is new construction A nearby workspace / studio scheme will be redeveloped over the next 6 months as part of the wider regeneration in the area.	These works will be completed in Spring 2018.	The monitoring process for the new build will be a responsibility of the LBB – who will feed through appropriate details to SKT, who are responsible for overall monitoring and evaluation	Numerical data from the contractors will be collected by the LBB
Match funding of [REDACTED] is secured for the delivery of this scheme.	0	The South Kilburn Trust is prepared to provide £[REDACTED] of capital and revenue costs finance to deliver this scheme and London Borough	The monitoring process in respect of GLA's funding, will be a responsibility of the LBB.	Financial information of the capital spend will be carefully monitored by LBB and fed through to

		of Brent has committed £0.4m to fund public realm improvements.	The Trust will provide matched funding to cover the outstanding capital and revenue costs.	SKT's overall monitoring framework
Operation of the Building – Outputs				
106 new jobs and safeguard further 36 existing jobs. It is expected that with accommodation of this nature – there will be opportunities over the initial years to encourage businesses within the Hub to move-on into other premises in the area (to be promoted as part of the wider redevelopment proposals), or for others to fail. This “churn” component could be expected to involve say 15% - 20% of tenants – with a subsequent overall increase in jobs growth generated by the Hub. Over the first 5 yrs that could create an additional 50 – 60 jobs	<p>0</p> <p>Without this intervention, it is not likely that any new jobs will be created on site.</p> <p>With the redevelopment plans for the SK Studios, and the limited growth opportunities for the SKT, jobs may be lost in the area.</p>	<p>Aim to achieve this letting / occupation target in the next 2-3 years.</p> <p>The expectation is to retain / safeguard a proportion of the existing businesses and their employees from the South Kilburn Studios – together with core staff from SKT.</p>	The monitoring process will be a responsibility of the South Kilburn Trust, who run and manage the space. This will feed into SKT's overarching Monitoring and Evaluating Framework - updated annually	Numerical data from the operation of the business club and workspace will be collected by the South Kilburn Trust in order to be evaluated every 12 months.
106 businesses will be supported (primarily expected to be 1 / 2 person businesses within the Hub)	Three will be a very limited business support offer without this new facility, particularly in light of the	While the existing building, subject to refurbishment works complete in Phase 1 will house a number of businesses and SKT in the	The monitoring process will be a responsibility of the South Kilburn Trust, who run and manage the	Numerical data from the operation of the business club and workspace will be collected by

through the provision of new good quality premises and business support offer through the South Kilburn Trust. (as discussed above with 'churn', this figure could rise by 25-30 over 5 year period.)	redevelopment of the South Kilburn Studios to residential.	meantime, it is estimated that the later phases of the scheme will complete in Spring 2018 to provide a further amount of good quality workspace and business support through the South Kilburn Trust. The scheme will also provide community accommodation, required for the wider operations of the South Kilburn Trust.	space. This will feed into SKT's overarching Monitoring and Evaluating Framework for the initiative as a whole - which will be updated annually	the South Kilburn Trust in order to be evaluated and compared every 12 months.
68 desk spaces and 22 self-contained office suites will be provided in the newly refurbished/constructed space.	0	It is estimated that the extended/ new workspace scheme will open doors in 2018 to provide good quality workspace and business support through the South Kilburn Trust. The scheme will also provide office accommodation, required for the operations of the South Kilburn Trust and the OK Club.	The monitoring process will be a responsibility of the South Kilburn Trust, who run and manage the space. An overarching Monitoring and Evaluating Framework will be updated annually.	Numerical data will be collected by the South Kilburn Trust.
Building Management / Wider Impact Outputs / Outcomes				
Business support – the provision of advice, mentoring and other services to a range of businesses, within the Hub	None	The aim of this scheme is to encourage entrepreneurship and support economic growth by helping SMEs improve their chances of growth to create	The monitoring process will be a responsibility of the South Kilburn Trust, who run and manage the space. This will feed into	Numerical data from the operation of the business club and workspace will be collected by the South Kilburn Trust

<p>(and potentially remotely).</p> <p>This offer could provide assistance to a significant number of local residents and businesses.</p>		<p>employment and improve business sustainability rates.</p>	<p>an overarching Monitoring and Evaluating Framework, which will be updated annually</p>	<p>in order to be evaluated every 12 months.</p>
<p>Training</p> <p>Over 50 trainee placements could be made on an annual basis.</p> <p>Skills workshops/ Seminars</p> <p>Activities for young people and other community members to improve and gain work specific skills and training</p> <p>Various job experience activities and training - through the hub's business occupiers</p> <p>Workshops and seminars to improve the skills offer/ and career expectations.</p>	<p>Currently limited provisions through the South Kilburn Trust</p>	<p>To utilise space within the Hub to encourage activities for young people and other community members to improve and gain skills and give them the opportunity to train in the creative industries.</p> <p>The trainee placements could lead to increased confidence / knowledge within the trainees used during the year, and higher prospects for them to secure a more permanent job.</p> <p>Various activities and training will be provided through the Giveback scheme, engaging the business hub's occupiers with the community.</p> <p>Workshops and seminars will be organised regularly to improve on the skills offer/ career</p>	<p>The monitoring process will be a responsibility of the South Kilburn Trust, who run and manage the space. An overarching Monitoring and Evaluating Framework will be established, which will be updated annually</p>	<p>Numerical data from the operation of the business club and workspace will be collected by the South Kilburn Trust in order to be evaluated every 12 months.</p>

		expectations in the area.		
Community Events More than 50 workshops per year with some 500 residents being engaged locally.	Currently limited provisions through the South Kilburn Trust.	The new hub will provide community and civic space, where different business, community and cultural events will be organised to engage all users and the wider local community. All tenants will run 1 or 2 workshops or events, sharing their skills with the community.	The monitoring process will be a responsibility of the South Kilburn Trust, who run and manage the space. An overarching Monitoring and Evaluating Framework will be established, which will be updated annually	Numerical data from the operation of the business club and workspace will be collected by the South Kilburn Trust in order to be evaluated every 12 months.
Improved social connections	No or negative social impact with change in demographics and lack of quality business and community facilities.	An important aim of this project is to increase the social cohesion in the area, which is about to undergo a holistic transformation. An increase in the workspace and other activities offer in the area will eventually improve living standards, skills and the social connections in the area.	The monitoring process will be a responsibility of the South Kilburn Trust, who run and manage the space. An overarching Monitoring and Evaluating Framework will be established, which will be updated annually	Numerical data from the operation of the business club and workspace will be collected by the South Kilburn Trust in order to be evaluated every 12 months.

2. DELIVERABILITY (30 PER CENT)

2.1. Team

Anticipated lead delivery organisation: London Borough of Brent

Other participating organisations: South Kilburn Trust

How will the project be managed (up to 2 sides of A4)?

The Overall Team -

As set out earlier in this application, the scheme is being structured through a “JV agreement” between the key partners – Brent Council and SKT. Preliminary agreements have already been discussed in detail between the two parties to secure the Granville Centre for the Phase 1 works, and the parties are committed to working up detailed proposals and heads of terms over the next few weeks, to secure a full agreement by July 2016.

As set out above, an options appraisal of the Phase 2 alternatives is currently underway and a decision will be taken on the preferred option by the end of July.

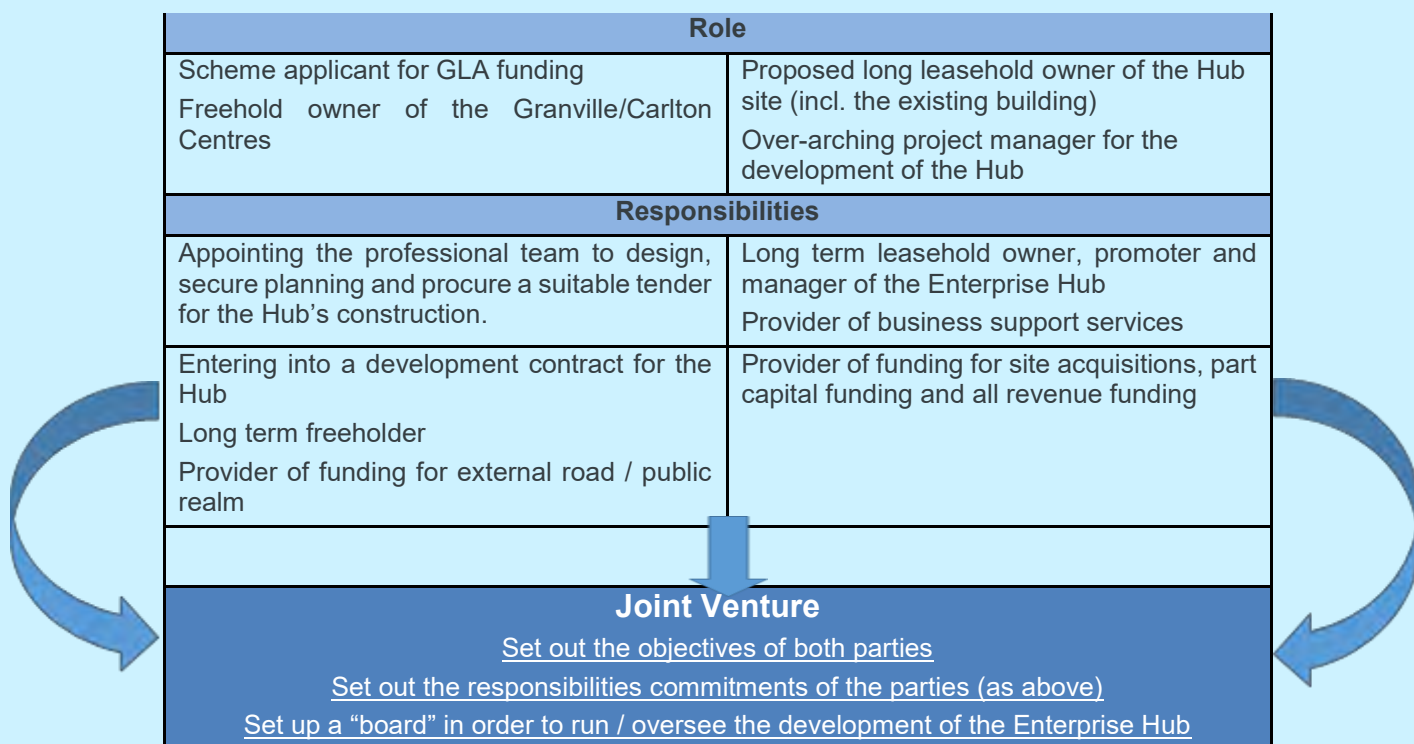
A critical path programme has been considered for the complete project and the partners believe that the GLA’s timescales can be fully met, with Phase 1 construction commencing in Q3 2016 and completion of construction for the entire project (and the commitment of GLA funding) by the end of March 2018. A headline critical path is set out below -

SOUTH KILBURN TRUST - ENTERPRISE HUB (Ph1 and Ph2) - DRAFT PROGRAMME																
	2016								2017				2018			
	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Q1	Q2	Q3	Q4	Q1	Q2 - on		
Preparation of Revised GLA LRF Bid																
Granville Centre - initial designs / costings for bid preparation																
GLA Bid Document																
GLA decision on availability of funds for Revised Proposals																
Brent Council Approval and Agreement process																
Client Group - final decision on Options																
Detailed design and planning (Ph1 and Ph2)																
Granville - Ph1 Works																
PRACTICAL COMPLETION OF PHASE 1 WORKS																
SKT take up occupation of Ph1 accommodation																
Ph1 lettings ...																
Ph2 Works - final design / planning / tender etc																
Start of works on site																
PRACTICAL COMPLETION OF PHASE 2 WORKS																
SKT take up occupation of Ph2 accommodation																
Ph2 lettings ...																

Roles and Responsibilities –

The delivery and future operation / running of the Hub will be entirely undertaken through the Partners, and it is not intended that there will be any requirements on the GLA, except for administering their funding allocations.

London Borough of Brent	South Kilburn Trust
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The above roles, very much play to the respective strengths of the partners and their experience / track record over recent years – to ensure overall delivery.

The overall scheme delivery will be overseen by a JV Board to be established by the partners (two members per party), which will meet regularly during design and construction of the project (monthly) and will be responsible for both monitoring progress and taking key decisions in terms of legal and financial commitments.

Once Phase 2 is delivered, LBB will cease to be directly involved in the initiative, with SKT taking all responsibility for the running and management of the facility as a long leaseholder of the site/ premises.

Phasing

As set out above, two distinct phases have been identified as part of the delivery of this project, with Phase 1 taking account of the existing building/ timing constraints associated with SKT's spatial arrangements and the Granville building's current status and occupiers.

The short term (Ph1 works) will need to be completed by, say, Sep / Oct 2016 – to enable occupation to be taken up soon after that. This short timescale requires design, work specification, costings and procurement to be implemented over the next two months.

The occupational arrangements for Ph1 of the project, will be secured via a short term lease arrangement between LBB and SKT. This will allow SKT to occupy / take control of the whole of the premises (assuming that the accommodation is not required for either Ph1 or Ph2 works) upon payment of an annual market rental (with provision for the levying of additional allowances for repairs and maintenance, business rates, insurance, heating, utility services etc by LBB).

Under the terms of this arrangement, SKT will be permitted to “sub-let” or allow occupancy of the building by a range of groups, businesses and individuals, (and retain any income as a result of such “lettings”, and will be entirely responsible for managing these occupational arrangements and any issues arising.

The location of the Ph2 works will be formally determined by the end of July 2016 and ideally designed, specified, appraised and costed over the next 3 / 4 months – and then placed to tender in, say, Nov / Dec 2016. This will enable tenders to be analysed and contracts entered into by say Jan / Feb 2017 – with a 12 months build period and completion by, say, Mar 2018.

The occupational arrangements for Ph2 of the project, will be configured through a long term premium leasehold agreement between LBB and SKT, upon completion of the Ph2 works.

As above, this will allow SKT to occupy / take control of the whole of the premises, however from this time, SKT will assume responsibility for all management / upkeep aspects (repairs and maintenance, business rates, insurance, heating, utility services etc).

SKT will also be fully permitted to “sub-let” or allow occupancy of the building as they see fit, and retain all income or other receipts as a result of such “lettings”, and will be entirely responsible for managing these occupational arrangements and any issues arising.

Brent Council will be the contracting party for the development of both the short term Ph1 and longer term (Ph2) building works (professional team / contractor / developer etc.). SKT will adopt a broad Project Management role, overseeing the interface between partners and their commitments, monitoring progress (both in terms of short term and longer term proposals) coordinating between phases (to enable Ph1 occupants to carry on their businesses on site whilst pursuing the longer term Ph2 scheme) and running the JV Board.

LBB will arrange for the procurement and appointment of professionals for the delivery of both phases -

- All legal advice will be handled by LBB’s legal team / solicitors e.g. advice where necessary on any building contract or appointment related matters
- An architect(s) to undertake both the outline and detailed designs of both phases of the project
- An engineer, quantity surveyor and any other advisers considered necessary to provide full planning / construction details.[appointed by LBB / via architect]
- The architect will obtain all planning (and other statutory) approvals
- The architect will supervise the procurement of all contractors required to implement the works – including full tender documents and for complying with LBB’s procurement procedures
- The architect / QS will be responsible for analysing all valid tenders submitted
- Prior to placing any contracts for the works, LBB will appoint Employers Representatives to oversee the progress of the scheme / compliance etc
- The Employers Representatives will report regularly to LBB, the SKT’s project manager, and issue reports to all meetings of the Board

In the lead up to completion of Phase 1 works to the Hub – SKT will commence a marketing campaign. It will also draw up a detailed management plan / budget for the building and recruit / appoint a Centre Manager, and a “managing agent”

who will take responsibility for the core tasks of negotiating letting agreements and arranging the repair / maintenance of the building

Once the Ph 1 works to the Hub have achieved PC, the entire building will be “handed over” to SKT, to commence lettings and the delivery of its management role and any other activities.

Depending on the location and programme agreed for Ph2 of the works, LBB and SKT will agree a detailed schedule of development, which if the preferred option is Granville, will set out where and when possession of particular parts of the building will be required for the works, and therefore periods when no occupancy by SKT or any “sub-tenants” will be possible

Proposed funding for the project (currently based on the Granville Option) from the Partners can be summarised as –

PROPOSED FUNDING SOURCES -	£
SKT	
Acquisition Costs	██████
Capital Build Costs	██████
Revenue Costs (First 3 Yrs Of Project)	██████
Total	██████
LBB	
External road & paving works (subject to the finally selected Phase 2 option)	tbc
GLA	
Capital Build Costs	██████
Overall Project Totals	██████

A detailed monitoring and evaluation framework will be established from the start of the project, (to be prepared by the South Kilburn Trust) and used by Brent Council as accountable body to report outputs to the London Regeneration Fund. Project outcomes will be recorded against a baseline position and keep separate account of activities and financial budgets delivered through the project.

2.2. Milestones and funding schedule

Clear, achievable milestones (key stages in the delivery of the project that will demonstrate progress) and a spend forecast should be provided in the Excel spreadsheet available from www.london.gov.uk/LondonRegenerationFund.

All GLA spend must be completed on or before 31 March 2018. An additional 12 months – financial year 2018/19 – is allowed in order collect and validate output and outcome data, during which match funding can also be spent. If relevant, milestones should still be included for activity in financial year 2018/19 even though GLA funding will not be available.

Additional comments: The GLA's funding (as proposed) is entirely related to the construction / refurbishment costs of the buildings (see milestone & funding schedule). Partners funds will cover all short term rental payments, leasehold premium payments (for the site / premises, public realm costs, revenue costs, and the balance of build costs, as set out in the separate expenditure cashflow analysis, attached to this application. Revenue costs are included to the middle of 2019/20 – to cover the initial letting periods of the development.

2.3. Risks

Provide a description of the key risks associated your proposed actions.

Key risk	Impacts	Mitigating actions	Level of Risk
ACQUISITION / OWNERSHIP			
Ownership issues - e.g. other legal interests are discovered - which need to be resolved	Significant delays and uncertainties over project delivery and timescales	Create a working relationship between all stakeholders	Low / Medium
Securing both the short and long term arrangements for occupying the premises (short lease arrangements and long term premium lease agreement)	Risk missing the tight programme linked to GLA funding - and therefore an inability to deliver the scheme	Agree Heads of Terms for leasehold arrangements and Memorandum of Understanding between the partners as soon as possible.	Low / Medium
Any Title issues or the approvals of partners		Negotiations between SKT and LB Brent are at an advanced stage.	
PARTNERSHIP			
Delays to or problems with agreeing the terms of the proposed “Partnership” between the SKT, and LBB	Significant delays and uncertainties over project delivery and timescales	JV agreement between SKT, and LB Brent - to be agreed and concluded as soon as possible	Low / Medium
PLANNING (AND OTHER APPROVALS)			

Key risk	Impacts	Mitigating actions	Level of Risk
Planning - delays to receiving permission, onerous planning conditions or a refusal received	Delays may render the project incapable of development within GLA's timescales. Additional works/costs and/or delays possible	One of the partners to the project is LBB. Therefore working closely with the local planning authority should overcome any issues	Low
DESIGN AND CONSTRUCTION			
Construction Costs - increase as a result of delays / site and building problems or inclement weather	Would delay programme and incur additional costs if design revisions are required.	Cost estimates prepared including contingencies.	Low / Medium
Design / refurbishment / extension features – prove undeliverable	Would delay programme and incur additional costs if revisions are required.	Cost estimates prepared including contingencies.	Low / Medium
Potential delays of Ph2, following the delivery of Ph1	Would delay project completion beyond the period of GLA funding or make Phase 2 undeliverable.	Ensure timely agreements between partners and efficient project management.	Medium
DEMAND (TAKE-UP, VALUES, RETURN, ECONOMIC BENEFITS)			
Workspace take-up - slow or below expectations	Slow take-up would result in a reduction in the revenue income streams	Marketing and promotion of the scheme; offering attractive affordable terms to local residents	Low / Medium
Values - expected rental levels are not achieved	Rental values are expected to exceed current rates offered at the South Kilburn Studios	Creating attractive space and offering affordable rent and support / networking incentives to local businesses and residents	Low
Economic benefits - are not delivered as a result of letting performance, or the ability of businesses to grow / employ staff etc	Local community engagement, business support and growth, youth activities, wider regeneration	Careful design and management	Low
FUNDING			

Key risk	Impacts	Mitigating actions	Level of Risk
London Regeneration Fund - risks associated with securing approval to funding - at the right level to enable the scheme to proceed	This project in its current format, would not be possible without GLA funding		High
Match Funding - is not secured at the right level	Inability to cover the funding gap following a potential GLA funding award.	South Kilburn Trust has available resources to match the required funding. Further discussions to be had with LB Brent to provide funding in case of shortfalls.	Low / Medium

3. VALUE FOR MONEY (30 PER CENT)

3.1. Describe how your project delivers value for money.

Optimal Use of Resources –

The development of the project to date has considered the most efficient and effective use of resources – both in terms of the involvement of the two Partner organisations direct in the planning / design / feasibility process (with limited additional professional support where necessary) – as well as the use of existing premises where possible, and where not by adopting sustainable methods of construction and management

In particular with the Granville option, the proposed Enterprise Hub scheme would involve the refurbishment of a landmark community building, which has been underutilised for some time. As set out above, in order to fulfil the project's objectives, a number of different scenarios have been considered by Brent Council and SKT who consulted all stakeholders and relevant consultants and professionals.

It has been agreed that a certain critical mass of commercial floorspace is required for a balanced mix of uses and activities, which are viable in terms of their revenue income and costs.

In respect of the Granville option, as well as retaining and refurbishing the existing three storey structure, there is a need to provide an additional new 2 storey building, together with the construction of a further floor to part of the building - which will be key to providing the required space (in a viable and feasible way) for an enterprise and community hub in this deprived area, where private developers are highly unlikely to promote a similar scheme.

Costs – identification and robustness –

In order to identify the range of costs which need to be taken into account in the development of this project, architects (rcka), have been commissioned to prepare initial design layouts / capacities for the Granville option (both Ph1 and Ph2) – and have subsequently provided floorplans and drawings to reflect the agreed vision for this site. Copies of the plans / drawings are annexed to this application (Annex 2).

The current scheme has also been costed by a firm of QS consultants (the Allen Dadswell Construction Consultants), who provided a careful consideration of all costs associated with both Ph1 and Ph2 of the initiative, including the refurbishment of the existing building, the construction of an additional floor, and the construction of a new structure in order to achieve a quality scheme fitting well within the other developments and demographic changes in the area. A detailed breakdown of all costs is available upon request.

The revenue costs and income streams for the letting and ongoing management of the Hub, have been estimated by BBP Regeneration, who have a long track record in business and financial modelling of workspace schemes and have drawn comparables from their recent experience of similar projects.

The rental and occupancy levels applied to the revenue income model are based on evidence of other workspace schemes in the vicinity as well as comparable figures used in other typical managed workspaces. All revenue income and costs identified have been carefully considered according to the area and type and size of space in order to arrive at a reasonable annual figure.

It should also be noted that the intention of the Trust is to re-invest any revenue surpluses back into the community, making it a truly positive, sustainable and business-oriented scheme, supporting the wider regeneration of the area.

It is envisaged that the procurement process for the delivery of this scheme will be worked up with GLA (and its consultants) to secure the best possible procurement option and compliance with EU Procurement Regulations.

As a result of the above, we believe that all necessary costs to progress the project (capital and revenue) have been identified and robustly costed, consistent with this stage of the development of the project.

Outputs / Outcomes and Economic Benefits –

This project, in its proposed form, will deliver 1,593 sq m (NIA) of modern and flexible commercial floorspace to potentially accommodate 106 businesses and individuals through various accommodation options with the opportunity to create 106 new direct jobs and 70 construction jobs, while a further 36 existing jobs are safeguarded.

These improved employment prospects are coupled with wider physical and socio-economic benefits, which this scheme is likely to achieve such as bringing new life to an existing landmark building and significant improvements to the area generally through other public realm and streetscape improvements as well as a positive social impact in this culturally diverse area.

The new community-oriented workspace scheme will also deliver an array of social and civic benefits, tied in with the wider regeneration aspirations for the area to provide balanced land uses and improve the quality of life through supporting existing and future demographics growth which will contribute to the creation of safe, sustainable and liveable communities through good access to jobs and key facilities and services.

There will also be “production benefits” from the improvements to the public realm and improved workspace/community facilities – through the generation of more economic activity as a result of increased footfall, dwell time and expenditure being stimulated in the local shops, cafés and the newly proposed South Kilburn local market to further enhance the economic benefits of this scheme.

The cost benefit analysis of the likely outputs of the proposed scheme produces a ratio of 3.4 as a result of GLA’s investment of £[REDACTED] and the other sources of match funding secured to deliver this project. The GLA’s investment represents some £13,730 per job (based on initial job generation) and potentially some £9,650 per job by the end of the first 5 years

The nature of the Hub is also organised to encourage businesses occupying space, to support a trainee within their business, from a minimum of 2 weeks to a much longer period (depending on what the business can support, and what the trainee needs). If it is assumed that 50% of the businesses in the Hub are able to take on at least 1 trainee per year – then over 50 trainee placements could be made on an annual basis. This of course leads to increased confidence / knowledge within the trainees used during the year, and higher prospects for them to secure a more permanent job.

Another feature of the Hub will be community workshops/events – which the tenants are again asked to organise, as part of their occupation arrangements. The request is normally for all tenants to run 1 or 2 workshops or events open to the community, utilising their skills and sharing that with the community e.g. photography workshops, how to run a radio show workshops etc. On the basis assuming again that 50% of the tenants organise such a workshop – that suggests more than 50 workshops pa, and if at least 10 members of the local community attend – then that would result in some 500 residents being engaged locally.

The Securing of Long Term Benefits –

The longevity of this project is ensured by involving the South Kilburn Trust in the running of the Hub. The Trust is a local organisation, well aware of the issues in the area through working with residents, local organisations and businesses to help to bring about long-term positive change in the physical environment and opportunities for the community in South Kilburn. As such, the Trust is well placed to support this new venture and its members through running the hub on a day-to-day basis.

Proposals for SKT to also continue to run, and indeed expand its business support service to tenants and members of its Business Club, will introduce a further sustainable aspect to the initiative, as the survival of new businesses and the growth of existing businesses, will all contribute to the overall sustainability of the project going forward.

At the present time, financial projections for the Hub indicate that once it is up to “full occupancy” (from Yr 4 or 5) it will be able to continue to run on a viable basis with rental (and other) income covering full running costs – and any surpluses achieved would be available to re-invest in promoting further activities / services within the area and across Brent more widely.

In summary, this scheme will have a sustainable, lasting effect on the local businesses and residents, as well as within the wider Brent area – through its

long-term operational plan, offering good quality commercial space and support to existing and new residents, training and activities to young people and civic space for the locals with the expectations to reinvest any revenue surpluses back into the community to fund exciting new opportunities in the future.



3.2. Describe if the project complements any other initiatives.

The Strategic Priorities of the Brent Regeneration Strategy are to “deliver transformational change across the borough, focusing primarily on the identified priority areas for investment”; “to increase employment and income levels of Brent residents concentrating on those most in need”; and “to maximise investment in Brent from the private, public and community sectors in line with our regeneration priorities and ambitions”.

Brent’s Employment, Skills and Enterprise Strategy identifies Kilburn as one of the Borough’s five growth areas where economic growth will be promoted through regeneration, increasing the number of local jobs and providing new opportunities for local businesses. Kilburn is also identified as one of the priority neighbourhoods with focus on breaking the cycle of worklessness and poverty in these areas. Brent’s objective is to halve the gap in employment levels between priority neighbourhoods and communities and the borough as a whole by 2020.

The Council’s Local Plan includes provision for workspace through the development process with a focus on the growth areas, including Kilburn.

Recognising the growing importance and popularity of workspace schemes, Brent Council are about to commission a Workspace Study, to explore the range of existing provision, and the diverse role and demand for workspace throughout the borough.

The South Kilburn Regeneration Programme is a large regeneration programme led by Brent Council to transform one of the UK’s most deprived areas. Brent Council to deliver:

- 2,400 new homes, of which around 1,200 will be made available to existing South Kilburn residents
- A new larger high quality urban park
- A new local primary school
- New health facilities
- Improved environmental standards
- An improved public realm
- A site-wide energy solution

The South Kilburn Trust has a role in understand local need and aspiration, and ensuring services and opportunities are made available to meet these needs and aspirations, either as the Trust or in partnership. One of the Trust’s strategic aims is strengthen South Kilburn as a place of enterprise. In a consultation with South Kilburn residents in 2014, key priorities included that they help people get jobs (75%); that they act as the central hub for training and apprenticeships

(60%); and that they support new businesses (58%). The Trust has since become Brent Council's preferred provider for employment related services in the area as part of Brent Council's Employment Services Provider Framework. No application has been made for European Funding, however, the objectives of this projects are strongly aligned with the overall objectives of the European Regional Development Fund - including support of SMEs and business innovation through provision of incubator space, training and networking.

Decisions to award funding are subject to a formal decision making process. You must not place any reliance whatsoever on the support of the GLA until formally notified in writing and your authorised signatories have executed and returned a funding agreement with which you will be provided by the GLA should your application prove successful.

Accordingly, any expenditure that you incur and/or to which you commit (including that which you have incurred or committed to in relation to the preparation of your proposal for support) prior to formal notification and execution and return of the funding agreement is incurred and/or committed entirely at your own risk.

If you require communication support to help you fill in your application, please contact our Public Liaison Unit to find out about how we can help.

Public Liaison Unit
Greater London Authority
City Hall
London SE1 2AA

Telephone 020 7983 4100
Minicom 020 7983 4458

DECLARATION

Meeting equality aims

Please describe how your proposed actions reflect your duties under the Equality Act 2010 (up to half a side of A4).

Brent Council's Equality Analysis as part of its Cabinet approved Employment, Skills and Enterprise Strategy sets the vision to reduce inequality and raise living standards through economic growth and employment:

- To promote economic growth through regeneration, increasing the number of local jobs and providing new opportunities for local businesses.
- To ensure that local education and skills provision is reflective of the demands of the labour market, providing a labour pool made up of well qualified and highly motivated individuals.
- To have a strong focus on addressing inequality by reducing economic and social polarisation within our most deprived neighbourhoods and amongst those residents who are furthest away from work.
- To reduce poverty through employment and progression in work.
- To secure increased local influence over national and regional employment programmes so as to deliver better outcomes for Brent residents.

These objectives are closely aligned with the actions and activities planned as part of this project.

Data protection and freedom of information

As a public organisation we have to follow the Data Protection Act 1998 and the Freedom of Information Act 2000. We have a data protection policy, which is available from our website at www.london.gov.uk

We also have a Freedom of Information policy which is also available from our website at www.london.gov.uk

By signing this application form, you agree to the following:

A. We will use this application form and the other information you give us, including any personal information, for the following purposes.

- To decide whether to award your proposal support.
- To provide copies to other individuals or organisations who are helping us assess and monitor support. After we reach a decision, we may also tell them the outcome of your application and, if appropriate, why we did not offer you support.
- To hold in our database and use for statistical purposes.
- If we offer you a grant, we will publish information about you relating to the activity we have funded, including the amount of funding and the activity it was for. This information may appear in our press releases, in our print and online publications and in the publications or websites of any partner organisations who have funded the activity with us.

B. You have read the GLA data protection and freedom of information policies and accept how we generally plan to treat your application and other related information if someone asks to see it under the Freedom of Information Act 2000.

☒ Tick this box if you consider that we should treat your proposal as confidential information.

☒ Tick this box if you consider that we should treat your financial information, such as your budget and any business plan, as confidential information.

☒ Tick this box if there is any other information you have provided that you consider to be confidential information. You must tell us what that information is and give us your reasons below or in a separate letter. If you are sending us a separate letter, please write 'letter included' below.

C. You agree that we can keep you informed of our work and pass your contact details to organisers of marketing activities, conferences and training events.

☐ Tick this box if you do not want us to keep you informed of our work.

☐ Tick this box if you are happy for us to pass your contact details to organisers of arts marketing activities, conferences and training events.

To the best of my knowledge, I confirm that the information supplied on this form is correct and complete. If successful, this organisation will use the funding only for the purpose shown in this application.

Signed: [REDACTED] [REDACTED]

Name: [REDACTED] [REDACTED]

Position: Regeneration Manager

Date: 16 May 2016



Granville Studios

Feasibility Document - 12th May 2016

1633-DOC-001



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1. Introduction

RCKa have been appointed by the South Kilburn Trust and the London Borough of Brent to prepare a feasibility and initial design proposals for a new enterprise hub on the Granville Community Centre site.

This document has been written in support of a bid for the Mayor's London Regeneration Fund.

The enterprise hub will be delivered across two phases as described below.

Phase One

The first phase involves the refurbishment of the existing Granville Community Centre to accommodate three primary functions:

- office premises for the South Kilburn Trust,
- flexible workspace to accommodate an enterprise hub akin to the South Kilburn Studios and,
- event/community space to support current and future local community groups and activities, including the successful Granville Community Kitchen.

Phase Two

The second phase will introduce a series of new build elements that increase the overall sqm offering of work, event and community space as well as vastly improving circulation and accessibility. The design and delivery of the second phase has been conceived to allow continued occupation of the existing building while minimising disturbance as far as possible.

Alternative Phase Two

In parallel to the proposals laid out in this document, the project team are exploring an alternative second phase of development for the site which would involve a mix of uses alongside the proposed enterprise hub. This alternative options appraisal is being undertaken separately from the proposals illustrated in this document but would follow on from the works described in phase one.

2. Site Context

The Granville Community Centre sits within the heart of the South Kilburn Masterplan. LB's Brent's Core Strategy describes how the area *'will be regenerated as a dense urban environment with a shift away from 1960s tower blocks set within large open areas, toward a neighbourhood with new homes,*

commercial and community uses set along a traditional street pattern to encourage circulation, connection and overlooking.' Delivery of the masterplan is ongoing with a number of sites already complete and others under construction.

To the north of the site are the highly successful South Kilburn Studios, an enterprise hub for creative businesses and start-ups managed by the South Kilburn Trust and Brent Council. The South Kilburn Studios are due to be relocated into the Granville building as part of the proposals in this document.

To the south the South Kilburn Open Space is the largest green space within the South Kilburn Growth Area. An improved crossing between Granville and the park would help to create a focal point of community activity in the heart of an area currently undergoing significant physical changes.



3. Existing Building

In the context of significant changes to South Kilburn, the 19th century building housing the Granville Community Centre provides a recognisable landmark in the local area.

Although neither a designated heritage asset nor locally listed, the building has a number of handsome architectural features. The Granville Road facade is particularly impressive with a strong vertical emphasis, tall windows and a variety of ornate brick and gable details. The facade of the hall facing Carlton Vale is also of architectural merit, though its impact is somewhat diminished by more recent unsympathetic alterations.

Internally the building is more awkward with poor access, confused circulation and some irregular proportioned rooms. Nevertheless there are a number of spaces well used by the local community including a dance studio and the successful Granville Community Kitchen from where volunteer cook Deirdre Woods recently won BBC Cook of the Year.

The main hall itself is a fantastic space and the building's stand-out asset; it's dual aspect with high ceilings, tall windows, roof lights and original features. Unfortunately however noise disturbance to the residential properties on Granville Road restricts its hours of use.

The building is a designated Asset of Community Value which reflects its importance within the local area. The refurbishment and re-use of the Granville Centre presents an opportunity to correct the building's faults while preserving and enhancing a local landmark, helping to foster a recognisable sense of place in South Kilburn.

View of the Granville Centre from Granville Road



main hall
Granville Road entrance

The Carlton Vale facade of the Granville Centre



adjacent nursery
recent alterations, original facade removed
main hall

The main hall of the Granville Centre



4. Phase One - Reuse

To signify the reuse of the Granville building as an enterprise hub, we propose rebranding the Carlton Vale facade to provide a visible indication of the changes undergone internally.

The original facade of the main hall is handsome but next to it, the low quality brickwork, green windows and ill placed services, do not give the outward appearance of a community asset.

A low-cost coloured screen with signage graphics clearly visible from the road rebrands the building. The artwork could be designed in collaboration with young creatives from the South Kilburn Studios and will be retained in Phase 2 (see page 10).



View of Carlton Vale facade

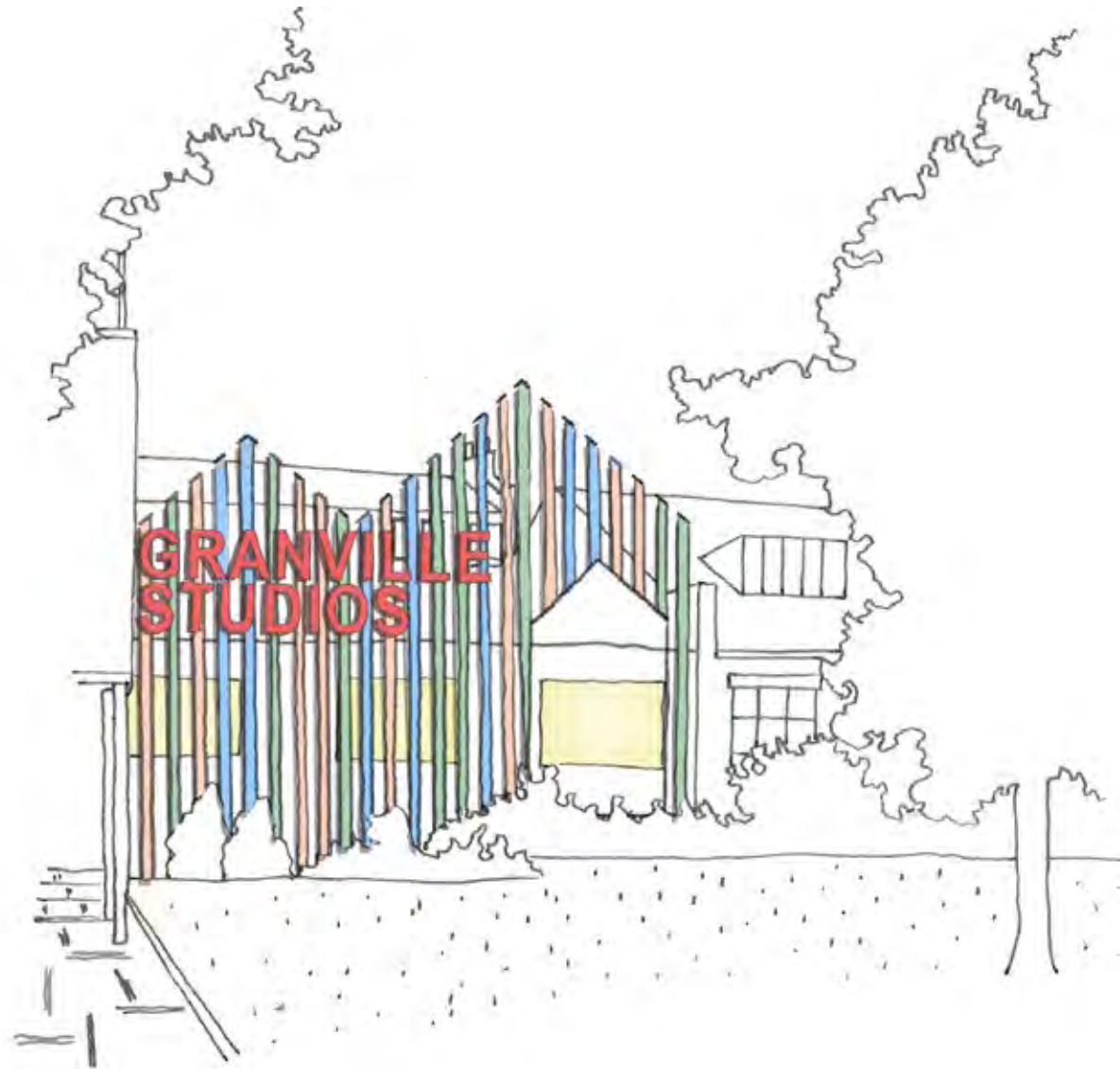
After hours, when the existing reception is unmanned, tenants of the enterprise hub can access their workspace from Granville Road. This is particularly important for start-up businesses whose owners may have more than one job and be forced to work unusual hours.

During construction of Phase 2, the Granville Road entrance will become the primary access to ensure that building users are kept away from the construction site on the opposite side of the building.

To celebrate this entrance we propose a similar facade artwork to indicate the activities within and establish a clear identity within the local area.



Entrance from Granville Road



N.B. - Granville Studios name indicative only, branding to be developed at a latter stage.



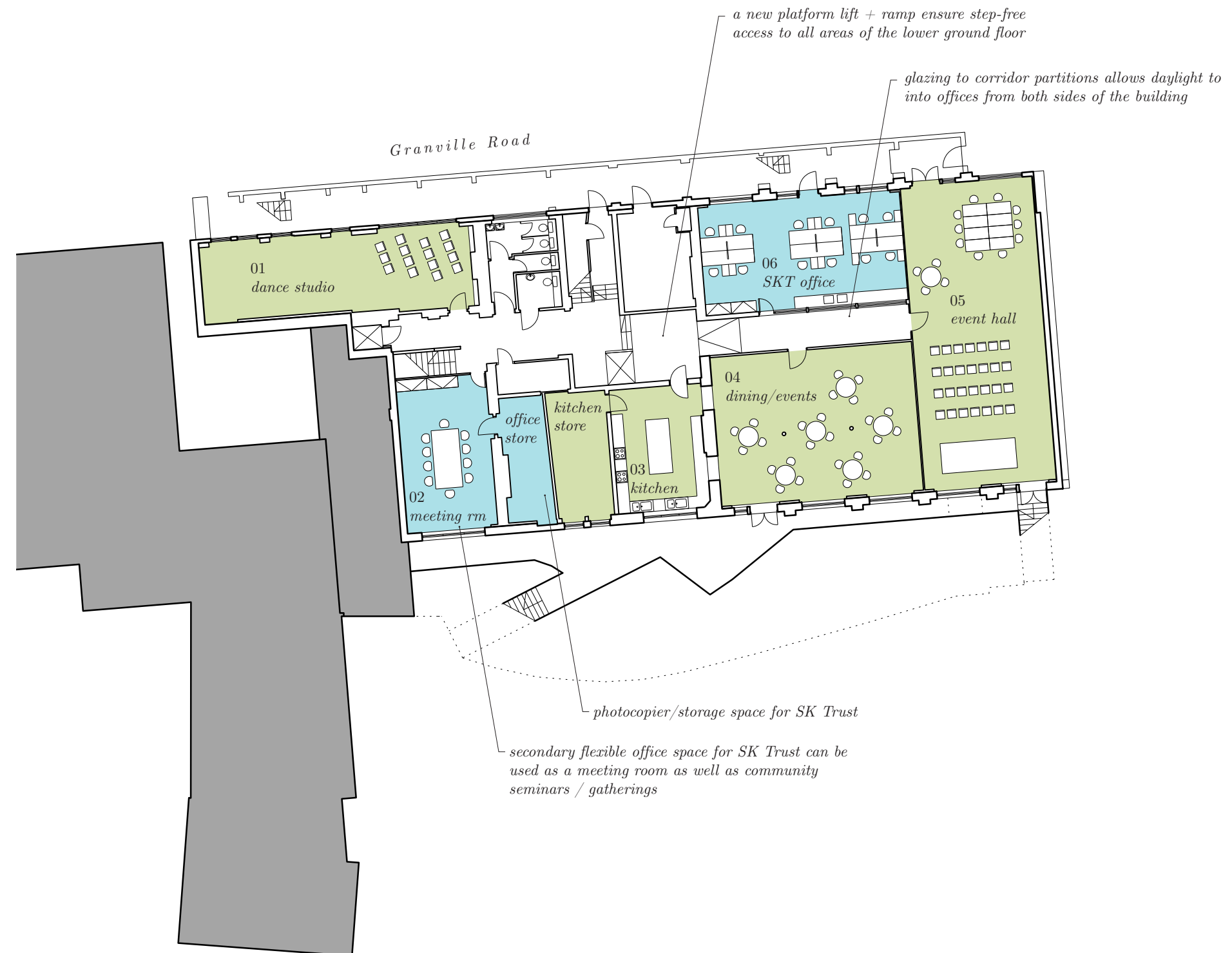
5. Phase One - Layouts

5.1 Lower Ground Floor @ 1:250



Use Type:

- workspace
- community / event space
- office (for South Kilburn Trust)



Phase One - Layouts

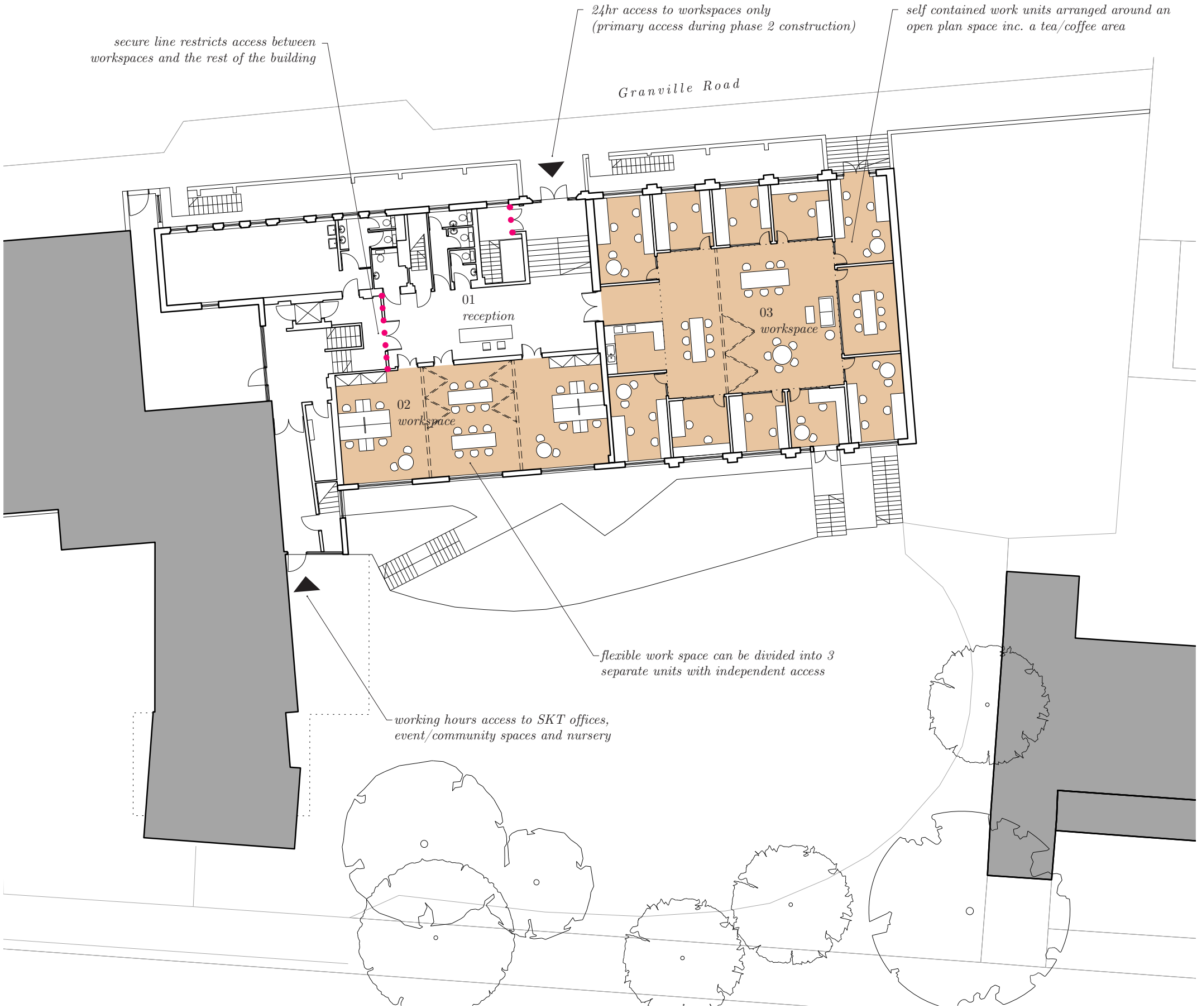
5.2 Upper Ground Floor @ 1:250



Use Type:

- workspace
- community / event space
- office (for South Kilburn Trust)

..... secure line restricts access out of hours between workspaces and the rest of the building



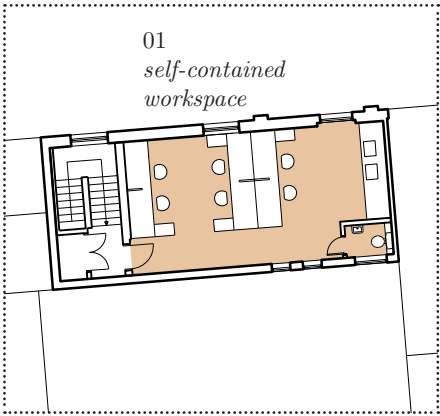
Phase One - Layouts

5.3 First & Second Floors @ 1:250



Use Type:

- workspace
- community / event space
- office (for South Kilburn Trust)



6. Phase Two - Connections

A new triple height wintergarden erected along the Carlton Vale elevation of the Granville building unlocks the site.

The winter garden is accessed at ground level directly from the green space adjacent to Carlton Vale. It incorporates a series of platforms connected by

short-wide public stairs, taking advantage of the existing half-storey difference in site levels to provide direct access to all areas of the building. The platforms and voids allow line of sight across the internal spaces, greatly simplifying wayfinding. A lift ensures step-free access to all areas.

The winter garden's lightweight exposed glulam superstructure, clad in translucent polycarbonate, floods the interior with daylight providing a dramatic semi-tempered space for activity to spill out into. It also clearly rebrands the building as a welcoming and inclusive enterprise hub and community facility.

The 'rebranded' facade inserted during Phase 1 is retained within the winter garden. Ensuring that earlier investment is not lost and crucially maintaining a recognisable local identity for the new enterprise hub.



N.B. - Granville Studios name indicative only, branding to be developed at a latter stage.

7. Phase Two - Layouts

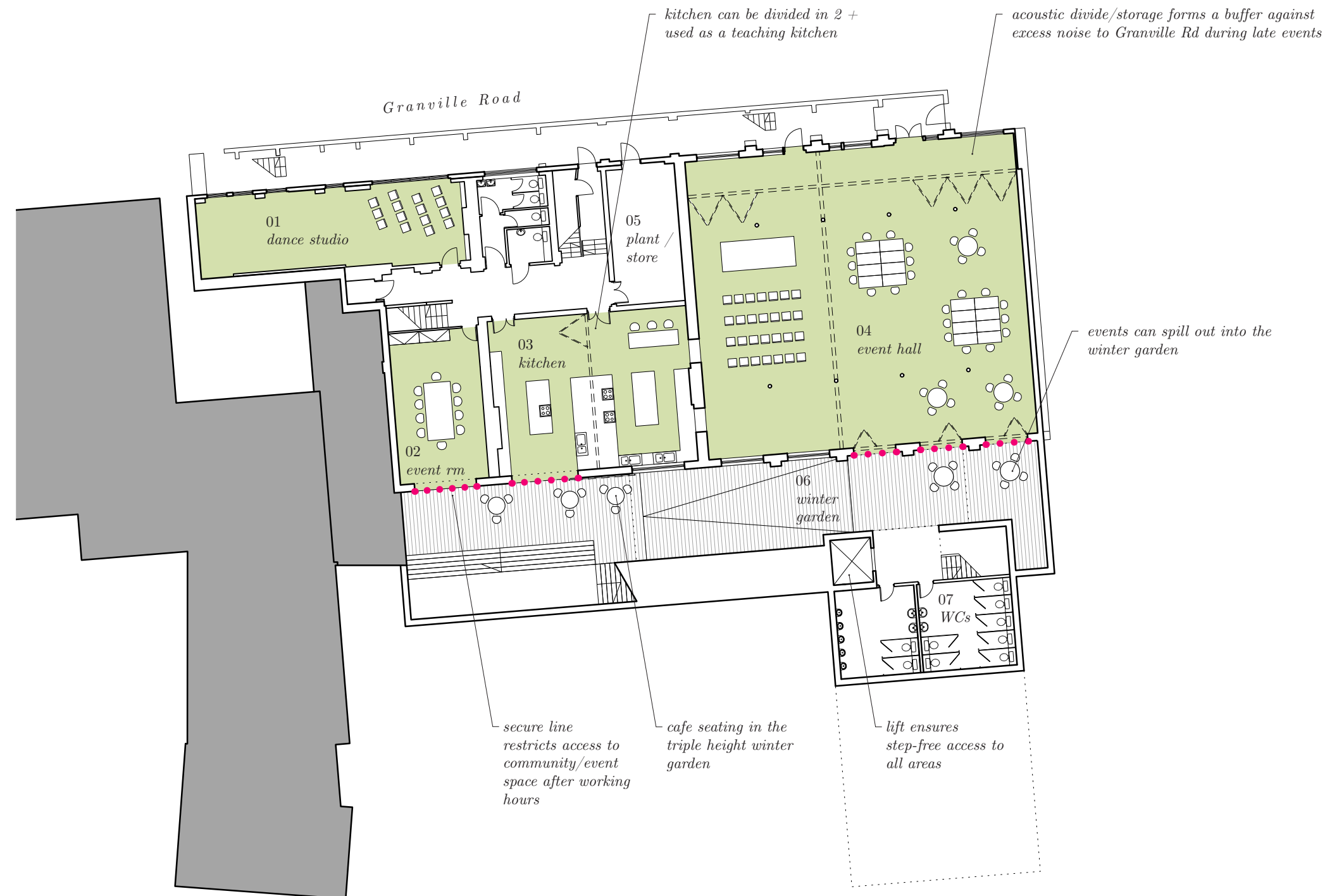
7.1 Lower Ground Floor @ 1:250



Use Type:

- workspace
- community / event space
- office (for South Kilburn Trust)

..... secure line restricts access out of hours between workspaces and the rest of the building




Phase Two - Layouts

7.2 Upper Ground Floor @ 1:250



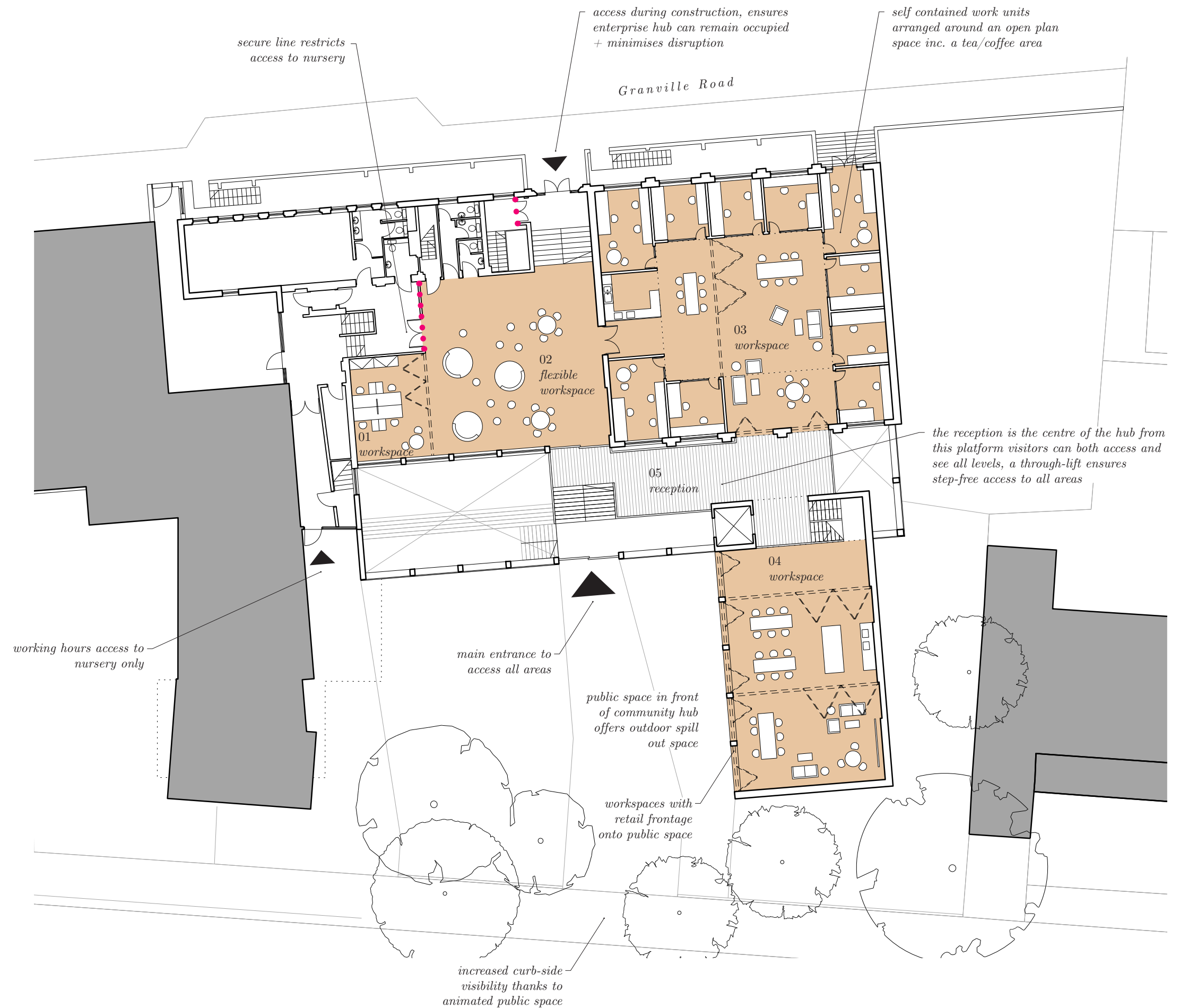
Use Type:

 *workspace*

community / event space

office (for South Kilburn Trust)

● ● ● ● ● ● secure line restricts
access out of hours
between workspaces
and the rest of the
building



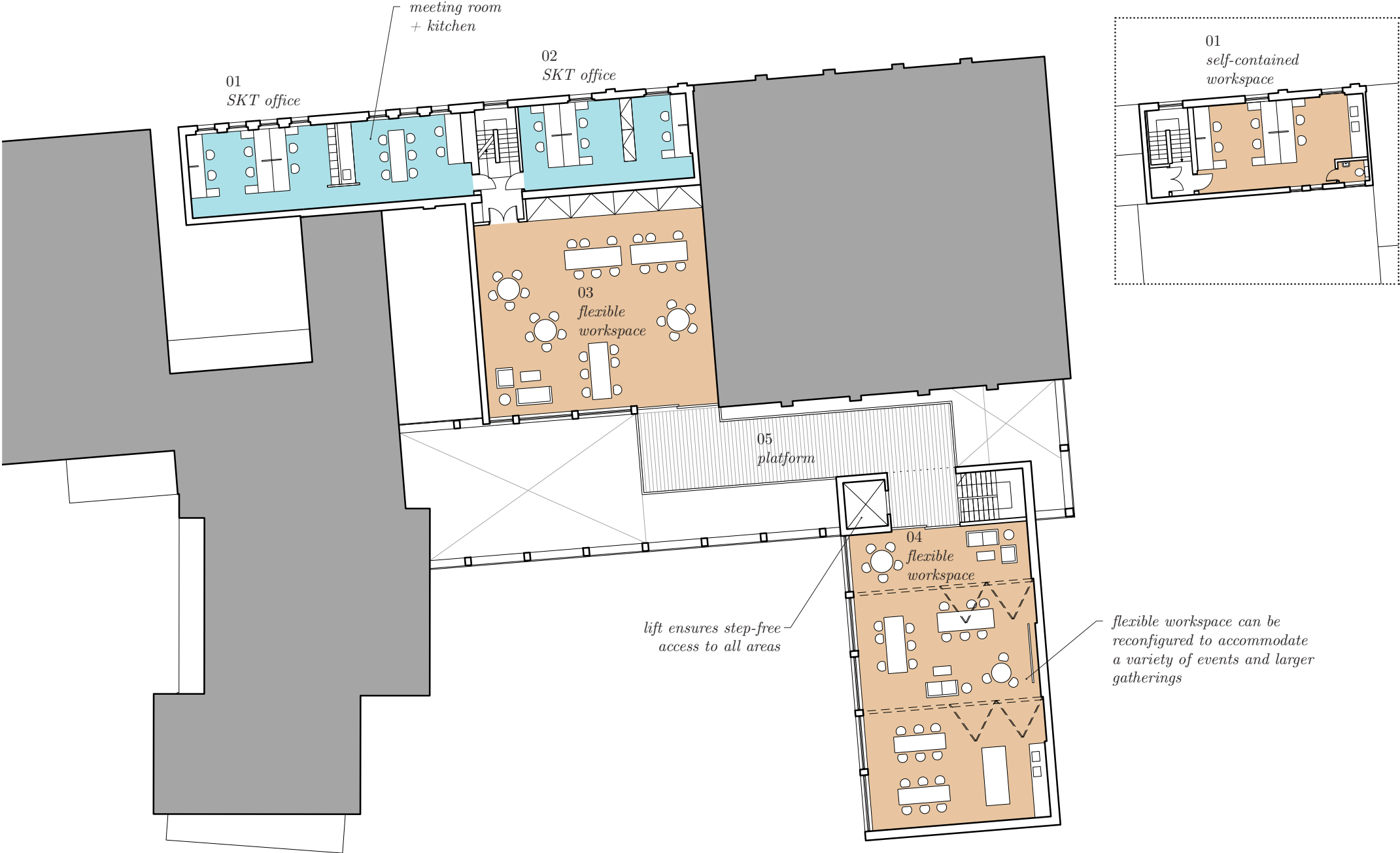
Phase Two - Layouts

7.3 First & Second Floors @ 1:250



Use Type:

- workspace
- community / event space
- office (for South Kilburn Trust)



8. Area Schedule

8.1 Phase One

Floor	Room		NIA	Use Type	NIA	GIA (within demise)
	No.	Description				
LG	01	dance studio	58	community / event space	58	560
	02	South Kilburn Trust	50	office	49	
	03	community kitchen	51	community / event space	236	
	04	dining / event space	80			
	05	event hall	105			
	06	South Kilburn Trust	58	office	58	
UG	01	reception	57	office	57	485
	02	flexible workspace	103	workspace	375	
	03	open plan workspace (inc. 11 no. self-contained units)	272			
1F	01	self-contained workspace	35	workspace	87	107
	02	meeting room + kitchen	15			
	03	self-contained workspace	37			
2F	01	self-contained workspace	38	workspace	38	49

Summary		
NIA workspace	500	52%
NIA community / event space	294	31%
NIA office / reception	164	17%
GIA all areas	1201	

8.2 Phase Two

Floor	Room		NIA	Use Type	NIA	GIA (within demise)	GIA (excl. voids)
	No.	Description					
LG	01	dance studio	58	community / event space	448	821	821
	02	event room	37				
	03	kitchen	84				
	04	dining / event hall	269	-	-		
	05	plant / store	42	-	-		
	06	winter garden	194	-	-		
	07	new public toilets		-	-		
UG	01	detachable workspace	31	workspace	530	839	732
	02	flexible workspace	121				
	03	open plan workspace (inc. 10 no. self-contained units)	272				
	04	flexible workspace inc. commercial frontage (can be reconfigured for large events)	137				
	05	reception	73	office	73		
1F	01	South Kilburn Trust	60	office	98	588	462
	02		38				
	03	flexible workspace	127	workspace	264		
	04	flexible workspace (can be reconfigured for large events)	137				
	05	platform	59	-	-		
2F	01	self-contained workspace	38	workspace	38	49	49

Summary		
NIA workspace	832	57%
NIA community / event space	448	31%
NIA office / reception	171	12%
GIA all areas	2297	
GIA all areas (excl. voids)	2064	

Comparisons

The previous LRF bid for the OK Club site comprised approximately 1,500sqm of space including 897sqm of office / workspace and 324sqm of community / event space.

Compared to these figures, Phase One of the scheme provides 664sqm of office / workspace and 294sqm of community / event space.

Phase Two meanwhile exceeds the OK Club Site in both areas, providing 1,003sqm of office / workspace and 448sqm of community / event space.

9. Summary

This document lays out a two phase approach to providing a new enterprise hub while maintaining community activities at the Granville Community Centre site.

These proposals represent a significant improvement on the previous LRF bid on the OK Club Site. Not only do Brent Council own the land at the Granville site but the revised proposals involve the reuse and refurbishment of an existing community asset. This platform has the potential to create a new enterprise hub well rooted within the local community.

The first phase creates approximately 650sqm of office / workspace, includes a bold rebranding and improves accessibility. Delivering significant benefits for a relatively modest outlay.

This investment lays the foundations for a far more ambitious scheme in phase 2. At the heart of the phase 2 scheme is a bold and recognisable new build element that takes advantage of the existing site condition, creates an inclusive community building and establishes a lasting legacy for business support in South Kilburn.

Milestone	Description of activity	Evidence (e.g. consultant brief, contract, invoices, staff day rates and timesheets/cost codes, photos)	GLA budget totals		2016/17				
					Q1		Q2		Q3
			Cap	Rev	Cap	Rev	Cap	Rev	Cap
Legal / JV Agreements									
Agree working arrangements between SKT and LBB	Partners to commit to terms of final working Agreement	Exchange of heads of terms	£0	£0					
Agree terms for Ph 1 lease agreement on Granville Centre - LBB and SKT	Agreement to final draft lease agreement	Confirmation to agreement of final draft terms	£0	£0					
Sign up to Ph 1 lease agreement	LBB and SKT sign final legal document	Signed lease	£0	£0					
LBB agrees to preferred option for Phase 2 development	Following an options appraisal, LBB officers and Cabinet agree to preferred way forward (one of four options currently under consideration)	Formal LBB resolution	£0	£0					
LBB and SKT agree terms for Phase 2 site / building	LBB and SKT negotiate heads of terms for Long Premium Leasehold interest in agreed Phase 2 premises etc	Board / committee resolutions							
Complete long lease for Phase 2 premises	Signed lease agreement and payment of agreed premium payment	Signed legal documents	£0	£0					
Design / Approvals									
Phase 1 - Outline design / costings	Appointment, briefing and management of architects / design team to prepare Outline Designs and costings for the scheme	Outline design, specification and cost estimate - approved by Client Group	£0	£0					
Phase 1 - Detailed designs / costings	Management of architect and design team, to prepare Detailed Design drawings, specifications and detailed cost estimates for Enterprise Hub scheme	Detailed design, specification and cost estimate - approved by Client Group	£0	£0					
Phase 2 - Outline design / costings	Appointment, briefing and management of architects / design team to prepare Outline Designs and costings for the scheme	Outline design, specification and cost estimate - approved by Client Group	£0	£0					
Phase 2 - Detailed designs / costings	Management of architect and design team, to prepare Detailed Design drawings, specifications and detailed cost estimates for Enterprise Hub scheme	Detailed design, specification and cost estimate - approved by Client Group	£0	£0					
Planning - Phase 2	Planning submission made to LBB by Design Team (on behalf of Client Group) and detailed approval given by LA (without any onerous conditions or other obligations which would make scheme undeliverable)	Planning Approval - formally issued by LA	£0	£0					
Building Regulation & other approvals - Phase 2	Building Regulations (and any other necessary) submission made to LBB (or equivalent) by Design Team (on behalf of Client Group) and detailed approval granted	Building Regulation (& other) approval granted	£0	£0					
Construction									
Phase 1 - Tender procurement	Client Group to confirm viability and costings - place detailed project design & spec to tender (conforming with LBB & GLA procurement procedures) - receive tenders, and prepare a detailed consideration of tenders / tender analysis & agreement from Client Group to preferred tenderer	Tender analysis report - on the basis of compliant tender submissions	£0	£0					
Phase 1 - Client Group final sign-off	Detailed consideration of tenders / tender analysis & agreement from Client Group to preferred tenderer	Board / committee resolutions	£0	£0					
Phase 1 - Construction Works contract PC	Place contract with agreed contractor, monitor works throughout, sign off staged payments, and confirm that satisfactory PC has been achieved	Certification by consultant Project Manager / Employers Representative		£0					
Phase 1 - Snagging complete	Agree snagging schedule and monitor works	Certification by consultant Project Manager / Employers Representative	£0	£0					
Phase 2 - Tender procurement	Client Group to confirm viability and costings - place detailed project design & spec to tender (conforming with LBB & GLA procurement procedures) - receive tenders, and prepare a detailed consideration of tenders / tender analysis & agreement from Client Group to preferred tenderer	Tender analysis report - on the basis of compliant tender submissions	£0	£0					
Phase 2 - Client Group final sign-off	Detailed consideration of tenders / tender analysis & agreement from Client Group to preferred tenderer	Board / committee resolutions	£0	£0					
Phase 2 - Construction Works contract PC	Place contract with agreed contractor, monitor works throughout, sign off staged payments, and confirm that satisfactory PC has been achieved	Certification by consultant Project Manager / Employers Representative		£0					
Phase 2 - Snagging complete	Agree snagging schedule and monitor works	Certification by consultant Project Manager / Employers Representative	£0	£0					
Lettings									
Phase 1 - Draw up letting "prospectus"	Agree short term letting strategy / prospectus for accommodation to be offered to Studio occupants and in the open market	Signed strategy document and completed prospectus	£0	£0					
Phase 1 - Marketing campaign	Undertake pre-completion marketing campaign to achieve early lettings of space not taken by Studio occupants	Enquiries database	£0	£0					
Phase 1 - Secure lettings	Negotiations and completion of letting arrangements - with initial tenants upon PC	Signed letting / tenancy / licence agreements	£0	£0					
Phase 2 - Draw up letting "prospectus"	Appoint letting agent and agree letting prospectus for accommodation to be offered in the open market	Signed T&C, and completed prospectus	£0	£0					
Phase 2 - Marketing campaign	Undertake pre-completion marketing campaign to achieve early lettings	Enquiries database	£0	£0					
Phase 2 - Secure initial lettings	Negotiations and completion of letting arrangements - with initial tenants upon PC	Signed letting / tenancy / licence agreements	£0	£0					
Ongoing lettings	Ongoing negotiation and completion of letting arrangements - as enquiries are received	Signed letting / tenancy agreements	£0	£0					
Management									
Define / agree Phase 1 Management Strategy	Prepare detailed management strategy - covering letting, maintenance and staffing arrangements	Board resolution, signing off strategy	£0	£0					
Procure "landlord & tenant" services for Phase 1 accommodation from Managing Agent	Draw up management specification and place to tender to a range of suitably experienced professional managing agents	Signed contract	£0	£0					
Phase 1 - Draw up Business / Management+ A33ent Plan and Budget	Draw up the initial Business and Financial Plans - which will form the basis of the ongoing SKT operation and obtain approvals	Board resolution, signing off the Plans and Budget	£0	£0					
Recruit staff	Prepare job descriptions, advertise / approach local recruitment agencies, hold interviews, draw up contracts and confirm appointments	Signed conditions of appointment	£0	£0					
Phase 1 - Scheme management activities	Ongoing letting, building management and events organisation, on a permanent basis of the completed scheme	Continued full occupation of the premises and growth of tenants etc	£0	£0					

SOUTH KILBURN TRUST

Carlton Hall
Canterbury Terrace
London
NW6 5DX

hello@southkilburntrust.org

Registered Charity Number: 1128515

13 May 2016

To Whom It May Concern

Re: BID TO THE LONDON REGENERATION FUND

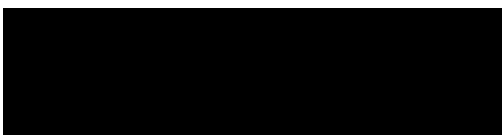
I am writing on behalf of the South Kilburn Trust to express our very strong support for the bid being submitted by Brent Council for an Enterprise Hub for Brent, to be located in South Kilburn.

South Kilburn has long been a priority area for regeneration, both for Brent Council and, historically, for national Government. Our predecessor organisation, the South Kilburn New Deal for Communities, was set up by the last Labour Government in 1999 and Brent Council took the decision to continue to support the area by using the New Deal for Communities legacy funding to set up our charity when that organisation was wound up in 2008. This is why we are now able to commit up to [REDACTED] of match funding to this bid. The bid document itself charts some of the history of the area, and explains why, despite significant improvements over the last 16 years, significant challenges remain and there is still work to be done to support the community, both through the regeneration process and by providing opportunities for self- improvement.

The good news is that we know there is substantial demand for the facilities that would be provided by an Enterprise Hub that would serve not just our residents, but people living across the whole of Brent. In our own case, we have a waiting list of local people who want to access the (limited) space we have in the South Kilburn Studios, and a desperate need to secure new premises for those already there, as these are housed in a meanwhile space due for demolition very shortly. We know that we could provide support for many more people, and the bid is based on the assumption that we could do that in the proposed hub.

The South Kilburn Trust has worked closely with Brent Council ever since we were set up, and we are very grateful for their support. So we greatly welcome the opportunity to take this significant further step of a shared development of an Enterprise Hub, youth and community space with a trusted partner in the heart of South Kilburn.

Yours faithfully,



Ros Dunn
Independent Chair

Property Market Overview

South Kilburn, London Borough of Brent

May 2016

1. Key Property issues which inform this Application

- 1.1 The majority of available office stock is concentrated in the north of the Borough and offers predominantly outdated premises, unsuited to modern business requirements.
- 1.2 In S Kilburn in particular demand is from footloose internet based companies / individuals, seeking non-traditional smaller and more flexible type accommodation.
- 1.3 Detailed research into the available workspace provisions in South Kilburn / Brent highlights relatively few developments serving this strong demand – however where provided, occupancy levels are good and there are very few options for micro and small businesses at “affordable” rates.
- 1.4 The only workspace provision in South Kilburn – is the temporary accommodation at South Kilburn Studios – which currently has over 30 occupiers. The Studios also provide business support and routes to grant/ loan funding to local entrepreneurs and businesses. However, this site has always been earmarked as part of the wider redevelopment proposals in the area, which are expected to commence in the next few months. This raises a major challenge for the future spatial requirement of these companies.
- 1.5 It is, therefore, clear that there is a need for flexible, workspace provision within South Kilburn and the wider Brent area – and where possible that should be linked to the provision of readily accessible, pro-active business support and advice.

2. Property Market

- 2.1 The Employment Land Demand Study (2013) provides the most recent overview of the property market in Brent, which is an integral part of the West London/A40 market. The borough also benefits from good communication links into Central London and links to the wider north and west London region.
- 2.2 The report highlights the following key aspects of the market:–
- 2.3 LB Brent was not considered by agents and stakeholders to be a key office location within the outer London context. The stock was varied with numerous large 1970's office developments with high vacancy rates. The majority of this was in Wembley and there was at the time of the report limited evidence of current or future speculative office developments taking place. Despite this the regeneration initiatives in Wembley and prospective improvements at Old Oak Common/Park Royal City were generally felt to present an opportunity for the borough to capture sub-regional demand for both offices and industrial uses.
- 2.4 One of the key issues identified by the study was the need to improve amenities, safety, public realm, traffic flow and generally to increase the ‘sense of place’. If the regeneration initiatives are successful it is likely that demand for employment land could increase. There was over 25% office vacancy in the borough and so much of the long term vacant office buildings could be converted to residential without loss of existing occupied offices.

Supply

- 2.5 In the context of boroughs outside Central London LB Brent was generally not perceived as a key regional office location. The majority of the approximately 277,000 sq m of office floorspace was in Wembley with the remaining in the centres of Kilburn, Queens Park and two district town centres of Kingsbury and Harlesden.
- 2.6 Typical office rents range from £9 to £12 per sq ft (£100 to £130 psm) for smaller offices above retail units to £17 per sq foot (£180 psm) for grade A facilities with gyms etc. Another example of negative short term demand for traditional office space was the fact that rents have recently come down and that owners were offering incentives such as zero service charges, rolling leases and discounted rents for one year. Subsequent annual rent reviews tend to bring the rent back to more typical levels¹.
- 2.7 London Borough of Brent's Annual Monitoring report (2014-15) shows a trend towards a reduction of the B1a floorspace by 3,232 sq m in this period, during which 309 sq m of office space was lost to residential conversion. In Kilburn, there was a reduction of 171 sq m of B1a uses during 2014-15.

Demand

- 2.8 The overall view of local commercial agents on demand for office in Brent was generally neutral to slightly negative. Most agents discussed the large amount of vacant and available office units in the borough with approx. 725,000 sq ft of floorspace available (around 25% of the total stock) in the Borough in excess of the frictional vacancy rate of 5%. In general this indicates that there is a relative lack of demand at present for office space in LB Brent².
- 2.9 Many agents suggested that the large vacancy rates could be due to increasing trends of home working, as well as footloose internet based firms and larger companies seeking non-traditional smaller and more flexible HQ type offices.
- 2.10 One increasingly important requirement in this regard was the need for flexible, serviced 'easy-in/easy-out' office space, provided by companies such as Regus and Workspace. However, the short term negative office demand could also be linked to the recent severe economic downturn and West London was well placed to return to more positive demand for office accommodation in the long term as companies seek affordable space options with good access to the West End, City and the wider London economy.
- 2.11 It was generally perceived that the regeneration initiatives, similar to the ones planned at Wembley, would help to boost demand for office space in the medium to long term. This is mainly linked to the greater 'sense of place' that will be generated there. South Kilburn is the last of the Council's great estates being regenerated. The objective is to build on the areas fantastic location by creating 1,200 new homes for sale, enabling the funding for the existing demolition and rebuild of 1,200 of the worst council homes. This is not just a housing estate regeneration-a new and expanded school is proposed as well as health, sports and community facilities³.

Flexible Workspace

- 2.12 The most recent employment land demand study shows that there was also growing demand for managed workspace solutions, offering newer, flexible and well-located spaces for start-ups, although

¹ URS (2013) Employment Land Demand Study

² URS (2013) Employment Land Demand Study

³ URS (2013) Employment Land Demand Study

it should be noted that the demand was seen as comparatively less in comparison to other outer London boroughs, such as Enfield or Redbridge⁴.

- 2.13 The supply of managed workspace was generally smaller in Brent than in other boroughs. Brent Council aims to encourage space for SMEs but there were limited take up rates observed for small firms and frequently the space is occupied by community and religious groups. Better support for SMEs was deemed important, including 'hand holding' support, tax relief and active business advice, similarly to what is available in Hackney with 'one stop' support services for SMEs and a single contact at the Borough.
- 2.14 The Employment Land Demand Study recommended that the Council should continue to encourage where possible Small and Medium Sized Industries (SMEs), start-up companies and flexible employment space to meet their needs. There is a growing awareness of the potential positive local impacts that incubators/accelerators and co-working spaces can have, with GLA plans to support the growth of these spaces as part of social initiatives in outer London boroughs including Brent⁵.
- 2.15 The report also highlighted that with a buoyant SME and entrepreneurial culture in the borough, another intervention could be to provide incubator spaces for start-ups. The benefit of the local authority running the incubator space, or procuring an organisation to do so, is that the support services that a small business might need in its early days can all be provided in one place (including, potentially, the 'one stop shop' advice mentioned earlier).
- 2.16 The advantage of incubators is that they also allow peer to peer help and support, and the tenant businesses may start to supply services to one another. Recognising where businesses are starting to cluster and the emergence of strong sectors could also benefit the introduction of incubator spaces. The needs from more established businesses should also be catered for in order to reduce the relocation to other locations and with a better "route map" to a range of other commercial floorspace options. In addition to incubator space and move on space, meeting space (to meet clients, customers, other businesses and so forth) is a clear need for the smaller SMEs – particularly 'bedroom businesses' which tend to be the micro business with one person working from home⁶.

Business Support

- 2.17 There is some business support offered by the Council via the Brent Business Hub, which is a virtual one-stop-shop for local businesses (both new and established), entrepreneurs and those seeking to be self-employed. The Brent Business Hub signposts businesses to a range of information, advice and guidance related to developing, starting and growing your business.
- 2.18 In addition to this web presence, Brent Business Hub brings local businesses and entrepreneurs together through a series of networking events. Working with a number of partners, Brent Business Hub coordinates and promotes a range of events providing local residents and businesses with the opportunity to network, seek advice and support, and to share and learn from each other's experiences.
- 2.19 The lower skill levels and high unemployment in the Borough, and in South Kilburn particularly, need to be addressed through training provisions, with a strong focus on providing opportunities to young people. To take advantage of Brent's young age profile and combat low skills levels, the Borough's Core Strategy aims for new commercial development to accommodate local employment schemes and strategies to improve the borough's skills base.
- 2.20 Obvious potential areas to target for improvement in skills include advanced literacy and numeracy, foreign languages, analytical skills and creative skills. One particular strategy for this is to foster stronger

⁴ URS (2013) Employment Land Demand Study

⁵ URS (2014) Supporting places of work: incubators, accelerators and co-working spaces

⁶ Arup (2013) Brent Economic Assessment and Future Growth and Action Plan

relationships between schools and industry, perhaps through work placements, mentoring schemes, or even direct sponsorship⁷.

- 2.21 The Future Growth and Action Plan, prepared by Arup (2013), suggests that growth of a diverse and strong economy is encouraged in Brent, including attracting representation from other commercial sectors such as digital and creative. It is recommended that the best way the council can intervene to support the broader needs of a developing knowledge economy is by creating the type of place that can attract and retain the highly skilled and mobile workers who would support the expansion of those sectors, and by creating a fertile environment for the development and expansion of SMEs.
- 2.22 The South Kilburn Studios currently play an important role to support the local entrepreneurs and businesses as the only organisation in the area to offer business support, grants/ loans and floorspace.

Workspace schemes

- 2.23 As part of the consideration of proposals to establish an Enterprise Hub in South Kilburn, the incidence of various workspace schemes have been researched in the wider hinterland of South Kilburn to include alternative locations in Brent as well as other neighbouring Boroughs to establish take-up/ vacancy, rental levels and facilities on offer. A summary of this exercise is provided below:

⁷ Arup (2013) Brent Economic Assessment and Future Growth and Action Plan

Table 1 - Workspace schemes

Location/ Hub	Type of Space	Occupancy	Rates	Comment
South Kilburn Studios, NW5 (only available on a temporary basis – pending redevelopment)	Shared workspace; events space; private offices	Over 30 occupiers; including strong local take-up (60%) but also significant occupancy from Brent-wide businesses (40%)	Subsidised rates for SK residents - free desk space for one year. Free shared desk space. Brent residents pay £120 for 6 months per desk space. Shared desk space £1 per day donation. Reduced event space rates for local and Brent residents - £10 per hour. Non-residents pay £100 per month in advance for a 6 months agreement (per desk-space). Shared workspace is available at £5 per day.	Giveback Programme – as part of the tenancy agreement, tenants pledge to deliver traineeships, events, workshops or commercial time to support the ongoing regeneration of the area.
London Fashion Studios, NW6	Individual studios, shared workspace, desk space, special equipment	Currently at 50-60% occupied The space is intended to be used on ad hoc basis with daily, weekly rates hence their occupancy rates are lower than would be considered “the norm”.	Small Desk Space - £59pw Large Desk Space - £79pw Largest Desk Space - £99pw Hot Desk Space from - £30 per day	Particularly designed for the fashion and creative industries. Occupancy rates include all business costs and support for creative and fashion start-ups as well as the use of special equipment.
Bar Lab, NW2	Co-working, desk space, meeting room and event space hire.	The space is intended to be used on ad hoc basis with daily, weekly rates hence their occupancy rates are lower than	Basic Desk £10 per day / £15 per week / £45 per month. Business Package: £20	Particularly designed for the creative and artistic businesses/ individuals.

Location/ Hub	Type of Space	Occupancy	Rates	Comment
		would be considered "the norm".	Per week / £60 per month Hire space: space is available to hire at £20 per hour for a meeting, workshop, event, photoshoot, screening, exhibition or anything else.	Occupancy rates inclusive of Wi-Fi. Use of business equipment – laptops, projectors etc. inclusive in the business package.
Coming Soon Club	c. 10 private rooms available.		c. £20 psf pa (Suites of 50 to 150 sq ft at £100 to £200 per month).	With the support of Hub Group, Bridges Ventures and the Meanwhile Foundation the Coming Soon Club is providing a variety of spaces for meanwhile use for local people.
Westminster Enterprise Centre, W9	Business support, meeting room hire, desk space	Space to let is NOT currently available, however following interest from users, the Centre will provide desk space from Autumn 2015.	Meeting rooms: £15 per hour Deskspace: tbc	
Hampstead Design Hub, NW6	20 "hot" work-desks; meeting room; break out areas	85%	Desk rates: Day pass: £20 100hrs per month: £215 Unlimited monthly: £365 Meeting Room: Rent Prices <i>Members</i> £20 per hour £60 per half day £110 per full day <i>Non-Members</i> £30 per hour £90 per half day £160 per full day	Business equipment provided.

Location/ Hub	Type of Space	Occupancy	Rates	Comment
Harrow Road, NW10	New-build studio block designed and built in partnership with Kensington Housing Trust, consisting of 12 self-contained studios ranging from 240 sq ft to 340 sq ft.	15 users for the 12 studios at present.	£13-14 psf pa	Part-funded by Arts Council England's Grants for the arts - capital programme
Camden Collective, NW1	Flexible use of all premises – shared desk space, studio, meeting rooms	At full capacity and new premises to open in Autumn 2015. All applications will be added to a waiting list.	Free	The project is supported by various sources of public and private funding. As a self-sustaining network, members are asked to contribute two hours of their time each month towards the growth and development of the Collective.
Wellworth Studios And Workspace,	6,500 sq ft into 17 studios and workspace.	Occupied by Carpenters, Florists, Designers and Artists		
Canalot Studios, W10 (Workspace Group)	Refurbished studios, on-site bar and café, relaxation spots and meeting rooms	5 suites available	£56 psf/ pa all incl.	
Chandelier Building, NW10 (Workspace Group)	Small office/ studio units to let from 350 – 1,000 sq ft.	Only one suite of 340 sq ft available at present.	£29psf/pa incl business rates & service charge for small units	
Westbourne Studios (Workspace Group)	Units from 278 - 2,139 sq ft (26 - 199 sq m) Shared workspace	Only two small units (under 500 sq ft) available at present	£64 psf pa incl of BR & service charge for small units	High quality built environment, reflected in the quoted price.

Source: BBP Regeneration research (2016)

3. Conclusion

- 3.1 The majority of the local office stock is concentrated in the north part of the Borough and offers predominantly large outdated or refurbished premises, which are unsuitable for the constantly evolving modern business requirements.
- 3.2 The needs of the Borough (and South Kilburn in particular) are now very much around meeting the demands from footloose internet based firms and larger companies who are seeking non-traditional smaller and more flexible type offices.
- 3.3 With the highest proportion of local enterprises employing up to 5 people in the borough, increasing trends towards entrepreneurship and uncertain economic conditions, the need for non-traditional and more flexible office uses is growing in Brent.
- 3.4 On one hand this creates demand from both established micro businesses and start-ups for managed workspace solutions, offering newer, flexible and well-located spaces with good business facilities and an opportunity for a ladder of move-on spaces, available on 'easy-in/easy-out' terms. On the other hand, there is also a clear need for the smaller companies – particularly individuals working from home, who are unable to afford the cost of renting commercial premises but nonetheless lack support and networking opportunities, which usually arise from workspace/ co-working occupancy.
- 3.5 Following on from the above –
- 3.6 The further research into the available workspace provisions in South Kilburn and its surrounding areas in both Brent and the neighbouring boroughs suggests that there are relatively few developments to serve the strong demand from individuals and small companies for flexible accommodation, and in the wider workspace market more generally. There is particularly constrained supply of workspace provisions in South Kilburn, which is not regarded as viable for commercial development by the private sector.
- 3.7 There is some availability within the existing workspace schemes, however, in most cases occupancy levels appear good and this level of units on offer, is consistent with the “annual churn” characteristics of these types of workspace. There are also limited options to serve micro and small businesses at “affordable” rates, and where available these are very much sector specific. Where good quality space is provided at a “heavily subsidised” rate, there is strong, latent demand as seen in the Camden Collective case, who are currently operating a waiting list for their new premises.
- 3.8 The only workspace provision currently identified in South Kilburn – the temporary South Kilburn Studios – has experienced strong demand over the recent months and currently has over 30 occupiers. This facility was always developed as a “meanwhile” use, however, and will soon cease to exist, due to plans for wider regeneration in the area.
- 3.9 Without similar accommodation for these businesses in the area, this raises a major challenge for the future spatial requirement of these companies, particularly in light of the fact that the majority of the current occupiers at the South Kilburn Studios are local residents (60%).
- 3.10 The Studio also accommodates a number of other Brent and wider based residents, showing that the scheme has wider benefits within the Borough.
- 3.11 Brent Council, recognising this situation (where “workspace” is being consistently redeveloped for residential purposes) more generally throughout the borough, have created a policy whereby new “affordable workspace” has to be delivered as part of a developer’s contribution to any such new scheme. Although there are a number of such provisions currently being negotiated, we understand that only one is being delivered at McNicholas House, Kingsbury Road, NW9 – a remote location in terms of contributing to the needs in South Kilburn.
- 3.12 It is, therefore, clear that there is a need for flexible, workspace provision within South Kilburn and the wider Brent area – and where possible that should be linked to the provision of readily accessible, pro-active business support and advice.**

Socio Economic Context

South Kilburn, London Borough of Brent

October 2015

The following review has been prepared to provide a summary of some of the key socio economic characteristics of the Borough of Brent, and South Kilburn in particular – and to establish a back-drop to the proposals to develop a new Enterprise Hub in South Kilburn, designed to meet the needs of entrepreneurs and SNE's in the area

1. Key Socio Economic issues which Inform this Application

1.1 Compared to London – Brent and South Kilburn have:

- **Strong population growth, and rising employment levels (expected to continue);**
- **A higher proportion of the population in lower paid jobs, with low average gross weekly earnings (nearly £100 less across employment opportunities in the borough), and a less qualified workforce (skills inadequate for business requirements).**

1.2 South Kilburn tends to underperform the borough in many respects – particularly in terms of unemployment levels, a small (but growing) business base (c. 200, which are concentrated in business administration / support, health and transport / storage sectors), and relatively high levels of deprivation (4 of the 5 SOA's are within 10% most deprived nationally).

1.3 Over 90% of the businesses in the borough, are however micro employers, with over 99% being SME's and there is a healthy business birth rate, with strong growth in new knowledge economy sectors (creative (particularly post production), cultural, and IT).

1.4 South Kilburn is seen as an area for future growth, with good access / transport connections and designated as one of Brent's five Growth Areas.

2. London Borough of Brent

Economy

2.1 Between 2009 and 2014 Brent's population increased by 8% to 320,800. This growth rate is in line with that of London and higher than Great Britain, which over the same period grew by 4%⁸. Forecasts by the GLA show that Brent's population is expected to be 14% higher in 2029 than in 2014⁹.

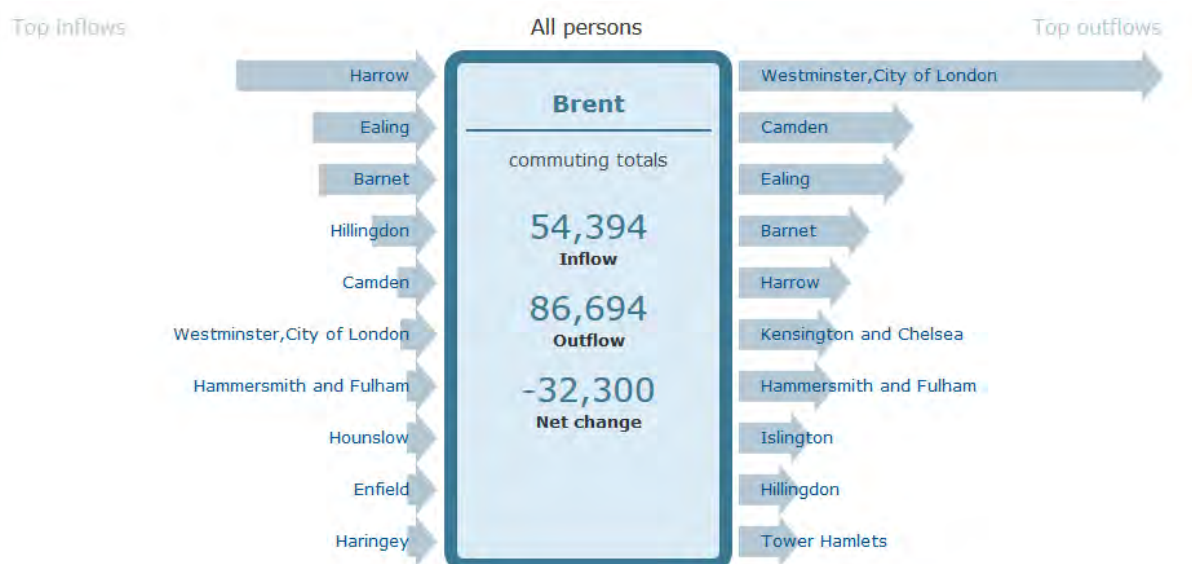
2.2 The Business Register and Employment Survey (BRES) shows that employment in Brent increased by 16.9% in the period 2009-2013. This is a greater increase in employment compared to London which saw an average rise in employment of 10.5% and a significantly greater increase compared to Great Britain as a whole which saw an increase in employment of 2% in the same period.

⁸ ONS (2014) Mid-year Population Estimate

⁹ GLA 92015) Demographic Projections

- 2.3 In 2014 the unemployment rate in LB Brent was 7.1% (12,000), which is slightly above that of London (6.7%) and somewhat higher than that of Great Britain (6%). There has, however, been a substantial reduction in unemployment from its 2011 level of 11.1% in the Borough.
- 2.4 In terms of occupational structure, ONS (2014) statistics indicate that approximately 40.8% of the working population in Brent are employed in managerial, professional and associate professional occupations, which is somewhat lower than the rest of London at 53.2% and slightly lower than Great Britain at 44.3%. Large numbers of residents have no one fixed place of work, suggesting a high rate of employment work in traditionally lower paid roles such as cleaning, transportation, domiciliary care and construction across London which are not fixed to one workplace¹⁰.
- 2.5 In 2014 the average gross weekly earnings for resident workers within the LB Brent were £547.50, which is approximately £69.70 lower than the London average. Comparatively workplace earnings in Brent are £562.60, which is nearly £100 less than the London average, reflecting the type of employment opportunities currently available within the borough. In the last 5 year period, however, both resident and workplace earnings have increased at a slightly higher rate than the whole of London¹¹. These figures are also largely representative of the commuting patterns in the borough, which show a net loss of 32,300 commuters to more affluent boroughs, daily (see below).

Figure 2.1 Commuting Patterns



Source: Census (2011) Commuting patterns

- 2.6 The ONS Annual Population Survey reveals that in 2014, the workforce within LB Brent was slightly less qualified than the London average, with 79.9% of individuals holding a qualification (compared to 84.2% in Greater London). This reveals a skills gap in comparison to Greater London and with employers seeking more of a highly skilled workforce, points towards a need to improve the skills base within Brent's population.
- 2.7 The skills and experience levels of the workforce in Brent was perceived to be "inadequate" for the requirements of businesses. This was especially relevant for basic skills. Workforce supply therefore does not generally match a growing demand for a skilled workforce e.g. high tech, advanced manufacturing skills, engineering skills. The Brent population also has lower skill levels compared to

¹⁰ ONS (2011) Census

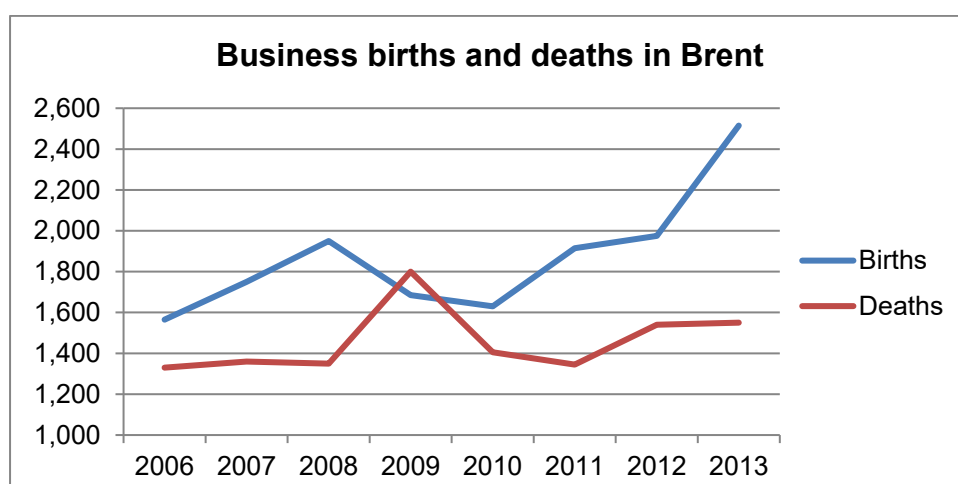
¹¹ ONS Annual Survey of Hours and Earnings (2014) Resident Analysis

the rest of West London and much of the business community do not restrict their recruitment to local people - as seen in the commuting graphic above¹².

Business Size and Stock

- 2.8 As of 2014, there are 13,425 businesses in Brent, one of the highest numbers for an outer London borough, and similar to the number of businesses in Hackney and Hammersmith and Fulham (ONS, using the IDBR). There are around 108,200 jobs in the borough discounting self-employed residents, 75,600 of which are full time and 32,800 are part time.
- 2.9 The level of self-employment is relatively high in LB Brent (10.6%), compared with the London average (10.2%), with 26,000 people registered as self-employed in the Borough¹³.
- 2.10 The proportion of Brent micro-employers with fewer than nine employees (91.5%) is somewhat higher than the London average¹⁴. Brent has a healthy business birth rate and there are currently a record high number of active enterprises in the borough as seen in the figure below:

Figure 2.2 Enterprise Births and Deaths



Source: Inter Departmental Business Register (2014)

- 2.11 The ratio of business births and deaths in Brent is slightly higher than those of London and England as a whole. Whereas business births outstrip deaths on most occasions, there have been instances in recent years when this has not been the case. This suggests more can still be done to support businesses to reduce business death rates, particularly in times of economic hardship.
- 2.12 The existing traditional sectors of logistics, food industries and service sectors such as hospitality and tourism linked to Wembley stadium are likely to remain strong in the borough. If the regeneration of Wembley is successful and amenities improved, there could be some potential for growth in higher value 'new knowledge economy' sectors. These could include cultural and creative technologies (CCT) and pharmaceuticals and IT sectors.
- 2.13 The reality is however, that there is likely to be only a finite amount of demand for these sectors across London. Companies in these sectors are generally smaller and footloose and Brent will need to compete for this demand with other areas in London such as Hackney, Camden, Islington and Chiswick. There is however already a presence in some sectors (particularly creative in South Kilburn) and it has

¹² URS (2013) Employment Land Demand Study

¹³ ONS (2015) Annual population survey

¹⁴ Inter Departmental Business Register (2015)

therefore been suggested that creative industries/post production in south of the Borough does offer great potential for growth¹⁵.

3. South Kilburn

Location and Role

- 3.1 South Kilburn is located in the south-east corner of Brent. The area is a largely residential mix of dense Victorian streets and 1960s housing estates set within open space, which are now deemed to offer poor quality accommodation and are affected by overcrowding. Queens Park town centre acts as a local retail and service centre, while Queens Park Station plays an important role as a local transport hub. Nearby Kilburn High Road is designated as a Major Centre in the London Plan and offers a wide array of services and facilities for the wider area.
- 3.2 South Kilburn is served by a number of bus services, primarily along Kilburn High Road, as well as Overground rail services and the Bakerloo line. There are two rail stations located in South Kilburn: Queens Park Station and Kilburn Park Station. Consequently, the area has better Public Transport Accessibility Levels (PTAL) than the majority of the rest of the borough.

Economy

- 3.3 South Kilburn underperforms in socio-economic terms, compared to the wider Brent and London and England averages. South Kilburn is a largely residential area, with retail (primarily in Queens Park) the largest employment sector. Since 2008 South Kilburn has enjoyed strong economic growth, with growth in both the local business base (+18%) and employment base (+6%).
- 3.4 There are around 2,260 jobs based in South Kilburn. This represents an increase of 6.0% (+130) since 2008, almost twice the London average (3.2%). However, there is year-on-year volatility with a significant drop in employment during 2009/10 but a subsequent recovery the following year. The wider impact area has experienced significantly higher employment growth (+10.6%) than South Kilburn since 2008, rising to 9,670. Similarly, Brent witnessed considerable employment growth over this period (+9.8%).
- 3.5 The South Kilburn area has a small business base: around 200 businesses in total. Although this represents a very small proportion (1.6%) of Brent's total business base (12,660 businesses) there has been strong growth in the number of businesses of 18% since 2008, compared to a borough-wide increase of 7% and London-wide growth of 8%. The wider impact area contains a significantly larger number of businesses (2,110 in total) but has experienced a slower growth rate (5%) since 2008.
- 3.6 Other than retail, the most important employment sectors in South Kilburn are business administration and support services (17%), health (13%), and transport and storage (13%). The three largest sectors in the wider impact area are education (13%), health (12%), and professional, scientific and technical activities (12%).

Labour Market

- 3.7 Although South Kilburn's economic activity rate (67.5%) is marginally above the borough average (66.4%), unemployment in South Kilburn (14.0%) is significantly above the borough and city-wide levels. The wider impact area performs considerably better, with an economic activity rate of 68.0% and an unemployment rate (10.7%), more in line with the borough average.
- 3.8 The proportion of South Kilburn residents without any qualification (19.5%) is in line with borough-wide levels but slightly above the London average (17.6%). Similarly, the proportion of residents with a level

¹⁵ URS (2013) Employment Land Demand Study

4+ qualification is similar in South Kilburn (33.9%) to Brent as a whole but noticeably below the city-wide average (37.7%). Consequently, although skills levels in South Kilburn reflect those of the borough as a whole, the area is largely surrounded by areas with noticeably higher skills levels.

- 3.9 Partly reflecting the labour market trends described above, mean household incomes in South Kilburn (£33,650 pa) are noticeably below those of the borough as a whole (£39,100 pa). The wider impact area, however, has mean household incomes (£44,750 pa) significantly higher than South Kilburn and above the borough-wide level. London-wide household income average around £46,550 per annum.
- 3.10 South Kilburn is also a relatively deprived area (with four of five LSOAs within the 10% most deprived nationally), characterised by a localised concentration of low incomes, poor quality housing and lower than average health and education levels. The high concentration of relative deprivation in South Kilburn is at odds with significantly lower deprivation levels to the south and east¹⁶.

Local Strategies

- 3.11 The Brent Economic Assessment (2010) identifies a number of issues that the borough must consider to promote local economic growth, including:
- Need to balance new housing with employment development, specifically through the delivery of mixed-use developments.
 - Ensure Brent residents and businesses directly benefit from regeneration efforts.
 - Up-skilling the local workforce, and connecting to job opportunities is vital for future economic prosperity in the borough.
- 3.12 A Regeneration Strategy for Brent (2010-30) sets out three strategic priorities for the borough:
- Deliver change across the borough by focusing investment in identified priority neighbourhoods, such as South Kilburn.
 - Increase employment and income levels of residents, principally in priority neighbourhoods.
 - Maximise investment in Brent from the private, public and community sectors.
- 3.13 South Kilburn is designated in the Core Strategy as one Brent's five 'Growth Areas'. Core Strategy policy CP9 outlines the council's regeneration plans for the South Kilburn Growth Area; to "physically improve the area and change the perception to a busy, thriving, safe and secure section of urban London". Key to delivering the desired growth is a quantum of commercial uses and community facilities.
- 3.14 As a result LB Brent and its partners have developed a comprehensive regeneration plan for South Kilburn. The South Kilburn Regeneration Programme is a long term physical regeneration programme which over the course of a 15 year period will aim to "transform South Kilburn from an estate of poor quality, predominantly socially rented homes into a successful neighbourhood of high quality, well designed, mixed tenure homes with quality local shops, services, employment opportunities and community facilities".

¹⁶ Index of Multiple Deprivation (2011)

SOUTH KILBURN TRUST - ENTERPRISE HUB (revised proposals) - DRAFT PROGRAMME

[illegible]

Action Points

Steering Group Meeting

South Kilburn LRF Enterprise Hub

Date: 25/4/16

Present:



Apologies:



Notes/Actions

1. Following introductions and a short tour of the building the meeting discussed how best to progress the project.
2. There is a need to quickly revise the approach in order to hit the submission date of 13th May. Following that the GLA Budget Performance Review group will decide the revised application.
3. If successful there is an expectation that we will sign the Grant Agreement by the end of June.
4. Given the loss of the OK Club building and site it was proposed that the Granville act as an immediate solution for the period from now until the permanent solution has been built.
5. This has been agreed by LBB Property Services and SKT will work with James Young to agree Heads of Terms. DT asked for a timescale re this to factor it into the project timeline.
6. It was recognised that any use of the main hall (because of its size and configuration) would have to be carefully considered. It was noted that if the longer term solution was within the Granville that there was potentially scope for a mezzanine. There was also discussion about extending out/adding floors, to achieve the space required as set out in the original GLA bid.
7. DT said that the council is committed to identifying/providing a permanent home for the hub, the question is which option presents the best one going forward. The options to be explored are the Granville with possible relocation of the Children's Centre (Barnados run) did we discuss the ground floor nursery? Run by Brent or

building on or around the current building, the Carlton Centre (or a mix of both) or the planned Peel Centre.

8. In order to demonstrate commitment to the project, LBB would like to include the Granville/Carlton within the scope of the South Kilburn Masterplan refresh which is currently out to tender. The masterplanning would start at the end of May and run for 4-6 months.
9. DT also made the point that he will also be including the Enterprise Hub within the Brent Workspace Study which will be tendered shortly. Again this is expected to run for 4-6 months max.
10. Given the impending deadline DT proposed a two phase approach for the application process:

Phase 1 – To agree a short term lease and decant SKT and SK Studio tenants into the Granville Centre for a period between now and the opening of the permanent hub (currently timetabled to open in 2018).

Phase 2 – Following grant agreement, to start to work up a plan which would examine options for creating a larger 1500sqm Enterprise Hub and once agreed by all parties, draw down the funding for the creation of an extended/new hub

11. PA noted that the project fit into wider regeneration plans would be an important factor in terms of the assessment of the new bid. The GLA would need to understand the placemaking impact of the project. She also stressed that a clear, long term commitment to the revised plan would be required from the Council and SKT in order to make the interim investment.
12. PA noted that the revised schedules would have to address feasibility, milestones, costs, outputs and outcomes.
13. PA would like to have sight of the architects brief for the original scheme.
14. MA said that in terms of decant, Brent require SKT to move in the next 3 months to allow a doctors surgery to occupy the current SKT offices.
15. The GLA will need to understand what outputs we will deliver for both phases. The refurbishment for Phase 1 also needs to be of a certain quality for the GLA and they would expect the project to engage an architect. PA to forward list of architects from the GLA framework.
16. MA asked if the Council would be managing the project delivery as this was a role they held previously. MA asked that the consultant/architect costs be split 50/50 as per the previous arrangement. DT to check.

Task No.	Action	Detail	By Whom	By When
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1.	Form Steering Group	Set Up x3 meetings (one per week from W/C 25/4/16		Invites for first SG Meeting 21/4. Second SG meeting 3/5 2pm.
2.	Create High Level Project Plan and Timeline	<p>This will inform the bid submission but also identify the key milestones and phasing in respect of the revised project.</p> <p>Key to this will be to understand the decant timetable of SKT and SKS in the context of the wider masterplan and the longer term accommodation strategy in respect of the Granville/Carlton Centres</p>		29/4
3.	Review Original Bid Document	<p>Review original bid to identify and agree sections that require updating. Once done the responsibility for updating sections will be agreed by the SG.</p> <p>GLA has identified the following sections:</p> <p>a) Updated project proposal including location (schedule 4)</p> <p>b) Updated project milestones with relevant costs (schedule 2a)</p> <p>c) Updated outputs and outcomes (annex to schedule 4)</p> <p>The above referred to the funding agreement only</p>		By?
4.	Agree Heads of Terms	Agree Heads of Terms with LBB Property Services. It is a priority to agree the space requirements		By?

5.	Appointment and Briefing of BBP	Rob Bennett BBP – Bid consultant	[REDACTED]	Completed
6.	Annex 1 SKT Funding commitment letter	Updated version required	[REDACTED]	By?
7.	Annex 3* Memorandum of Understanding	Updated MoU between LBB and SKT	LBB/SKT	
8.	Annex 4 Property & Socio Economic Review	Review to identify where data might be updated. However, this will be picked up post application date as part of the Brent Workspace Study	[REDACTED]	7/5
9.	Annex 5 Design Proposals	Appoint architect Produce draft plans	[REDACTED] Appointed architect	By?
10.	Annex 6 Review Summary of Key Data	New business case required. Can this include estimate of revenue from lettings, hire etc.	[REDACTED]	By?
11.	LBB CFO sign off	Required once the bid is complete and prior to submitting to GLA	[REDACTED]	12/5
12.	South Kilburn Studios	Understand timeline for decanting SKS tenants and space requirement	[REDACTED]	Complete
13	LBB Cabinet Paper		[REDACTED]	29/4

South Kilburn Studios - PHASE 1

Floor	Room		NIA	Use Type	NIA	GIA (within demise)
	No.	Description				
LG	01	dance studio	58	community / event space	346	560
	02	community room	37			
	03	community kitchen	67			
	04	dining / event space	80			
	05	event hall	105			
	06	South Kilburn Trust	60	office	60	
UG	01	reception	57	-	-	485
	02	flexible workspace	103	workspace	375	
	03	open plan workspace (inc. 10 no. self-contained units)	272			
1F	01	self-contained workspace	51	workspace	87	107
	02	self-contained workspace	37			
2F	01	self-contained workspace	38	workspace	38	49

Summary

NIA workspace	501	55%
NIA community / event space	346	38%
NIA office (for South Kilburn Trust)	60	7%
GIA all areas	1201	

South Kilburn Studios - PHASE 2

Floor	Room		NIA	Use Type	NIA	GIA (within demise)	GIA (excl. voids)
	No.	Description					
LG	01	dance studio	58	community / event space	448	806	806
	02	community room	37				
	03	community kitchen	84				
	04	dining / event hall	269				
	05	winter garden	194	-	-		
UG	01	South Kilburn Trust	60	office	60	839	732
	02	flexible workspace	92	workspace	500		
	03	open plan workspace (inc. 11 no. self-contained units)	272				
	04	work units (inc. commercial frontage)	137				
	05	reception	73	-	-		
1F	01	self-contained workspace	51	workspace	215	588	462
	02	self-contained workspace	37				
	03	flexible workspace	127				
	04	platform	59	-	-		
	05	event space (inc. modern AV)	137	community / event space	137		
2F	01	self-contained workspace	38	workspace	38	49	49

Summary

NIA workspace	754	54%
NIA community / event space	584	42%
NIA office (for South Kilburn Trust)	60	4%
GIA all areas	2282	
GIA all areas (excl. voids)	2049	



Granville Studios

Feasibility Document - 12th May 2016

1633-DOC-001



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1. Introduction

RCKa have been appointed by the South Kilburn Trust and the London Borough of Brent to prepare a feasibility and initial design proposals for a new enterprise hub on the Granville Community Centre site.

This document has been written in support of a bid for the Mayor's London Regeneration Fund.

The enterprise hub will be delivered across two phases as described below.

Phase One

The first phase involves the refurbishment of the existing Granville Community Centre to accommodate three primary functions:

- office premises for the South Kilburn Trust,
- flexible workspace to accommodate an enterprise hub akin to the South Kilburn Studios and,
- event/community space to support current and future local community groups and activities, including the successful Granville Community Kitchen.

Phase Two

The second phase will introduce a series of new build elements that increase the overall sqm offering of work, event and community space as well as vastly improving circulation and accessibility. The design and delivery of the second phase has been conceived to allow continued occupation of the existing building while minimising disturbance as far as possible.

Alternative Phase Two

In parallel to the proposals laid out in this document, the project team are exploring an alternative second phase of development for the site which would involve a mix of uses alongside the proposed enterprise hub. This alternative options appraisal is being undertaken separately from the proposals illustrated in this document but would follow on from the works described in phase one.

2. Site Context

The Granville Community Centre sits within the heart of the South Kilburn Masterplan. LB's Brent's Core Strategy describes how the area *'will be regenerated as a dense urban environment with a shift away from 1960s tower blocks set within large open areas, toward a neighbourhood with new homes,*

commercial and community uses set along a traditional street pattern to encourage circulation, connection and overlooking.' Delivery of the masterplan is ongoing with a number of sites already complete and others under construction.

To the north of the site are the highly successful South Kilburn Studios, an enterprise hub for creative businesses and start-ups managed by the South Kilburn Trust and Brent Council. The South Kilburn Studios are due to be relocated into the Granville building as part of the proposals in this document.

To the south the South Kilburn Open Space is the largest green space within the South Kilburn Growth Area. An improved crossing between Granville and the park would help to create a focal point of community activity in the heart of an area currently undergoing significant physical changes.



3. Existing Building

In the context of significant changes to South Kilburn, the 19th century building housing the Granville Community Centre provides a recognisable landmark in the local area.

Although neither a designated heritage asset nor locally listed, the building has a number of handsome architectural features. The Granville Road facade is particularly impressive with a strong vertical emphasis, tall windows and a variety of ornate brick and gable details. The facade of the hall facing Carlton Vale is also of architectural merit, though its impact is somewhat diminished by more recent unsympathetic alterations.

Internally the building is more awkward with poor access, confused circulation and some irregular proportioned rooms. Nevertheless there are a number of spaces well used by the local community including a dance studio and the successful Granville Community Kitchen from where volunteer cook Deirdre Woods recently won BBC Cook of the Year.

The main hall itself is a fantastic space and the building's stand-out asset; it's dual aspect with high ceilings, tall windows, roof lights and original features. Unfortunately however noise disturbance to the residential properties on Granville Road restricts its hours of use.

The building is a designated Asset of Community Value which reflects its importance within the local area. The refurbishment and re-use of the Granville Centre presents an opportunity to correct the building's faults while preserving and enhancing a local landmark, helping to foster a recognisable sense of place in South Kilburn.

View of the Granville Centre from Granville Road



main hall
Granville Road entrance

The Carlton Vale facade of the Granville Centre



adjacent nursery
recent alterations, original facade removed
main hall

The main hall of the Granville Centre



4. Phase One - Reuse

To signify the reuse of the Granville building as an enterprise hub, we propose rebranding the Carlton Vale facade to provide a visible indication of the changes undergone internally.

The original facade of the main hall is handsome but next to it, the low quality brickwork, green windows and ill placed services, do not give the outward appearance of a community asset.

A low-cost coloured screen with signage graphics clearly visible from the road rebrands the building. The artwork could be designed in collaboration with young creatives from the South Kilburn Studios and will be retained in Phase 2 (see page 10).



View of Carlton Vale facade

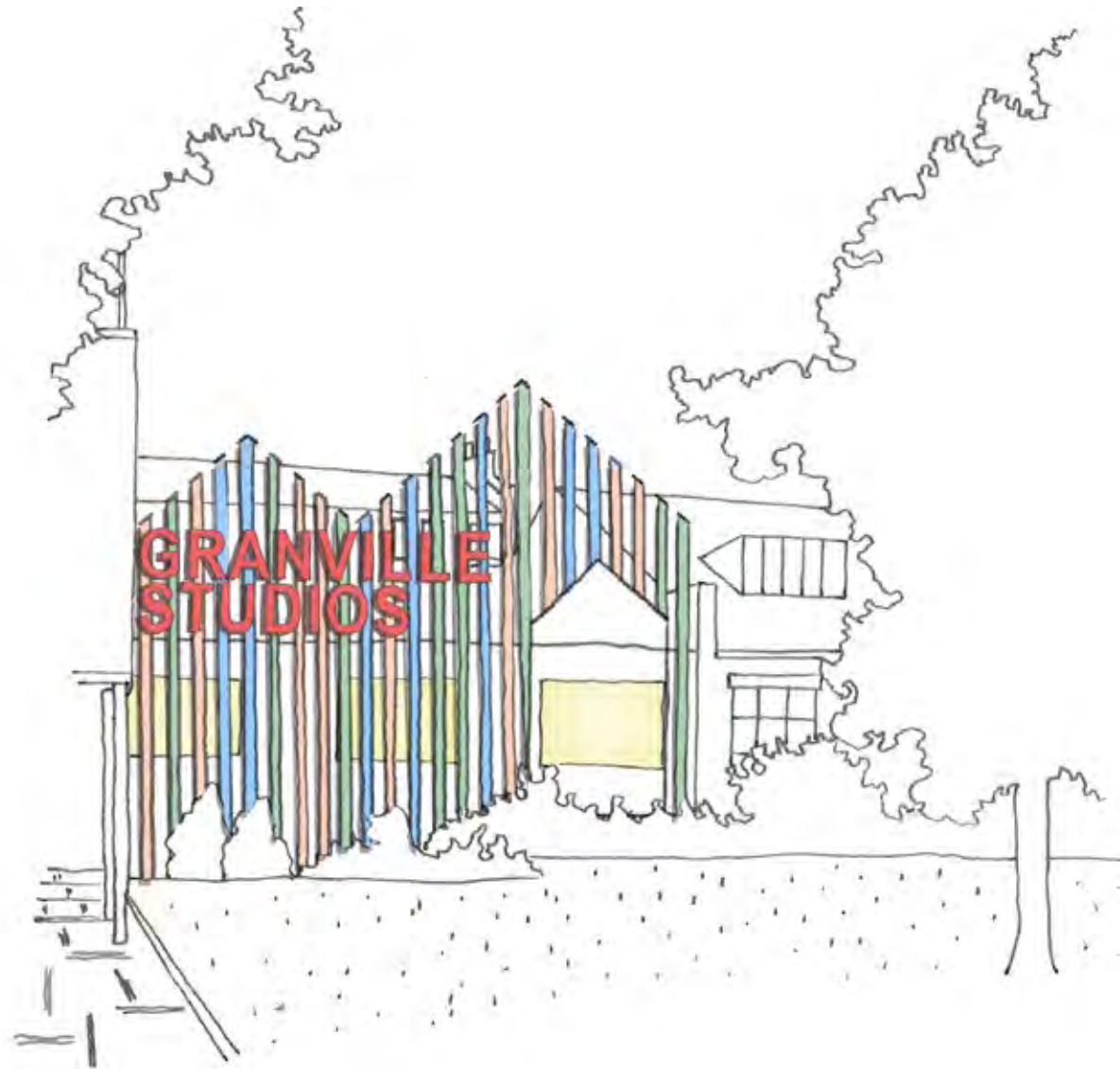
After hours, when the existing reception is unmanned, tenants of the enterprise hub can access their workspace from Granville Road. This is particularly important for start-up businesses whose owners may have more than one job and be forced to work unusual hours.

During construction of Phase 2, the Granville Road entrance will become the primary access to ensure that building users are kept away from the construction site on the opposite side of the building.

To celebrate this entrance we propose a similar facade artwork to indicate the activities within and establish a clear identity within the local area.



Entrance from Granville Road



N.B. - Granville Studios name indicative only, branding to be developed at a latter stage.



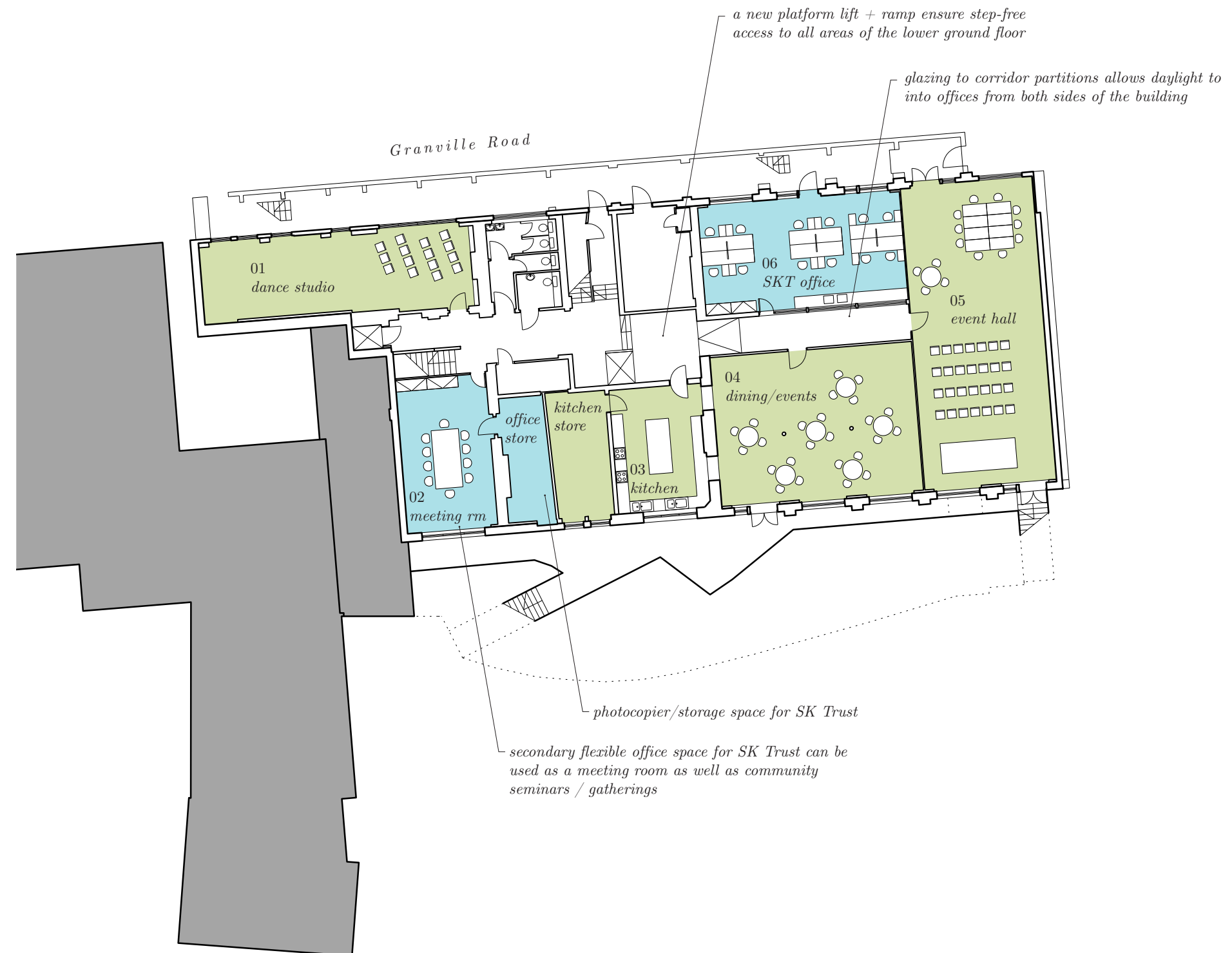
5. Phase One - Layouts

5.1 Lower Ground Floor @ 1:250



Use Type:

- workspace
- community / event space
- office (for South Kilburn Trust)



Phase One - Layouts

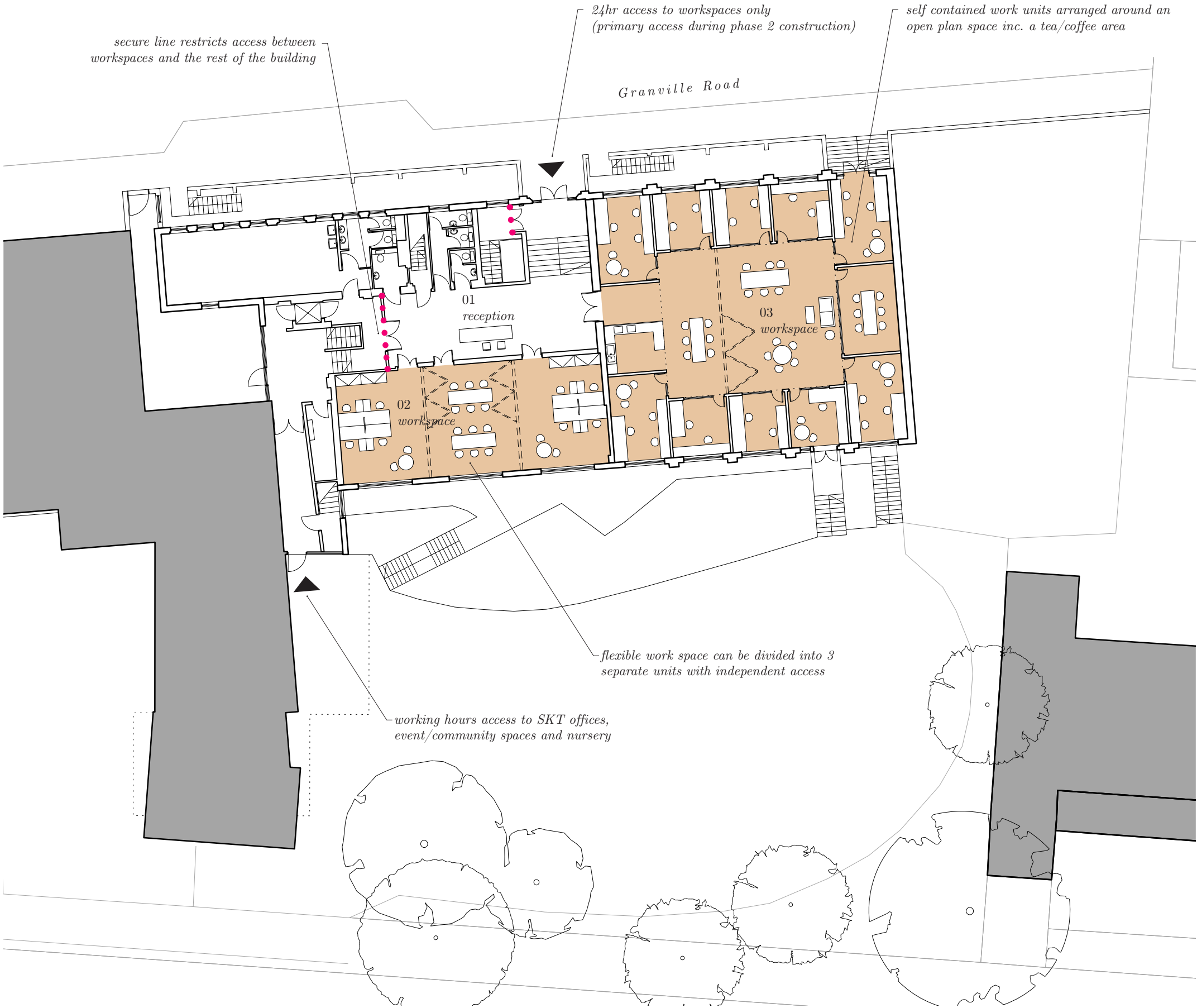
5.2 Upper Ground Floor @ 1:250



Use Type:

- workspace
- community / event space
- office (for South Kilburn Trust)

..... secure line restricts access out of hours between workspaces and the rest of the building



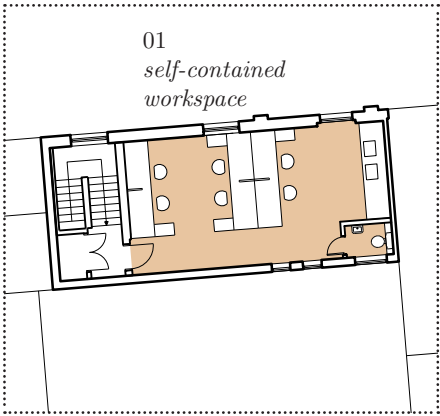
Phase One - Layouts

5.3 First & Second Floors @ 1:250



Use Type:

- workspace
- community / event space
- office (for South Kilburn Trust)



6. Phase Two - Connections

A new triple height wintergarden erected along the Carlton Vale elevation of the Granville building unlocks the site.

The winter garden is accessed at ground level directly from the green space adjacent to Carlton Vale. It incorporates a series of platforms connected by

short-wide public stairs, taking advantage of the existing half-storey difference in site levels to provide direct access to all areas of the building. The platforms and voids allow line of sight across the internal spaces, greatly simplifying wayfinding. A lift ensures step-free access to all areas.

The winter garden's lightweight exposed glulam superstructure, clad in translucent polycarbonate, floods the interior with daylight providing a dramatic semi-tempered space for activity to spill out into. It also clearly rebrands the building as a welcoming and inclusive enterprise hub and community facility.

The 'rebranded' facade inserted during Phase 1 is retained within the winter garden. Ensuring that earlier investment is not lost and crucially maintaining a recognisable local identity for the new enterprise hub.



N.B. - Granville Studios name indicative only, branding to be developed at a latter stage.

7. Phase Two - Layouts

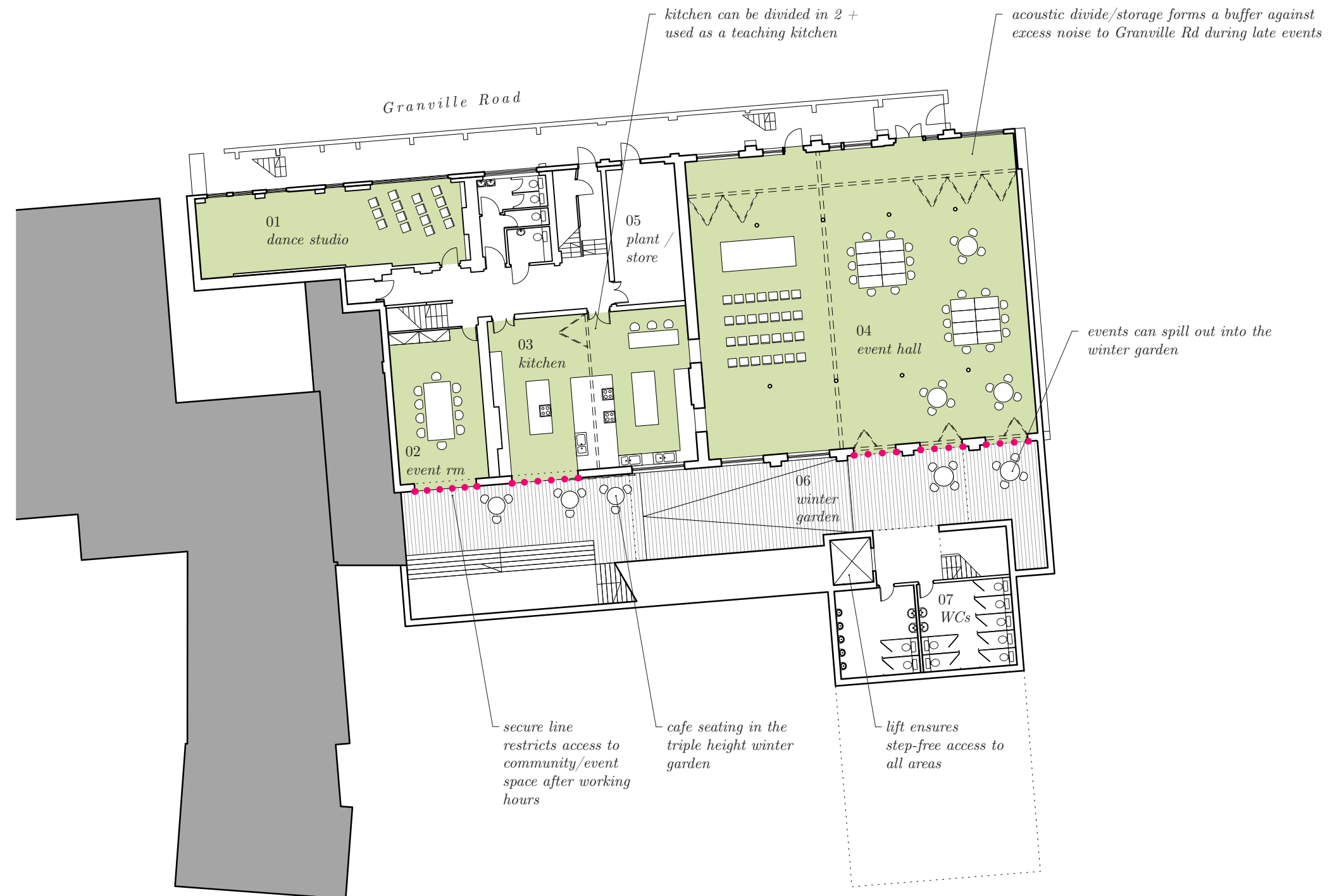
7.1 Lower Ground Floor @ 1:250



Use Type:

- workspace
- community / event space
- office (for South Kilburn Trust)

..... secure line restricts access out of hours between workspaces and the rest of the building



Phase Two - Layouts

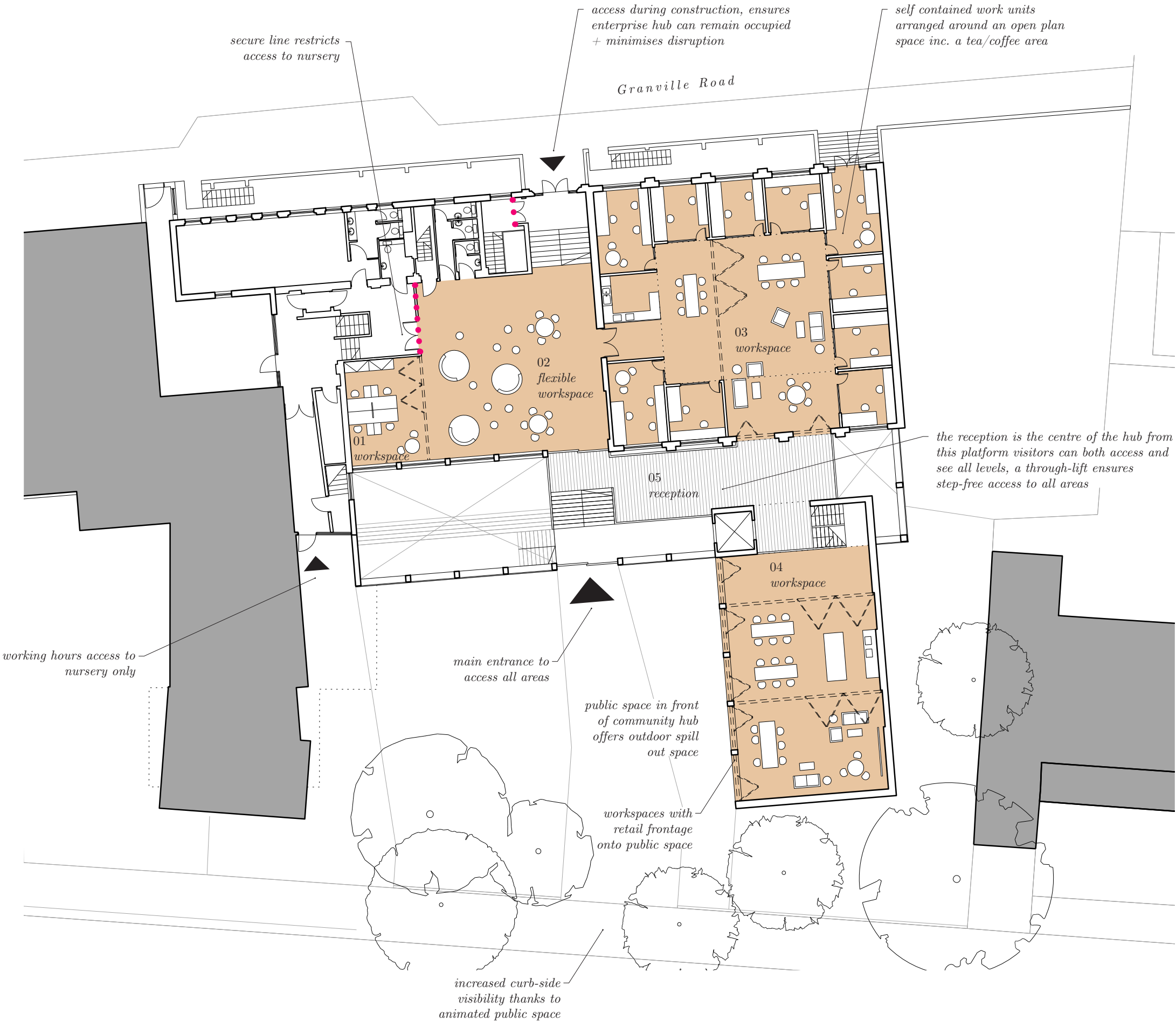
7.2 Upper Ground Floor @ 1:250



Use Type:

- workspace
- community / event space
- office (for South Kilburn Trust)

..... secure line restricts access out of hours between workspaces and the rest of the building



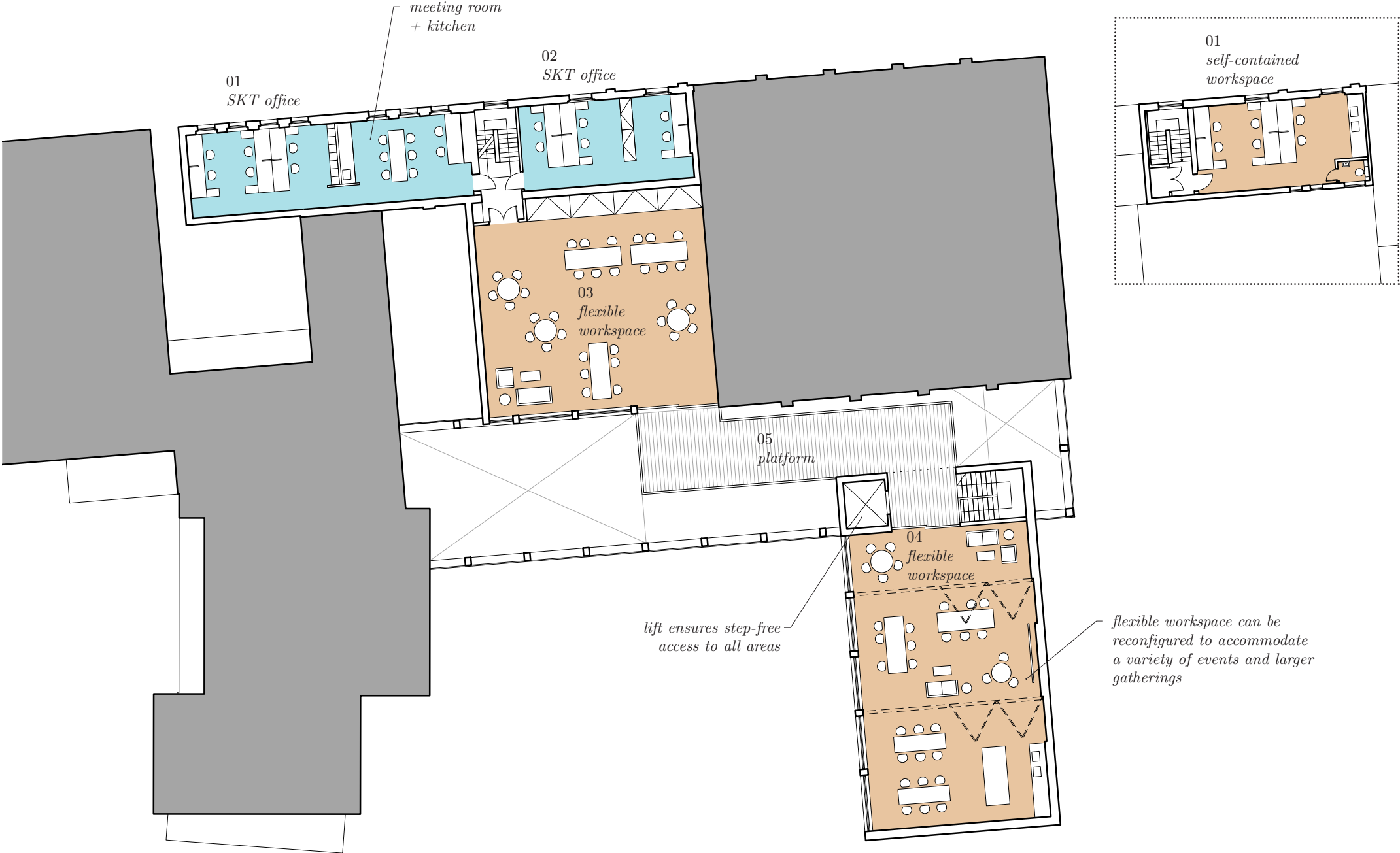
Phase Two - Layouts

7.3 First & Second Floors @ 1:250



Use Type:

- workspace
- community / event space
- office (for South Kilburn Trust)



8. Area Schedule

8.1 Phase One

Floor	Room		NIA	Use Type	NIA	GIA (within demise)
	No.	Description				
LG	01	dance studio	58	community / event space	58	560
	02	South Kilburn Trust	50	office	49	
	03	community kitchen	51	community / event space	236	
	04	dining / event space	80			
	05	event hall	105			
	06	South Kilburn Trust	58	office	58	
UG	01	reception	57	office	57	485
	02	flexible workspace	103	workspace	375	
	03	open plan workspace (inc. 11 no. self-contained units)	272			
1F	01	self-contained workspace	35	workspace	87	107
	02	meeting room + kitchen	15			
	03	self-contained workspace	37			
2F	01	self-contained workspace	38	workspace	38	49

Summary		
NIA workspace	500	52%
NIA community / event space	294	31%
NIA office / reception	164	17%
GIA all areas	1201	

8.2 Phase Two

Floor	Room		NIA	Use Type	NIA	GIA (within demise)	GIA (excl. voids)
	No.	Description					
LG	01	dance studio	58	community / event space	448	821	821
	02	event room	37				
	03	kitchen	84				
	04	dining / event hall	269	-	-		
	05	plant / store	42	-	-		
	06	winter garden	194	-	-		
	07	new public toilets		-	-		
UG	01	detachable workspace	31	workspace	530	839	732
	02	flexible workspace	121				
	03	open plan workspace (inc. 10 no. self-contained units)	272				
	04	flexible workspace inc. commercial frontage (can be reconfigured for large events)	137				
	05	reception	73	office	73		
1F	01	South Kilburn Trust	60	office	98	588	462
	02		38				
	03	flexible workspace	127	workspace	264		
	04	flexible workspace (can be reconfigured for large events)	137				
	05	platform	59				
2F	01	self-contained workspace	38	workspace	38	49	49

Summary		
NIA workspace	832	57%
NIA community / event space	448	31%
NIA office / reception	171	12%
GIA all areas	2297	
GIA all areas (excl. voids)	2064	

Comparisons

The previous LRF bid for the OK Club site comprised approximately 1,500sqm of space including 897sqm of office / workspace and 324sqm of community / event space.

Compared to these figures, Phase One of the scheme provides 664sqm of office / workspace and 294sqm of community / event space.

Phase Two meanwhile exceeds the OK Club Site in both areas, providing 1,003sqm of office / workspace and 448sqm of community / event space.

9. Summary

This document lays out a two phase approach to providing a new enterprise hub while maintaining community activities at the Granville Community Centre site.

These proposals represent a significant improvement on the previous LRF bid on the OK Club Site. Not only do Brent Council own the land at the Granville site but the revised proposals involve the reuse and refurbishment of an existing community asset. This platform has the potential to create a new enterprise hub well rooted within the local community.

The first phase creates approximately 650sqm of office / workspace, includes a bold rebranding and improves accessibility. Delivering significant benefits for a relatively modest outlay.

This investment lays the foundations for a far more ambitious scheme in phase 2. At the heart of the phase 2 scheme is a bold and recognisable new build element that takes advantage of the existing site condition, creates an inclusive community building and establishes a lasting legacy for business support in South Kilburn.



Granville Studios

Feasibility Document - May 2016

1633-DOC-001c



DRAFT

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1. Introduction

RCKa have been appointed by the South Kilburn Trust and the London Borough of Brent to prepare a feasibility and initial design proposals for a new enterprise hub on the Granville Community Centre site.

The enterprise hub will be delivered across two phases. The first phase involves the refurbishment of the existing Granville Community Centre to accommodate three primary functions:

- office premises for the South Kilburn Trust,
- flexible workspace to accommodate an enterprise hub akin to the South Kilburn Studios and,
- event/community space to support current and future local community groups and activities, including the successful Granville Community Kitchen.

The second phase will introduce a series of new build elements that increase the overall sqm offering of work, event and community space as well as vastly improving circulation and accessibility. The design and delivery of the second phase has been conceived to allow continued occupation of the existing building while minimising disturbance as far as possible.

This document has been written in support of a bid for the Mayor's London Regeneration Fund.

2. Site Context

The Granville Community Centre sits within the heart of the South Kilburn Masterplan. LB's Brent's Core Strategy describes how the area *'will be regenerated as a dense urban environment with a shift away from 1960s tower blocks set within large open areas, toward a neighbourhood with new homes,*

commercial and community uses set along a traditional street pattern to encourage circulation, connection and overlooking.' Delivery of the masterplan is ongoing with a number of sites already complete and others under construction.

To the north of the site are the highly successful South Kilburn Studios, an enterprise hub for creative businesses and start-ups managed by the South Kilburn Trust and Brent Council. The South Kilburn Studios are due to be relocated into the Granville building as part of the proposals in this document.

To the south the South Kilburn Open Space is the largest green space within the South Kilburn Growth Area. An improved crossing between Granville and the park would help to create a focal point of community activity in the heart of an area currently undergoing significant physical changes.



3. Existing Building

In the context of significant changes to South Kilburn, the 19th century building housing the Granville Community Centre provides a recognisable landmark in the local area.

Although neither a designated heritage asset nor locally listed, the building has a number of handsome architectural features. The Granville Road facade is particularly impressive with a strong vertical emphasis, tall windows and a variety of ornate brick and gable details. The facade of the hall facing Carlton Vale is also of architectural merit, though its impact is somewhat diminished by more recent unsympathetic alterations.

Within the building is more awkward with poor access, confused circulation and some awkwardly sized rooms. Nevertheless there are a number of spaces well used by the local community including a dance studio and the successful Granville Community Kitchen from where volunteer cook Deirdre Woods recently won BBC Cook of the Year.

The main hall itself is a fantastic space and the building's stand-out asset; it's dual aspect with high ceilings, tall windows, roof lights and original features. Unfortunately however noise disturbance to the residential properties on Granville Road restricts its hours of use.

The building is a designated Asset of Community Value which represents its importance within the local area. The refurbishment and re-use of the Granville Centre presents a real opportunity to correct the building's faults while preserving and enhancing a local landmark that helps to foster a recognisable sense of place in South Kilburn.

View of the Granville Centre from Granville Road



main hall

Granville Road entrance

The Carlton Vale facade of the Granville Centre



adjacent nursery

recent alterations, original facade removed

main hall

The main hall of the Granville Centre



4. Phase One - Reuse

To signify the reuse of the Granville building as an enterprise hub, we propose rebranding the Carlton Vale facade to provide a visible indication of the changes undergone internally.

The original facade of the main hall is handsome but next to it, the low quality brickwork, green windows and ill placed services, do not give the outward appearance of a community asset.

A low-cost coloured screen with a new name clearly visible from the road rebrands the building. Artwork could be designed in collaboration with young creatives from the South Kilburn Studios and will be retained in Phase 2 (see page 10).



View of Carlton Vale facade

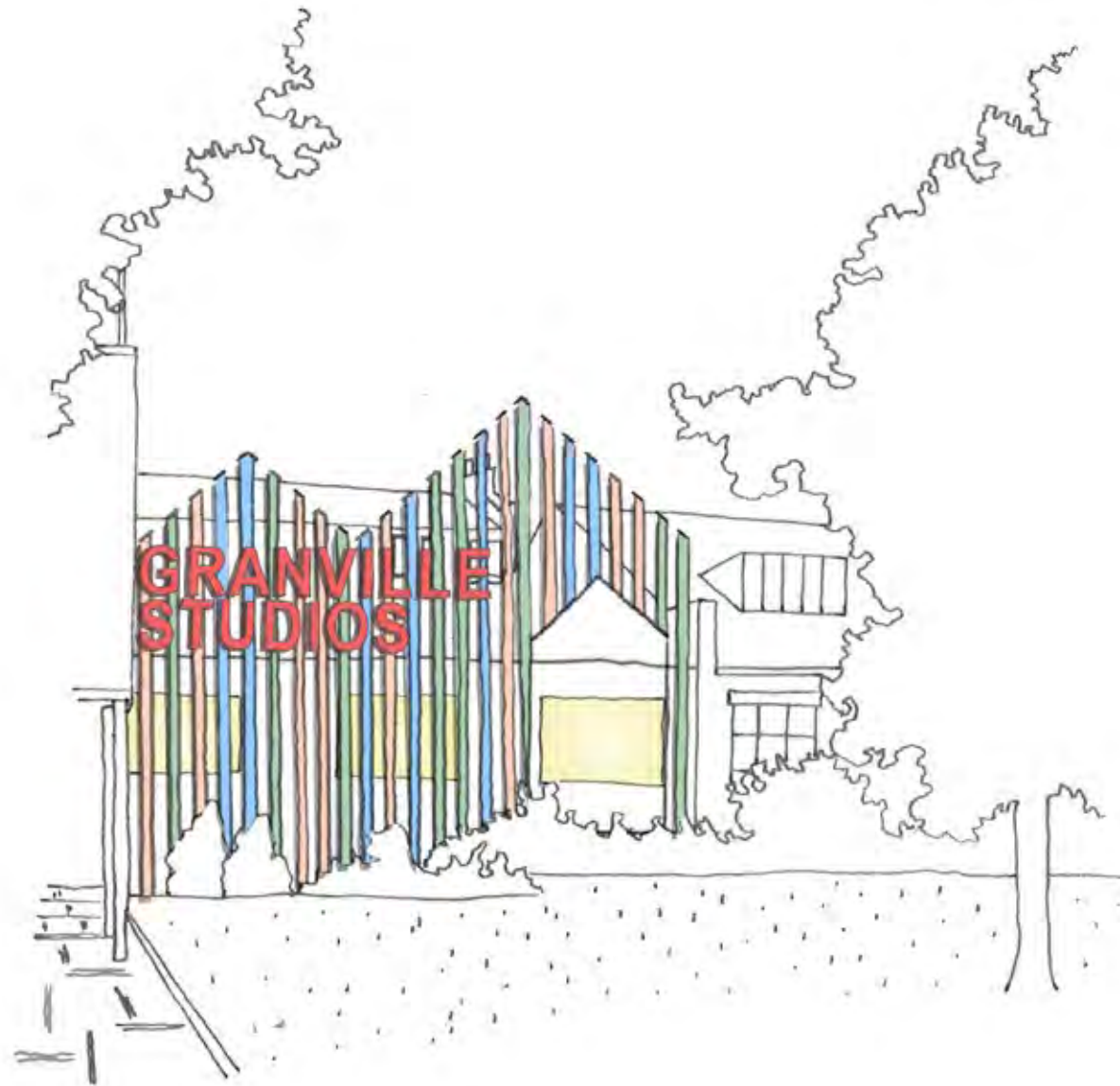
After hours, when the existing reception is unmanned, tenants of the enterprise hub can access their workspace from Granville Road. This is particularly important for start-up businesses where people may have more than one job and be forced to work unusual hours.

During construction of Phase 2, the Granville Road entrance will become the primary access to ensure that building users are kept away from the construction site on the opposite side of the building.

To celebrate this entrance we propose a similar facade artwork to indicate the activities within and establish a clear identity within the local area.



Entrance from Granville Road

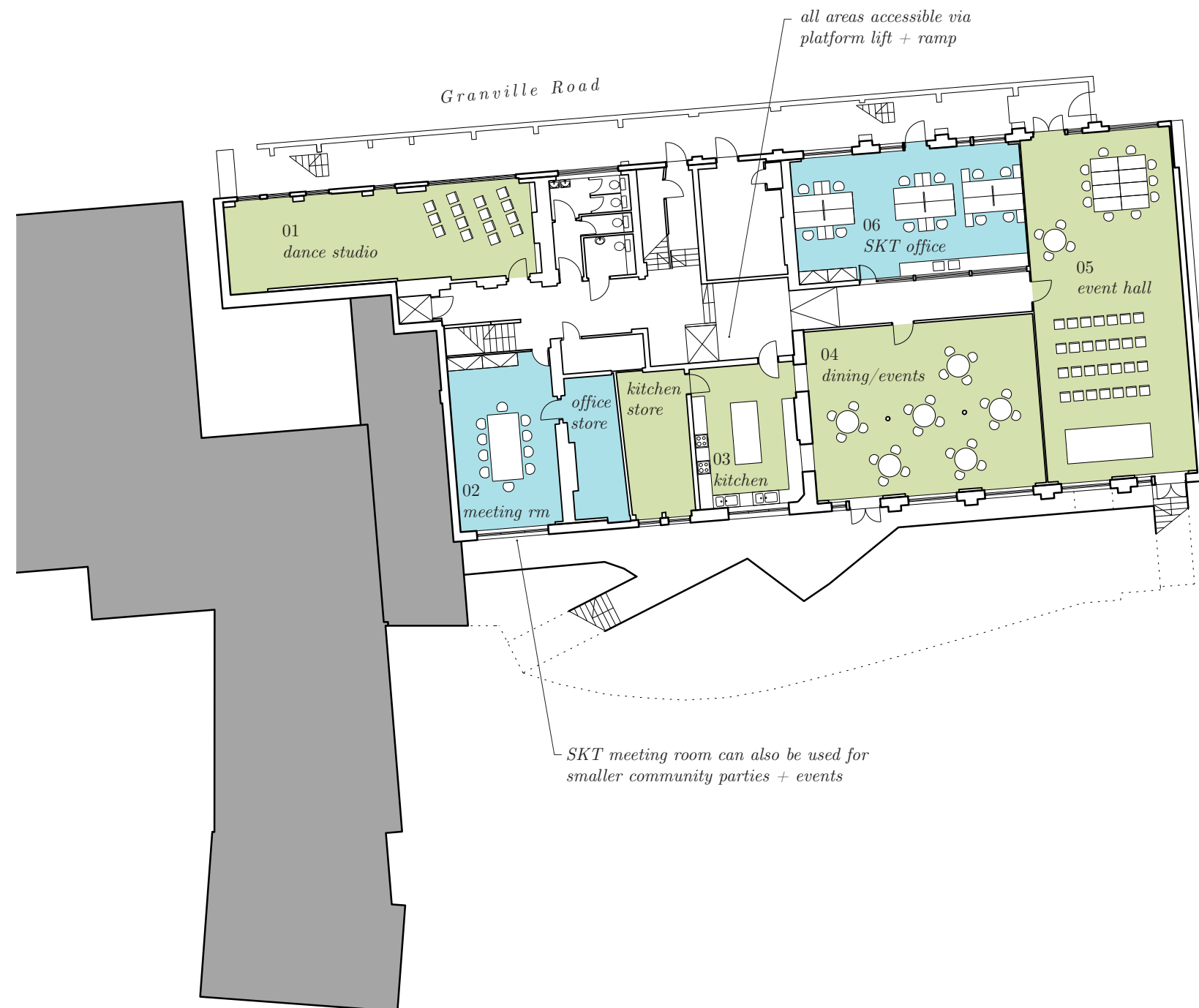


5. Phase One - Layouts

5.1 Lower Ground Floor @ 1:250

Use Type:

- workspace
- community / event space
- office (for South Kilburn Trust)

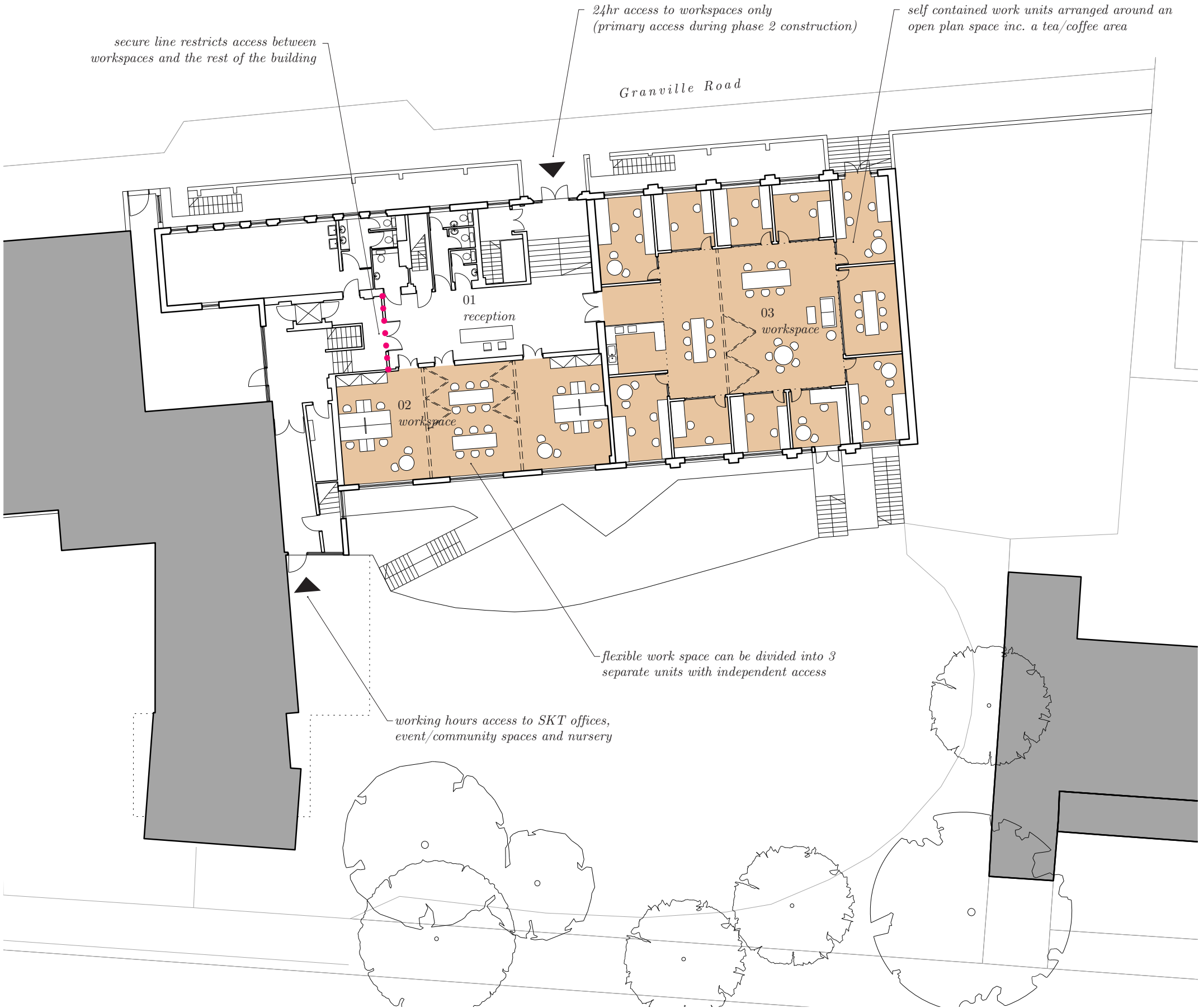


Phase One - Layouts

5.2 Upper Ground Floor @ 1:250

Use Type:

- workspace
- community / event space
- office (for South Kilburn Trust)

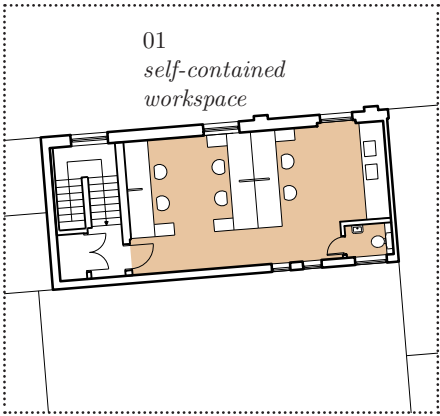


Phase One - Layouts

5.3 First & Second Floors @ 1:250

Use Type:

- workspace
- community / event space
- office (for South Kilburn Trust)



6. Phase 2 - Connections

A new triple height wintergarden erected along the Carlton Vale elevation of the Granville building unlocks the site.

The winter garden is accessed at ground level directly from the green space adjacent to Carlton

Vale. It incorporates a series of platforms connected by short-wide public stairs, taking advantage of the existing half-storey difference in site levels to provide direct access to all areas of the building. The platforms and voids allow line of sight across the internal spaces, greatly simplifying wayfinding.

The winter garden's lightweight exposed glulam superstructure, clad in translucent polycarbonate, floods the interior with light providing a dramatic semi-tempered space for activity to spill out into. It also clearly rebrands the building as a welcoming and inclusive enterprise hub and community facility.

The 'rebranded' facade inserted during Phase 1 is retained within the winter garden. Ensuring that earlier investment is not lost and crucially maintaining a recognisable local identity for the Granville Studios.

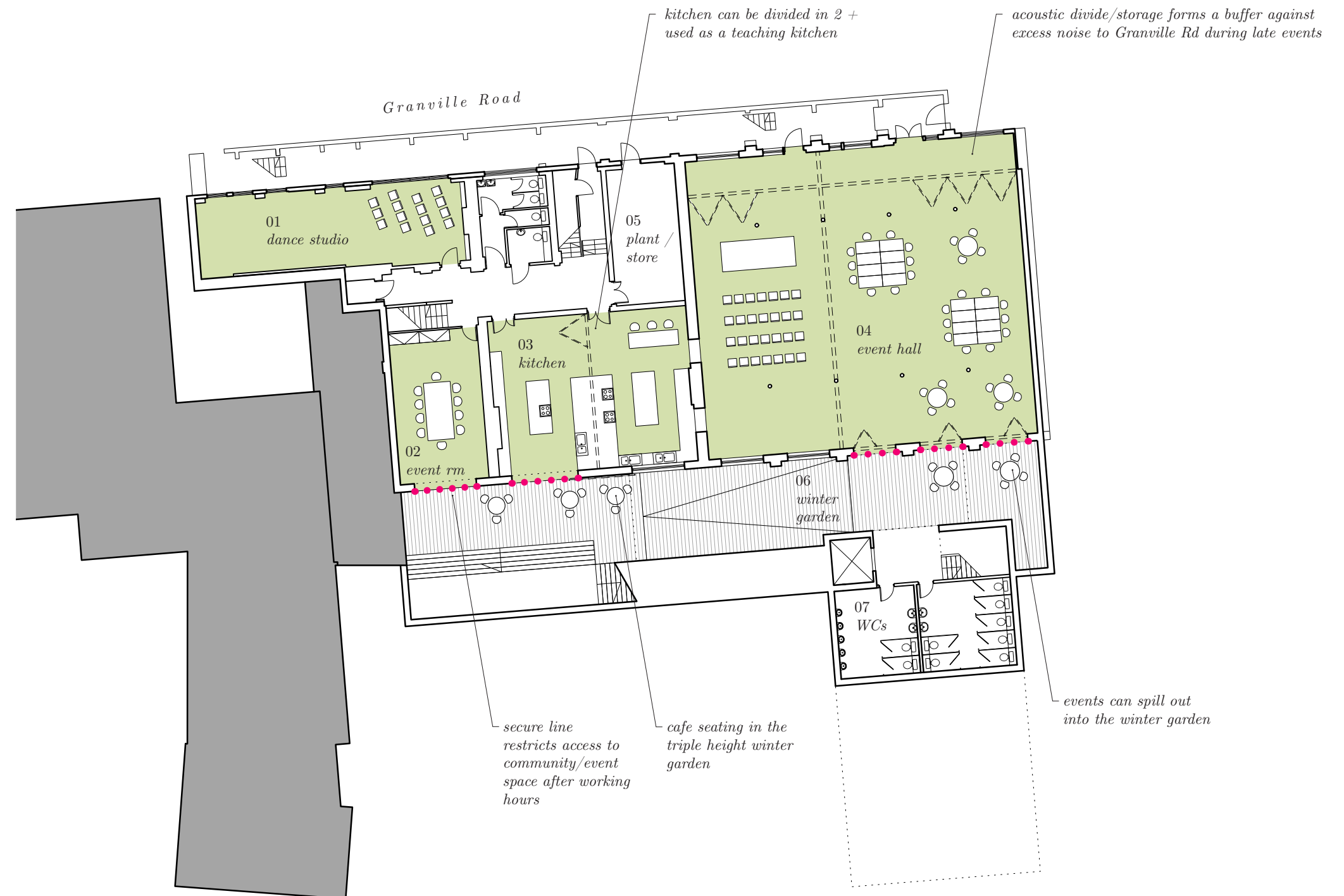


7. Phase 2 - Layouts

7.1 Lower Ground Floor @ 1:250

Use Type:

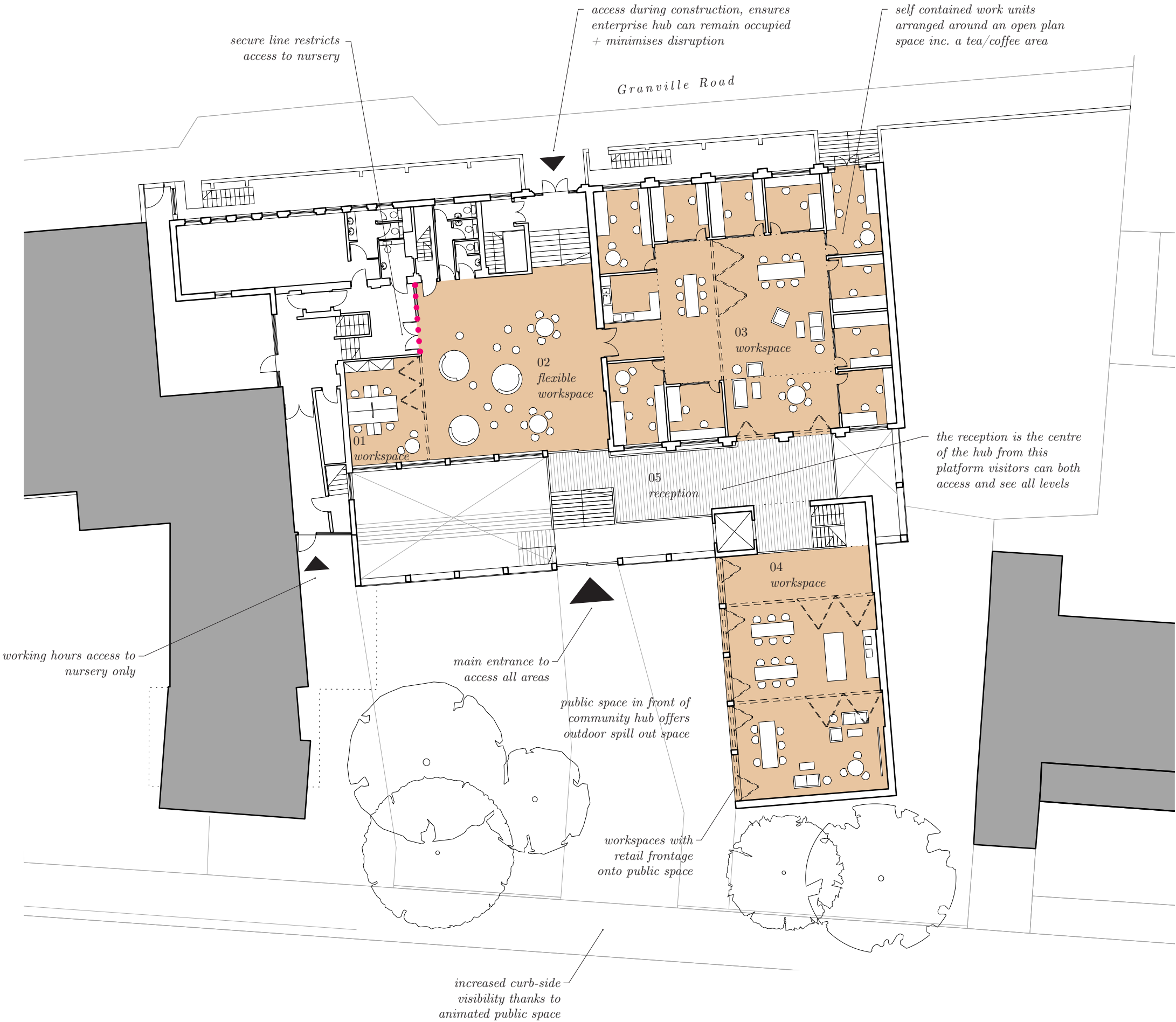
- workspace
- community / event space
- office (for South Kilburn Trust)



Phase 2 - Layouts

7.2 Upper Ground Floor @ 1:250

- Use Type:
- workspace
 - community / event space
 - office (for South Kilburn Trust)

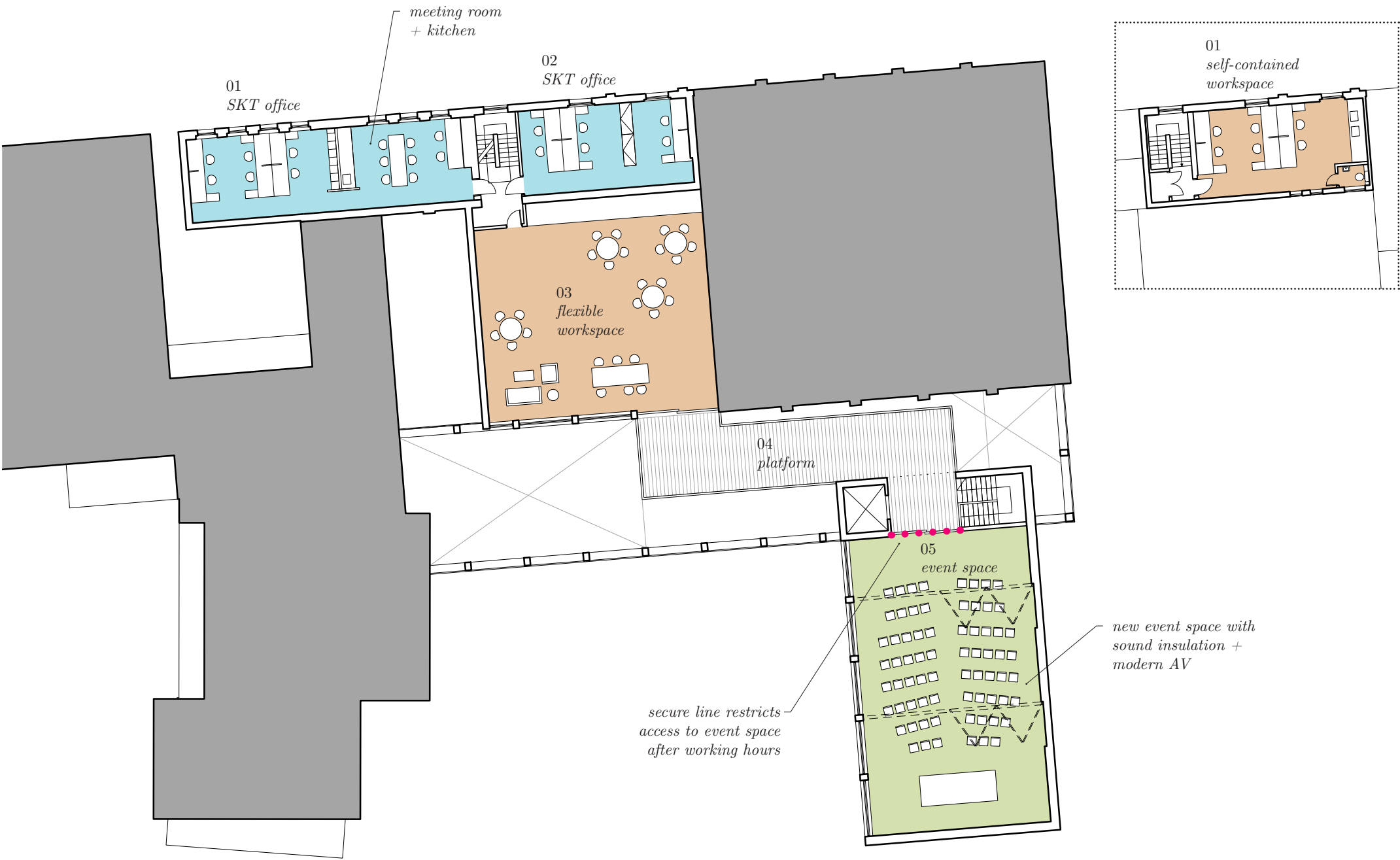


Phase 2 - Layouts

7.3 First & Second Floors @ 1:250

Use Type:

- workspace
- community / event space
- office (for South Kilburn Trust)



8. Area Schedule

8.1 South Kilburn Studios - Phase One

Floor	Room		NIA	Use Type	NIA	GIA (within demise)
	No.	Description				
LG	01	dance studio	58	community / event space	58	560
	02	meeting room (South Kilburn Trust)	50	office	49	
	03	community kitchen	51	community / event space	236	
	04	dining / event space	80			
	05	event hall	105			
	06	South Kilburn Trust	58	office	58	
UG	01	reception	57	-	-	485
	02	flexible workspace	103	workspace	375	
	03	open plan workspace (inc. 11 no. self-contained units)	272			
1F	01	self-contained workspace	35	workspace	87	107
	02	meeting room + kitchen	15			
	03	self-contained workspace	37			
2F	01	self-contained workspace	38	workspace	38	49

Summary

NIA workspace	500	56%
NIA community / event space	294	33%
NIA office (for South Kilburn Trust)	107	12%
GIA all areas	1201	

8.2 South Kilburn Studios - Phase Two

Floor	Room		NIA	Use Type	NIA	GIA (within demise)	GIA (excl. voids)
	No.	Description					
LG	01	dance studio	58	community / event space	448	821	821
	02	event room	37				
	03	kitchen	84				
	04	dining / event hall	269	-	-		
	05	plant / store	42	-	-		
	06	winter garden	194	-	-		
	07	new public toilets		-	-		
UG	01	detachable workspace	31	workspace	530	839	732
	02	flexible workspace	121				
	03	open plan workspace (inc. 10 no. self-contained units)	272				
	04	flexible workspace (inc. commercial frontage)	137				
	05	reception	73	-	-		
1F	01	South Kilburn Trust	60	office	98	588	462
	02		38				
	03	flexible workspace	127	workspace	127		
	04	platform	59	-	-		
	05	event space (inc. modern AV)	137	community / event space	137		
2F	01	self-contained workspace	38	workspace	38	49	49

Summary

NIA workspace	695	50%
NIA community / event space	584	42%
NIA office (for South Kilburn Trust)	98	7%
GIA all areas	2297	
GIA all areas (excl. voids)	2064	

9. Summary

This document lays out a two phase approach to providing a new enterprise hub while maintaining community activities at the Granville Community Centre site.

These proposals represent a significant improvement on the previous LRF bid on the OK Club Site. Not only do Brent Council own the land at the Granville site but the revised proposals involve the retention, reuse and refurbishment of a valuable existing community asset. This platform has the potential to create a new enterprise hub rooted in place and the local community.

The first phase involves a significant upgrade to the existing building, including a bold rebranding, that delivers significant benefits for a relatively modest outlay.

This modest outlay lays the foundations for a far more ambitious scheme in phase 2. At the heart of the phase 2 scheme is a bold and recognisable new build element that makes the most of the existing site, creates an inclusive community building and establishes a lasting legacy for business support in South Kilburn.



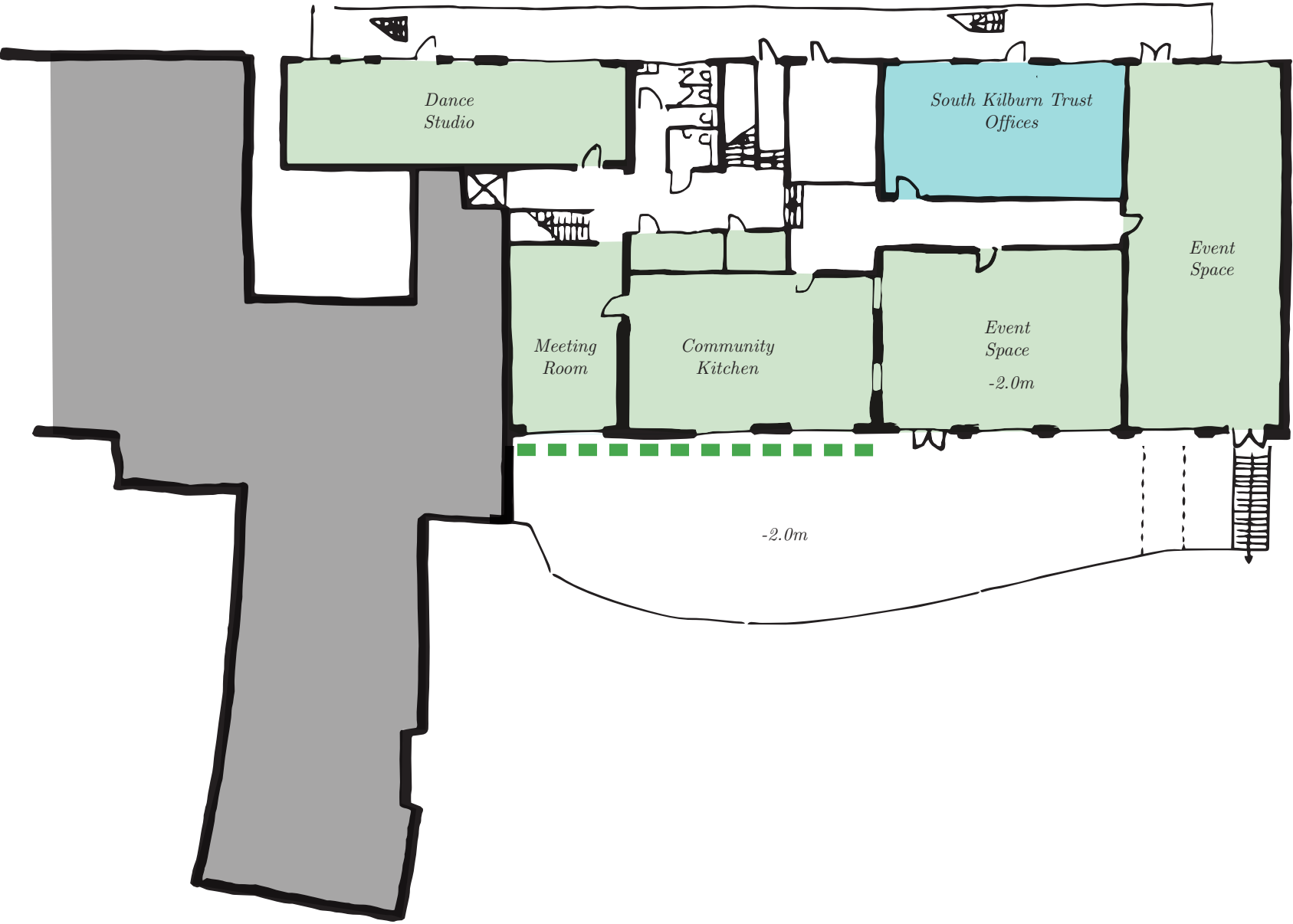
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Granville Road Community Centre

Feasibility Document, May 2016
Document reference 1633-DOC-001

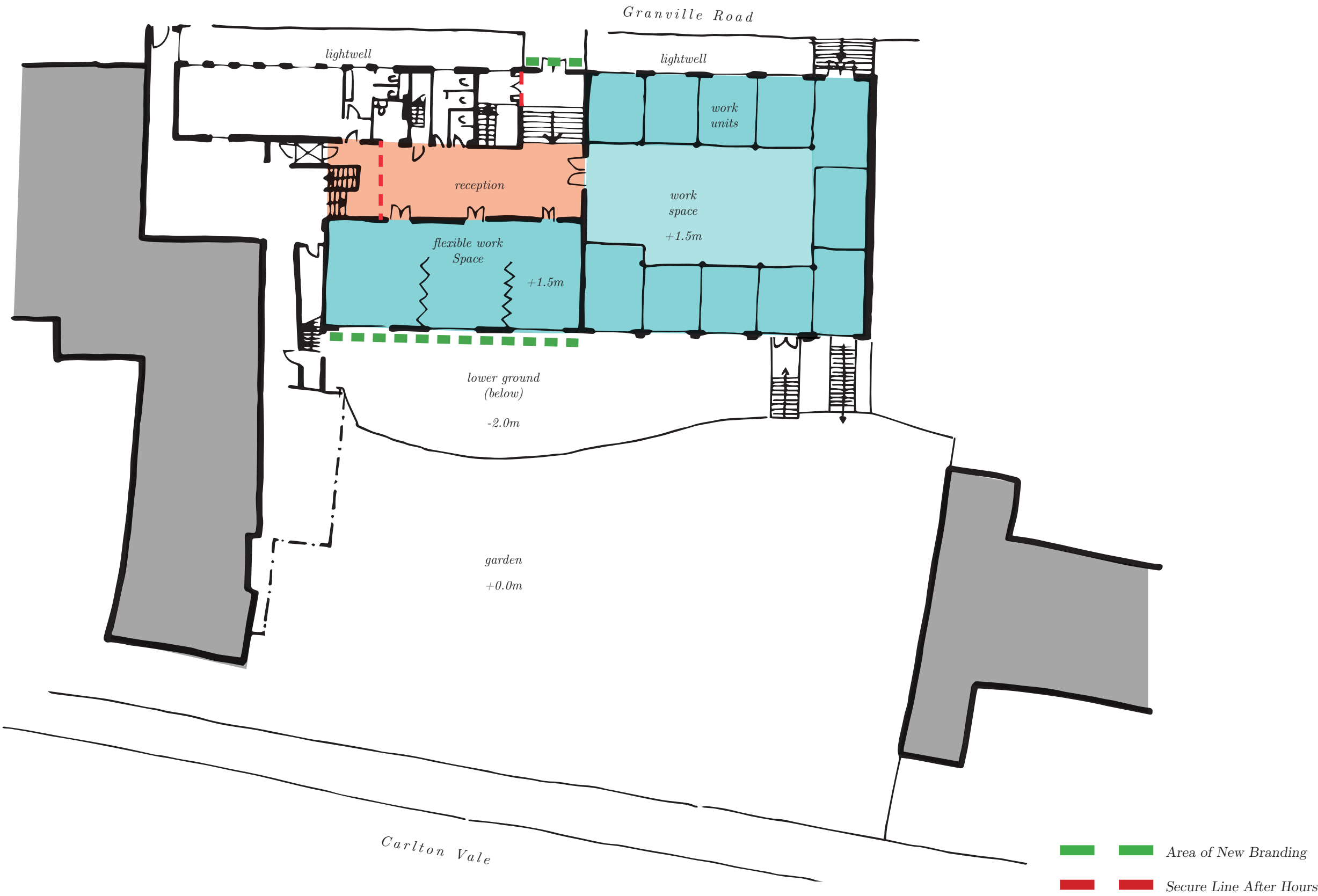


Interim Layout - Lower Ground

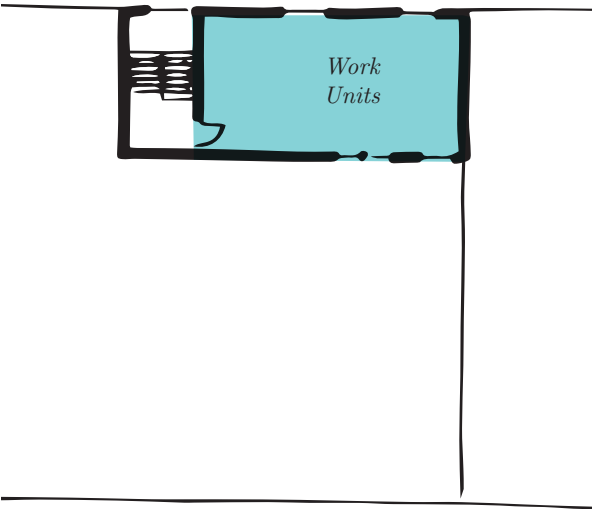
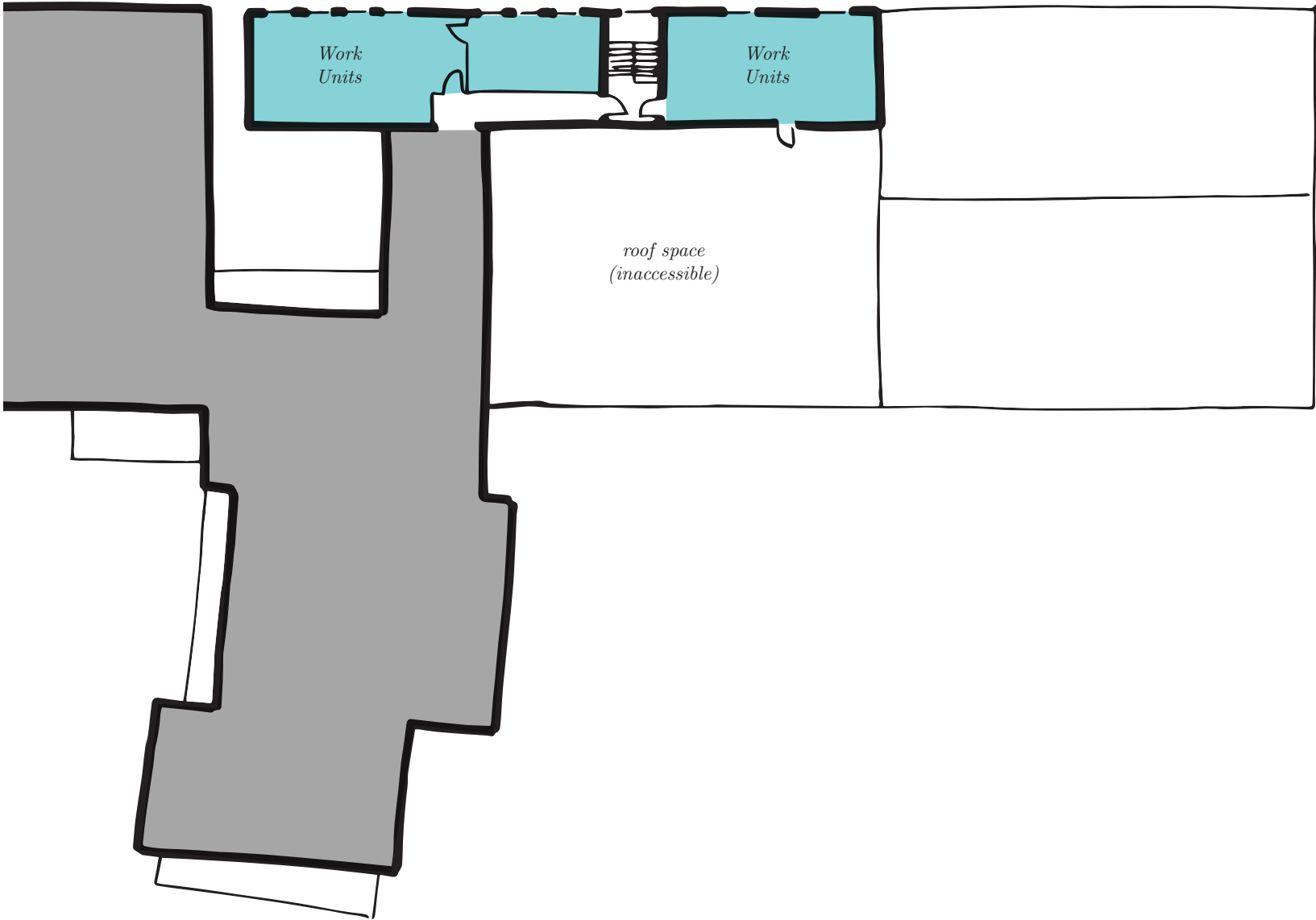


■ ■ Area of New Branding

Interim Layout - Upper Ground



Interim Layout - First & Second



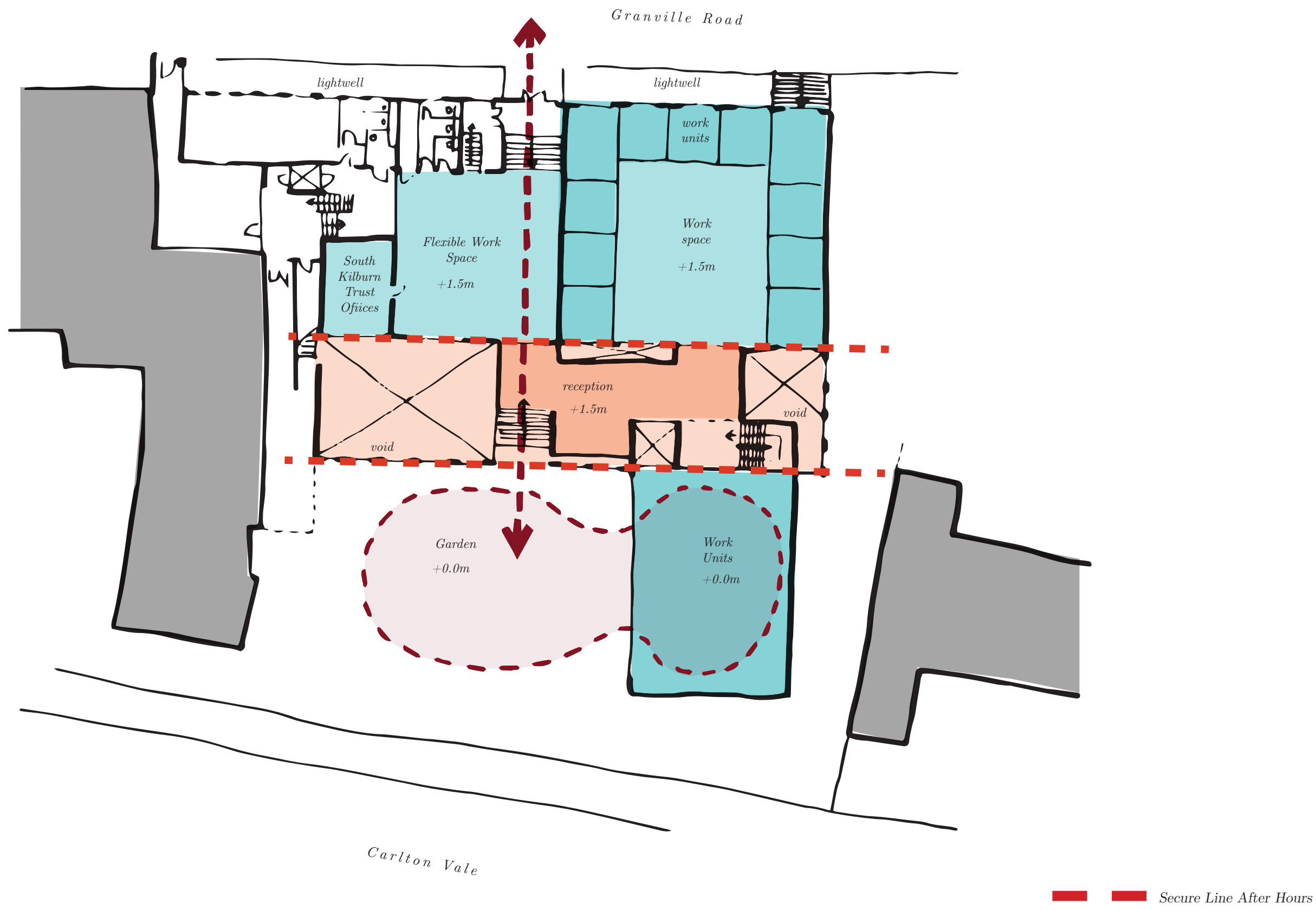
Interim Use - Rebranding



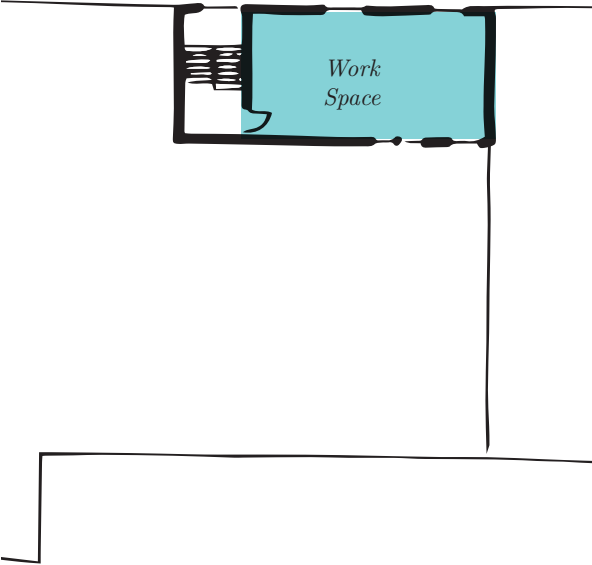
Proposed Layout - Lower Ground



Proposed Layout - Upper Ground



Proposed Layout - First & Second



Area Schedule

Uses	Notes	NIA sqm
OK Club Site		
workspace (self-contained units + shared space)	across 4 floors	513
event space (flexible space)	across 2 floors	324
office space + reception	across 3 floors	384
other/circulation		231
TOTAL		1452
Granville Centre – Interim		
workspace (self-contained units + shared space)	UG,1F&2F	488
Community/event space	LG	278
reception	UG	67
SKT office space	UG	58
community kitchen	LG	65
other/circulation		189
TOTAL		1145
Granville Centre – Proposed		
workspace (self-contained units + shared space)	UG,1F&2F	790
Community/event space	LG, 1F	469
reception	UG	120
SKT office space	UG	35
community kitchen	LG	86
Circulation/Spill Out Space/Other		542
TOTAL		2042