



Evaluation of the London Regeneration Fund

Greater London Authority

Evaluation of the London Regeneration Fund

Final Report

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FOR DIRECT ENQUIRIES ABOUT THIS PROPOSAL:

Dave Lawrence

Partner

CAG CONSULTANTS

Mob: 07971 684378

Email: dl@cagconsult.co.uk

TO CONTACT CAG CONSULTANTS:

CAG CONSULTANTS

150 Minories

London EC3N 1LS

Tel: 020 8555 6126

Fax: 020 7900 1868

hq@cagconsult.co.uk

www.cagconsultants.co.uk

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1 Introduction

1.1 Study Brief

The Greater London Authority (GLA) commissioned CAG Consultants, in association with Ramidus Consulting, to undertake a quantitative and qualitative impact evaluation of the London Regeneration Fund (LRF), and to conduct bespoke research and evaluation activities to better understand the wider impact of the programme.

The LEP's London Regeneration Fund used the Government's Growth Deal 2 allocation of £20m capital funding to deliver jobs and growth through a competitive programme to encourage London's High Streets and Places of Work to become more thriving and diverse, commencing delivery in April 2016.

The key areas of focus for this evaluation study were identified as follows:

- Design and implement a programme-wide evaluation strategy to assess the impact and value for money of the London Regeneration Fund
- Conduct detailed case studies into particular groupings or geographic locations of projects, with a specific focus on affordable workspace
- Make fast and compelling assessments of the strengths and weaknesses of the programme

The purpose of the evaluation is to expand the evidence base for regeneration activities and establish lessons learned which can both help improve future policymaking within the GLA and Regeneration funding rounds.

2 Method

2.1 Evaluation Objectives

The brief set the evaluation objectives as follows:

- Develop a robust database of LRF projects
- Performance against aims and objectives
- Effectiveness of the delivery process
- Value for money assessment
- Strategic added value
- Key lessons learnt

Within these evaluation aims and objectives, the qualitative (process) aspects should focus on the following areas:

- **Design** - analysis of 'before' and 'after' conditions, a sample of pre- and post-delivery PLACE Reviews, and expert analysis from design critics (to be co-ordinated with consideration of the Mayor's Good Growth by Design agenda).
- **Contractual arrangements** – procurement approaches adopted by delivery partners and their success in enabling, timely, good quality delivery.
- **Aftercare** – a review of management and maintenance arrangements and how the reality compares to that which the Borough and partners committed to at the funding proposal stage.
- **Project governance** – what governance structures have delivery partners used to deliver funded projects? Existing or new/bespoke? How effective have these been?
- **Monitoring arrangements** – an analysis of the efficiency and effectiveness of GLA monitoring processes from the perspective of the delivery partner. To what extent have they had positive/negative impacts on delivery?
- **Capacity building** – has existing or new resources been used to deliver funded projects. Has the capacity of delivery partners been enhanced, have the skills gained through delivery been retained within the organisation?
- **Legacy**- What is the legacy of these projects in terms of building partnerships and collaboration in areas of intervention?

Clarifications on Scope

In terms of the scope of the evaluation it was agreed that:

- This evaluation should not look to assess the design issues as this was being covered elsewhere.
- The focus of the evaluation should be on the workspace projects with a light touch review of the Erith, Romford and Uxbridge projects.
- Five projects did not proceed; Anerley Town Hall, Beddington, Bow Packing Works, Hackney Wick and West Ealing.
- That leaves a total of seventeen completed LRF funded workspace projects that should be the focus of the evaluation.

- The final output should be more forward looking than a traditional evaluation, and instead focus on the lay of land in terms of Covid-recovery for workspace operators and the challenges faced.

These clarifications resulted in some changes to the original brief as described above.

2.2 LRF Background

LRF Prospectus

The rationale for the LRF programme is set out in the LRF prospectus in the section on Places of Work.

“London is a global city with a long industrial and entrepreneurial heritage. It has some of the best universities in the world and buoyant technology and creative sectors. Businesses are attracted to London because of a wide pool of skilled labour, a wealth of suppliers and customers, opportunities for networking, and a rich social and cultural life.

However, some entrepreneurs, creatives, and small businesses are struggling to find appropriate, affordable space in which to establish themselves and may leave London as a result, despite their desire to be located here. This is a loss for London and the economy. It impacts on the complex ecosystem of a mixed city, on supplier relationships, and it's a missed opportunity to create jobs and enhance economic growth.

As a result, co-working spaces have sprung up – predominantly in central and inner London – as one innovative and popular option for affordable, flexible and open workspace, offering value for money by sharing costs and providing an attractive, entrepreneurial community.

But, co-working spaces don't provide affordable workspace across all areas of London, or for all types of economic activity. Manufacturers and artists for example need a very different kind of space. The social and economic value of this sector is very important to London, even if it may not generate the greatest value per square metre for property owners.

Thousands more important small businesses are hidden away at the back of and above our high streets and on our industrial estates. Many of these serve the London market by providing food preparation, printing, construction, repair, recycling... They are directly linked to London's growth and need to be close to their market for sustainable and efficient operation.

However, land around high streets and in smaller industrial estates – that tends to be the natural environment of start-ups and SMEs – is particularly susceptible to redevelopment pressure.

The provision of new non-residential space in housing-led redevelopment should be more carefully considered to suit their needs, as well as offering appropriate levels of rent. The adequate provision, integration, and intensification of places of work is vital for the entry, survival and expansion of SMEs in London and, crucially, to support London's growth.”

Growth Deal 2

The Growth Deal 2 Bid document also set out the rationale for intervention.

“The places of work theme will focus on the provision of suitable and affordable workspace in order to support London's SMEs as they make the journey from start-up to high growth. Many

thousands of innovative small businesses are hidden away in our industrial estates, and at the back of high streets. These areas accommodate a wide range of sectors such as digital manufacturing and prototyping, food preparation, printing, construction, distribution, waste, recycling and other utilities which all need to be close to their markets for sustainable and efficient operation."

The document further goes on to state that:

"Industrial areas are also facing considerable pressure from redevelopment. While strategic industrial locations are protected by the London Plan, sites around town centres and in smaller industrial estates, which tend to be natural environments for many start-ups and SMEs, are particularly susceptible. As a result entrepreneurs, artists, and small businesses with growth aspirations struggle to find appropriate affordable start-up and follow-on space and are being forced to move further afield, losing contact with their markets and failing to benefit from London's agglomeration economies¹. This also represents a loss for the wider economy, and a weakness in the global competition to retain talent, jobs and growth. Instead, outer London boroughs need to be equipped with the services and range of premises to capture the growth of SMEs seeking to relocate from central London due to the decreasing availability of follow-on space."

Questions from the Application Form

The questions for applicants to answer in the project application form also provide evidence on the objectives of the programme. These are set out below:

You should demonstrate an excellent understanding of the place where your project is based. What are the issues that need addressing and what evidence is there to back this up?

You should also explain how your project is part of a long-term strategy for the place's future and where there is local enthusiasm and the desire to work together.

Reference should be made to any relevant regeneration, economic development or town centre strategies; business rate retention and distribution data; or planning documents.

Please also summarise any relevant data from the London Town Centre Health Check Analysis Report or similar documents.

You should summarise all the activities you are actually going to do and make it clear exactly which ones the requested funding is going to pay for.

You should provide information on the benefits that will result from the project and how these will be achieved.

Please be sure to explain how the proposed project:

¹ Agglomeration economies are the benefits that come when firms and people locate near one another together in cities and industrial clusters

- *meets at least one of the fund objectives to provide proactive stewardship, enable good growth, pilot change, secure and create open workspace, and to intensify places of work*
- *will strengthen the ability of local businesses, networks, or groups to support the vitality and growth of their high street or places of work*
- *is an improvement on what has been done before*
- *is part of a wider strategy for the place and will help to generate follow-on activities in the future*
- *will be well-received by people in the locality.*

These questions suggest a particular emphasis on being part of wider regeneration and place making objectives for a local area, rather than just provision of low-cost workspace as the primary objective.

Project Outputs

The LRF prospectus lists the outputs and outcomes it expects projects to provide:

- Jobs created, jobs safeguarded
- Area of public realm improved
- Number of buildings or shop fronts improved
- Value of match funding secured
- Number of businesses supported, number of pre-starts supported, number of businesses improving performance
- Number of town centre strategies adopted
- Number of cultural events held
- Increase in footfall
- Percentage decrease in vacancy rate
- Area of commercial space created or improved
- Number of housing units unlocked or supported as part of high street regeneration
- Local environmental improvements.

Although the LRF prospectus focusses on the provision of workspace the range of outputs set out above is much broader than direct economic development outputs. It includes, for example, cultural events as part of the list of outputs and outcomes. As far as we can tell there was no clear weighting indicating the relative value of different outputs. This provided a lot of flexibility in terms of the type of projects applicants could put forward.

2.3 Logic Model

We did not find any explicit logic model around the original LRF programme and hence developed one for the purpose of this evaluation based on our understanding of the Fund's rationale and objectives. This focusses on affordable workspace with flexible terms (sometimes known as low threshold enterprise space), its role in delivering economic and other benefits, and the availability constraints.

Context

Due to pressure from higher value land uses, mainly residential, lower value industrial and high street workspace land and premises are being lost through redevelopment. This type of workspace has a wider value to the London economy and hence there is a rationale for intervening to ensure its continued supply.

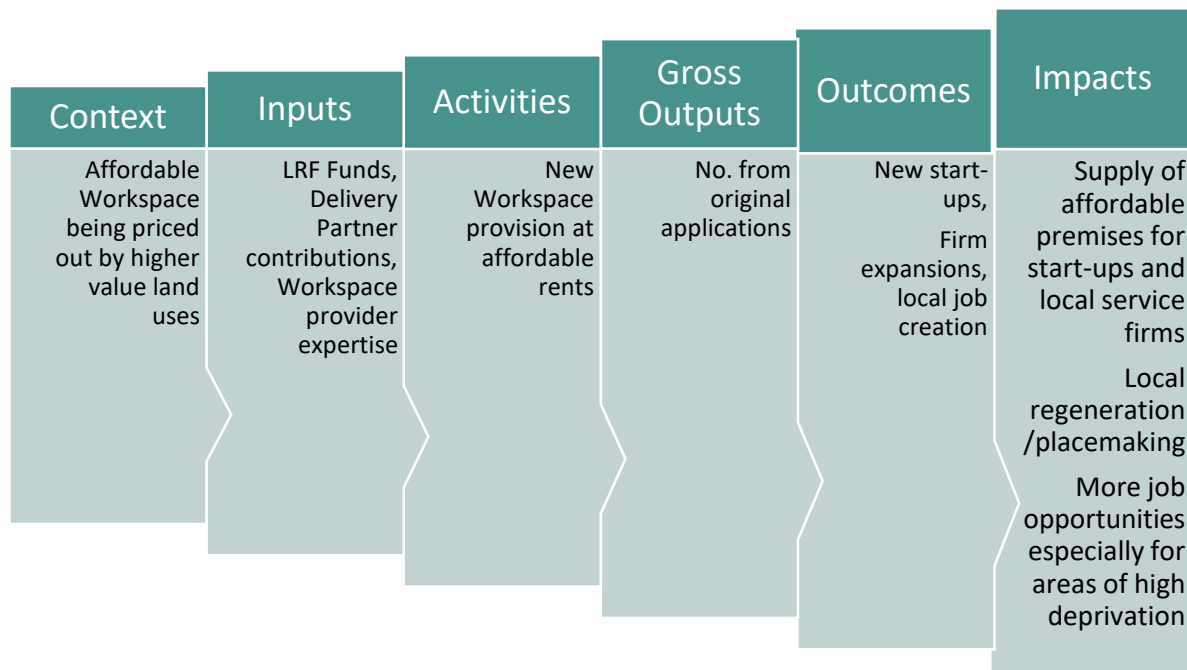
- Low Threshold Enterprise Space (LTES) provides opportunities for growth – the growth firms of tomorrow need space that provides the opportunities for start-ups
- LTES supports servicing of the wider economy – larger, more productive enterprises are dependent on a supply chain of businesses to service them
- LTES servicing the local economy – occupiers inject income into the local economy through local multiplier effects
- LTES adding value locally and regenerative benefits – injecting employment and income into otherwise deprived neighbourhoods

Theory of Change

The market failure for LTES is based on that of positive externalities – i.e. the market undervalues this space in the wider context of the economy. Diversity of employment space; availability of employment space; opportunities for growth at cheap rents; sustainability etc. all these are potential positive externalities of LTES. The risk is that the continued loss of this space will result in an overall adverse impact on the economy including the higher value uses currently squeezing out this type of space.

Our understanding of the logic model for the London Regeneration Fund programme is summarised in Figure 2.1 below.

Figure 2.1 Logic Model



In the counterfactual case without intervention there would be a combination of one or more of the following outcomes

- Fewer new start-ups would be formed
- Businesses would be prevented from growing for lack of premises to expand into
- There is a chain effect where businesses occupy sub-optimal premises and displace other more marginal businesses
- Businesses relocate or form outside of London
- BAME businesses are disproportionately impacted
- All the above have employment impacts for London's workforce

We then designed an evaluation framework to test this logic model.

Stages of the Evaluation

The evaluation framework was designed around a set of key questions for different stages of the evaluation that formed the focus for the research tasks. These key questions were:

- Were the right projects selected?
- Does the product delivery represent value for money?
- What type of workspace has been provided?
- What are the programme achievements?
- Who are the beneficiary occupiers?
- What is the additionality of the programme?
- What are the overall costs and benefits of the programme?
- Are there any wider economic benefits that need to be taken into account?
- What are the key lessons to be applied?

2.4 Research Tasks

There were five principal research tasks undertaken to answer the evaluation questions. These are summarised below. The major source of material for this evaluation came from the interviews with the Delivery Partners and Workspace Operators.

Interviews

We carried out in depth on-line interviews GLA project team officers, Delivery Partners and Workspace Operators. Interviews were scheduled in advance, typically of a 45-minute duration and followed a set of topic guides designed to address the evaluation questions.

Interviews were conducted with:

- Six Project officers at the GLA responsible for the programme.
- 15 Delivery Partners.
- 14 Workspace Operators.

In five cases the Delivery Partner and the Workspace Operators were the same party.

Economic context and baseline data

We analysed indicators of economic activity and property market indicators at the local level from the beginning of the programme period to the latest available information. This was both for local areas where projects were funded and wider reference areas.

Given the scale of the projects, it became clear that it was unlikely any significant inferences could be drawn from this contextual data. But the analysis illustrates the prevailing economic context in which the programme was operating, and the implications of this for the programme. This helped to form a view on the reference case (i.e., what would have happened anyway), including a specific review of the workspace context in London which also assisted in the development of the topic guides and survey questions and the production of this report.

Collation and analysis of programme monitoring data

Information on the intended and achieved impacts is available from the original project scoring database used by the GLA, the signed grant agreements for the projects that were supported, and the project closure forms. There was a complete set of project information from the scoring database and the grant agreements, but there were only 13 available project closure forms.

We collated and analysed the output data from the project closure forms and compared this with the original programme application outputs data.

As part of the interviews, we have been made aware of additional achieved outputs beyond the project closure date. Whilst this has broadened our understanding of the projects and their performance, it has not been the purpose of this evaluation to try and collect further monitoring data.

Business Survey

We carried out a short on-line survey of beneficiary SMEs to gain insights into the impact of the intervention and to help assess the project's additionality. The survey was distributed through workspace operators, where those workspace operators were willing to do so.

We adopted this approach as many workspace operators were willing to pass on the survey but were not willing to provide contact details of their occupiers to enable us to undertake a telephone survey.

The Business Survey included questions on:

- Business activities.
- Awareness of premises and reasons for locating there.
- Impact on access to markets.
- Impacts on turnover, profit, employment.

A copy of the Questionnaire is included at Appendix 4. A total of 26 completed questionnaires were returned.

More in-depth follow up telephone interviews were undertaken with respondents who had indicated a willingness to participate. Four such interviews were completed providing further qualitative insight into the programme.

Case Studies

We undertook more in-depth case studies of six of the projects. Four are written case studies which can be found in a separate case study appendix. Two of these were ethnographic video case studies. The case studies can be found here. [Insert hyperlink](#)

The case studies provide further qualitative and narrative insight into how the projects developed, the activities they undertook and lessons learned that can be applied for future programmes.

3 Project Activities

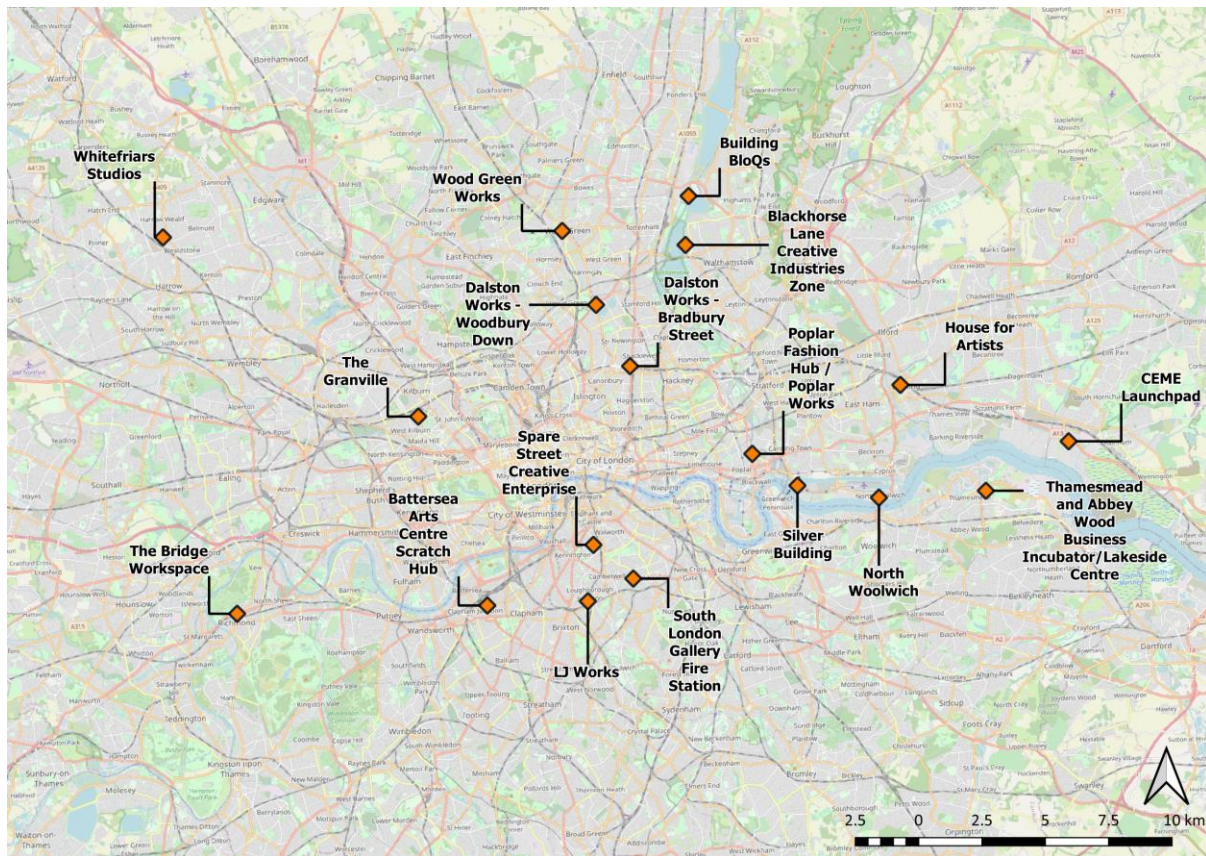
3.1 Project Summaries

A total of 16 LRF Funded workspace projects have been developed with one, North Woolwich still remaining to be delivered. Wood Green Works has closed as a project and is no longer providing workspace. This leaves a total of 15 live projects.

A further five projects were initially due to be funded under LRF but in the event did not proceed. These were: Annerley Town Hall, Beddington, Bow Packing Works, Hackney Wick and West Ealing. Additionally, there were three non-workspace projects funded under LRF - Erith Town Centre, Romford Market Place and Uxbridge Town Centre. These were non-workspace projects funded under LRF and do not form part of this evaluation.

The locations of the projects are displayed in Figure 3.1. Dalston Works is one LRF project operating from two different locations.

Figure 3.1 LRF Funded Workspace Projects



The projects are summarised in Table 3.1 overleaf.

Table 3.1 Project Summaries

Project	Delivery Partner	Workspace Operator	Project Summary	LRF Funding
Battersea Arts Centre Scratch Hub	Battersea Arts Centre	Battersea Arts Centre	Refurbishment of old town hall to create a co-working space for creative businesses, including start-ups.	£538,000
Switchboard Studios	LB Waltham Forest	LB Waltham Forest	Refit of building in Blackhorse Lane Creative Industry Zone for creative industry use. Affordable studios and event space, with vision to work closely with local residents.	£332,387
The Bridge Workspace		Richmond and Hillcroft Adult and Community College	The project transforms the annex to a 1970s Magistrates Court in the town centre to accommodate flexible affordable shared and individual office space.	£331,500
Building BloQs	LB Enfield	Building BloQs	Former VOSA building transformed into open workshops for makers and artist studios with shared manufacturing equipment and services including outreach and training.	£1,350,000
CEME Launchpad	LB Havering	CEME	Business Accelerator offering smaller offices and coworking space on affordable, flexible terms for Manufacturing, Engineering and Technology (MET) sector start-up and early-stage businesses.	£270,000
Dalston Works - Bradbury Streey	Hackney Co-Operative Development	Hackney Co-Operative Development	Refurbishment of an existing affordable workspace building (Bradbury St) to create extra floorspace and a new series of meeting spaces to animate Gillett Square. In addition, the fit out of an affordable workspace unit in the Woodberry Down development at Manor House.	£1,024,950
Dalston Works - Woodbury Down				

The Granville	LB Brent	South Kilburn Trust	Innovative workspace / community scheme aimed at serving both the local community and businesses. Includes a mix of creative workspaces, including a radio station and recording studio, and dedicated self-contained office suites.	£749,058
House for Artists	LB Barking & Dagenham	Create London	12 two bed apartments at 65-80% of local market rent allocated to artists with a new artist's hub and workshop at ground floor.	£250,000
LJ Works	LB Lambeth	Meanwhile Space	Combination of a new workspace building for studios and workshops/food production, and re-use of railway arches. Project included development of a design for a dismountable work unit for railway arches to provide good quality meanwhile space, as well as improved access to public transport for local community.	£1,644,388
North Woolwich	LB Newham		Project did not proceed as originally proposed and revised project in development	£362,995
Poplar Fashion Hub /Poplar Works	Poplar HARCA	The Trampery	Poplar HARCA with the University of the Arts London: London College of Fashion. Fashion-led workspace ecosystem. Vacant garages will be converted into incubation space for 70 fashion design and tech SMEs,	£1,779,250
Silver Building	The Mill Co Project	The Mill Co Project	Re-use of Carlsberg-Tetley Building to fit out the existing building as flexible, creative workspace.	£459,145
South London Gallery Fire Station	South London Gallery	South London Gallery	Refurbishment of listed derelict building to create a new art space over four floors with a gallery and exhibition space, artist studio, education studio and archive space. It is an annexe to South London Gallery's (SLG) main base.	£600,000
Spare Street Creative Enterprise	Hotel Elephant	Hotel Elephant	Affordable workspace for creative entrepreneurs across five newly refurbished railway arches providing graduate incubator and accelerator space for growing SMEs.	£86,900

Lakeside Centre	Peabody	Bow Arts	Refurbishment and fit out of vacant building and to provide affordable workspaces for artists, plus café, kitchen and nursery. Project also delivers complementary public realm improvements, planting and new green space around Coralline.	£1,000,000
Whitefriars Studios and Wealdstone Square	LB Harrow	ACAVA	Combined project to provide creative meanwhile studios in the ground floor of the Whitefriars building; and development of a new town centre public square for arts and community events.	£660,000* <i>(* workspace portion of LRF fund)</i>
Wood Green Works	LB Haringey		Re-use of office space for Meanwhile use. Project now closed	£280,000

3.2 Project Rationale

While the rationale for the projects varies, there are some common themes. Many of the projects respond to a combination of need and opportunity:

- Need – lack of appropriately sized or affordably priced workspace in the locale, as well as broader need for physical regeneration and address pockets of deprivation.
- Opportunity - availability of suitable premises or land. Generally, this was already in the public sector, but in some cases (e.g. Whitefriars) it has become available as affordable workspace through a planning obligation.

In some cases, there has also been the opportunity for existing relationships between workspace providers and delivery partners to be productively extended through these LRF funded schemes (e.g. South Kilburn Trust). One of the delivery partners emphasised that it was important that the workspace provider and the project objectives were identified first, with the premises then chosen to fit these rather than the other way around.

In addition, many of the projects have been part of the delivery of wider regeneration initiatives (e.g. the London Riverside Opportunity Area, or more local masterplanning such as at Loughborough Junction).

Common themes include:

- Catering for artists or creative businesses and, to a lesser extent, technology and other businesses
- Community focussed
- Affordable flexible space for micro businesses and start-ups

The over-arching objective was to increase the provision of affordable workspace for local businesses. There seems to be widespread recognition amongst local authority policy makers of the need to provide affordable workspace. This is reflected in the current London Plan. However, we do not think any of these projects were underpinned by specific evidence of market failure in the provision of workspace. Nor did we see specific evidence of why certain sectors or activities should be given preferential treatment or are more deserving of being provided with subsidised space.

The GLA has a Workspace Advisory Group (WAG) which is an advisory body to the Deputy Mayor and the London Economic Action Partnership (LEAP). Members represent the views of workspace providers, users and developers as a sector and act as a conduit between the wider sector and the Mayor and the LEAP. However, there was no link between this group and the development of the LRF programme.

3.3 Types of Occupiers

Many of the occupiers are within the creative sector although there are also workspace projects in other sectors (such as manufacturing and technology in Meridian Water and CEME London Riverside respectively). In some circumstances there are gateway criteria reinforcing this specialism although there are other projects such as the Bridge which is open to a wider variety of sectors.

The intended occupiers follow the project rationale in being targeted at the creatives sector and provision of incubation space for new start-ups. There is no record of occupier firms available through monitoring data and in a number of cases there will have been no occupiers at the point of the project closure and in some cases still no occupiers at present.

Table 3.2 illustrates examples of the range of types of occupiers drawing on responses from the business survey.

Table 3.2 Example Activities of Occupiers of LRF Funded Workspace

Admin Office	IT managed services
Art	Locksmith
Brand strategy	Media publishing
Celebration Cake maker	Office support
Charity	Public Arts
Consultants	Public relations
Cooperative Actors Agency	Radio Station
ecommerce space	Software Development
Music production	Travelling Cinema
IT Consulting	Visual Artist

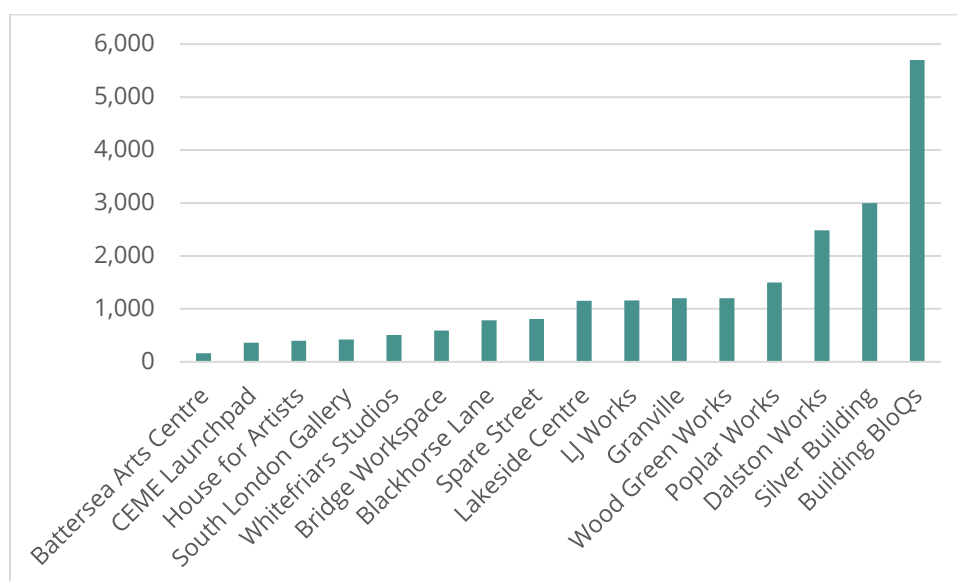
Nine of the 15 projects specifically target the creative sector, one of which is explicitly focussed on fashion. One other project noted they had originally targeted the creative sector but, in the event, had provided for SMEs in general, partly due to loss of studio space when the project was scaled down. Some of the focus on the creative sector reflected historic creative firms in earlier affordable workspace being moved into new LRF affordable workspace (e.g. South Kilburn Hub).

Three of these nine projects are specifically focussed on providing artist's space.

For the LRF workspace projects with current occupiers it appears at this stage as though the premises have been taken by the target occupier market. This appears to be mainly achieved through targeting and marketing although some have gateway criteria, for example, CEME Launchpad where only occupiers engaged in the technology sector are accepted in order to realise the cluster benefits.

Around half the projects are providing for small and micro businesses generally rather than targeting specific sectors. Figure 3.2 shows the overall size of space provided by each project.

Figure 3.2 Commercial Floorspace by Project (sq m)



Interviewees also reported that the occupiers were primarily drawn from their local market. Again, none of the projects appear to be strictly excluding non-local businesses but encourage local small and micro businesses by providing the space attractive to such occupiers and marketing it directly at local businesses. Some providers have stated that they seek to avoid subsidising competition to other local businesses.

Occupiers are predominantly micro-businesses and, in many cases, sole traders. Many are low margin businesses who might struggle to afford to occupy more traditional commercial premises.

3.4 Business and Community Support Activities

Business Support Activities

Business support formed an integral part of all the projects. In many cases this formed part of the matched funding for the LRF project.

In nearly all cases business support continues to form part of the workspace offer even post-LRF funding. The types of business activities include courses, 1-1 support, help in developing the business side of a creative business, masterclasses, and peer networking events.

For many workspace operators they see provision of business support as part of their business model. This is usually provided within the rent/service charge fee rather than as additional charge to occupiers. Some of the business support such as sector briefings are used by workspace providers as soft marketing tools to build relationships with other potential tenants.

Some business would have welcomed further support however, one commented that, *“We had a business advisor when I first moved there, but lately we haven't had any advice. For someone like me it would have really helped to have a business advisor to help, rather than depending on outside people to help.”*

And results from our business survey suggests business support may not be that widespread. 27% of respondents reported that they received some form of business support as part of their occupancy terms and 73% reported they did not. For those that received support the most common form was business planning (43%).

Community Engagement Activities

Community engagement or events also form part of the offer for many projects. In many cases the extent of this engagement activity has been hampered by covid-19 restrictions which came into effect just as many of the projects were getting up and running.

In many cases the workspace projects provided new community facilities in areas where such facilities were in short supply. The buildings themselves provide facilities to host community events but there are also new levels of interaction generated between occupier businesses and the local community.

Examples of such events include organised events such as cultural exhibitions around creative tenants, school tours for STEM subjects, festival events, community entrepreneur support activities etc.

The benefits of these activities are discussed further in section 9. It is not clear, however, the extent to which these community events and engagement activities form part of the core LRF programme and how the value of these activities is measured.

The LRF prospectus focusses on workspace provision although there is a passing mention of cultural events in the suggested outputs and outcomes, and the project scoring used by the GLA in determining which projects to fund includes cultural/engagement events. Overall, this suggests in the context of the LRF that these activities are secondary rather than primary impacts.

The delivery partner and workspace provider interviews suggest that in some cases these type of events have a higher priority, either because they are an integral part of the providers' operation or because they are seen as important in delivering other community regeneration benefits/high street footfall etc. In a broader sense they may also be part of the way the workspace provider promotes the revenue earning activities to the potential target markets.

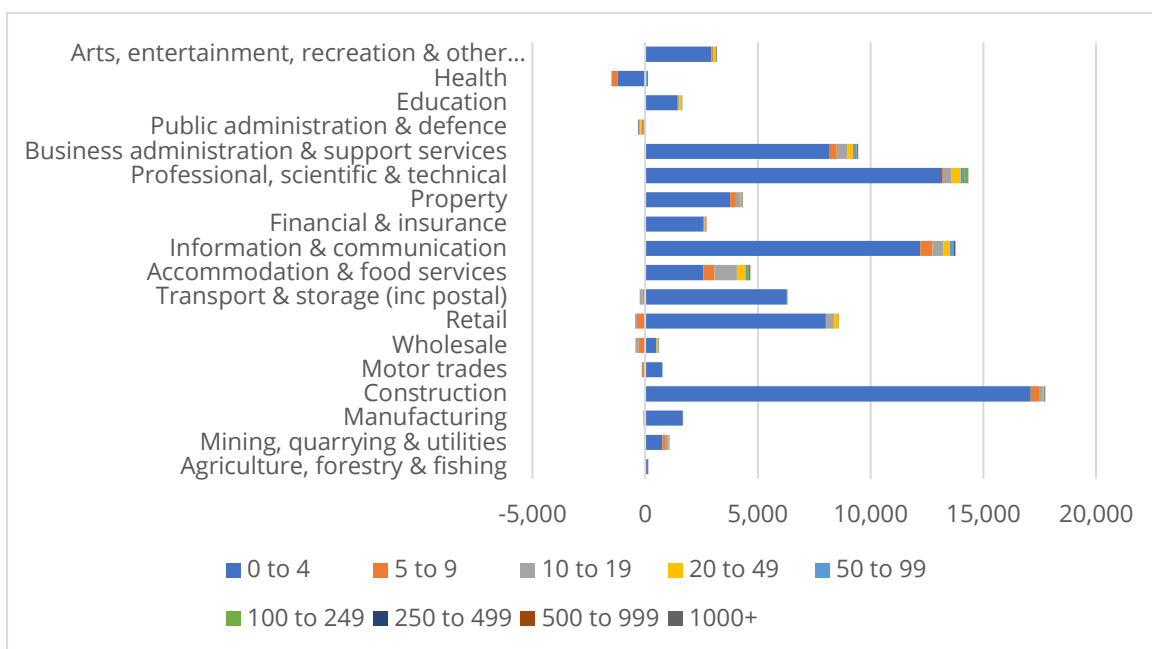
4 Economic Context

4.1 London's Business Profile

The LRF programme is mainly targeted at the provision of workspace units for small businesses, who account for the overwhelming majority of business in London. Across all sectors it is business in the 0-4 employee size band who dominate.

It is also this size-band that has seen the biggest growth. None of this is unique to London. New businesses start-up small and hopefully some will grow to become larger businesses. It is this growth and dynamism that programmes like the LRF are seeking to facilitate by ensuring the provision of affordable space to enable that initial start-up opportunity.

Figure 4.1 Change in Number of Business Units by Size and Sector 2015-20

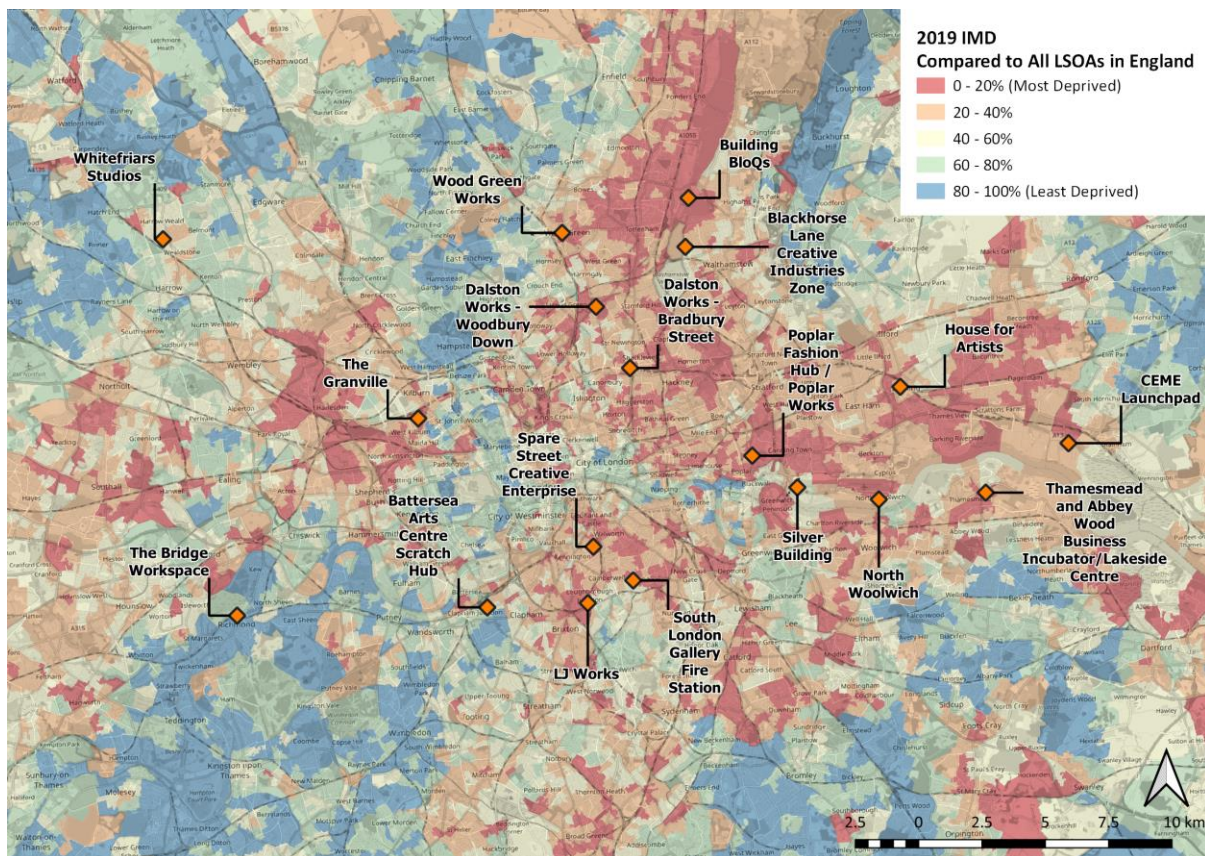


Source: UK Business Counts

4.2 Socio-Economic Context

Figure 4.2 shows the location of projects in terms of the local socio-economic context. The map shows the Index of Multiple Deprivation (IMD), with the areas of highest deprivation being shown in red. Most of the funded projects sit in or close to areas of relatively high deprivation.

Figure 4.2 LRF Workspace Project and Areas of Deprivation



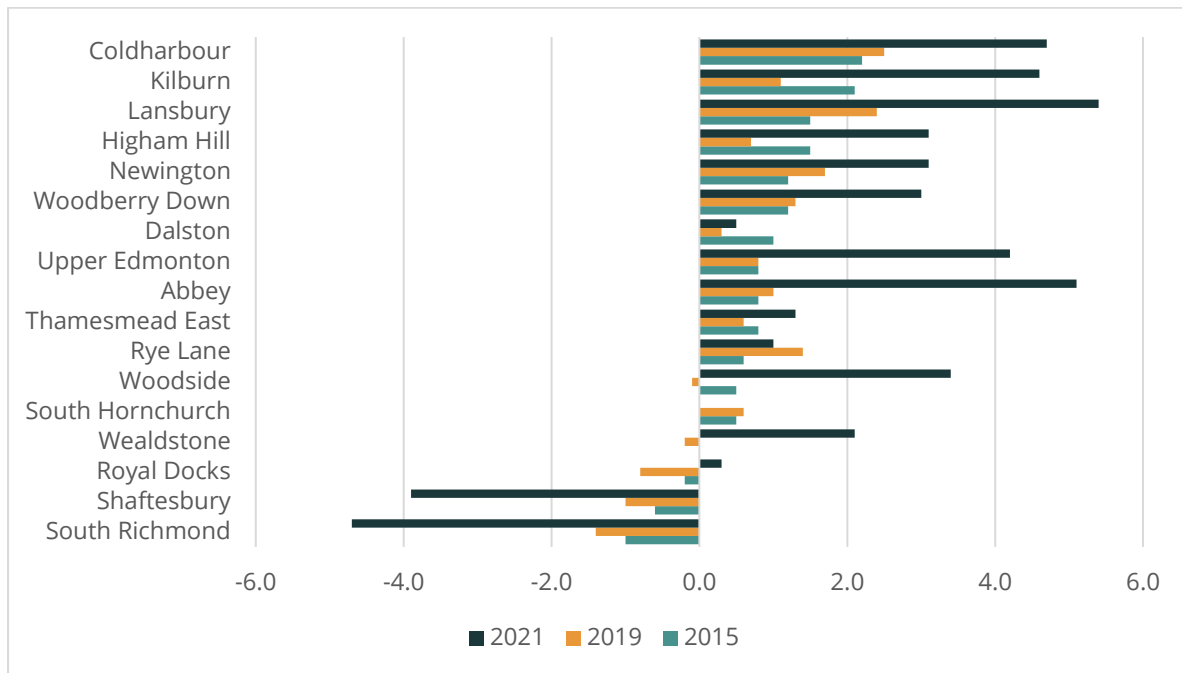
Only The Bridge Workspace in Richmond is in a less deprived local area.

Unemployment

The picture is reinforced by examination of local unemployment data. Using data for the wards in which the projects sit, all but two are in wards where the unemployment rate is above the London average. The exceptions are The Bridge Workspace in South Richmond ward and Battersea Arts Centre in Shaftesbury ward.

Figure 4.3, which shows the differential between the ward and London rates of unemployment, also highlights the stark impact of covid-19 on widening disparities in unemployment across London. Wards that may have had an unemployment rate 1 or 2 percentage points higher than the London average in 2019 have seen that increase to more than 4 percentage points in some cases.

Figure 4.3 Claimant Count Unemployment – Differential between ward rate and London average

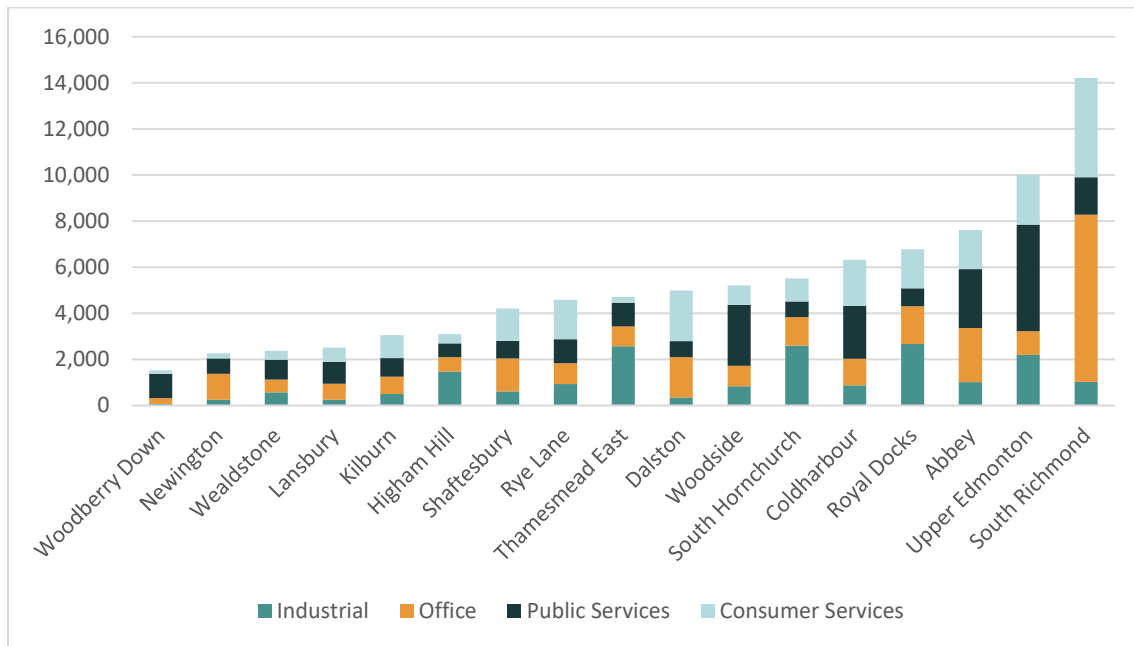


Source: nomis Claimant Count data

Local Employment Profile

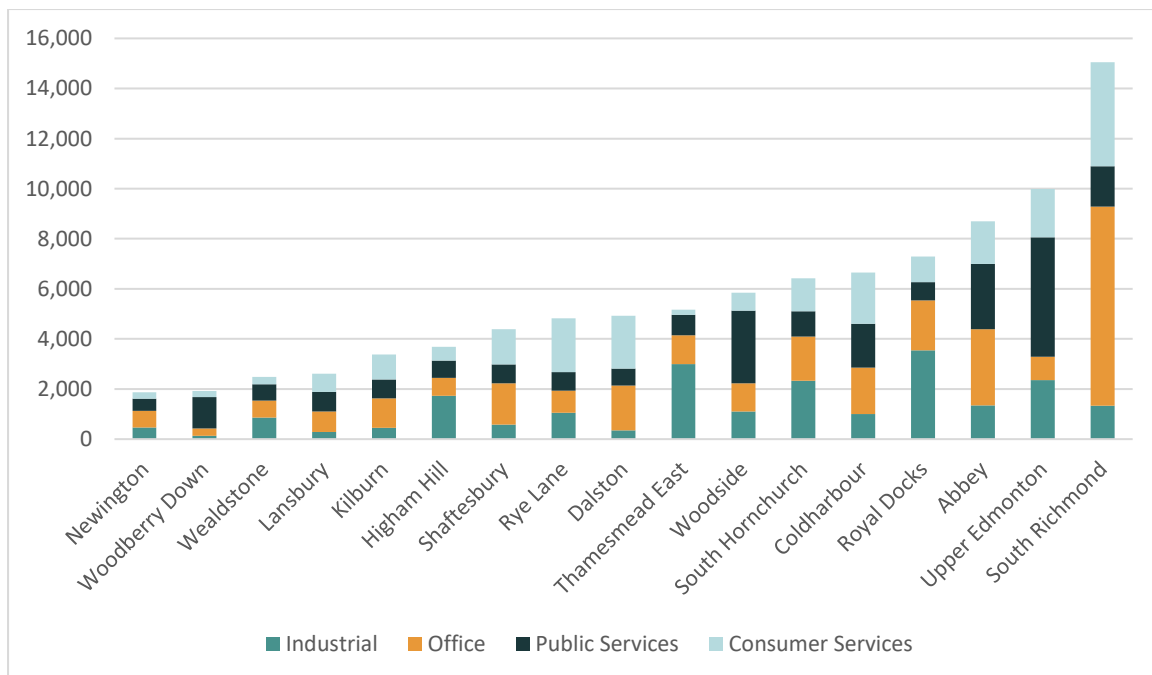
Most of the projects are situated in wards where there are limited numbers of employment opportunities. Figure 4.4 and Figure 4.5 show ward employment levels by broad types of job just prior to LRF and for the latest date of employment available. We cannot discern any significant LRF impact from these datasets, but it helps describe the economic context in which the projects operate. South Richmond with around 14,000 jobs and Upper Edmonton with around 10,000 are the wards with by far the highest number of jobs. In the case of Upper Edmonton public service jobs dominate. For South Richmond it is office type employment.

Figure 4.4 Ward Employment 2015



Source: BRES

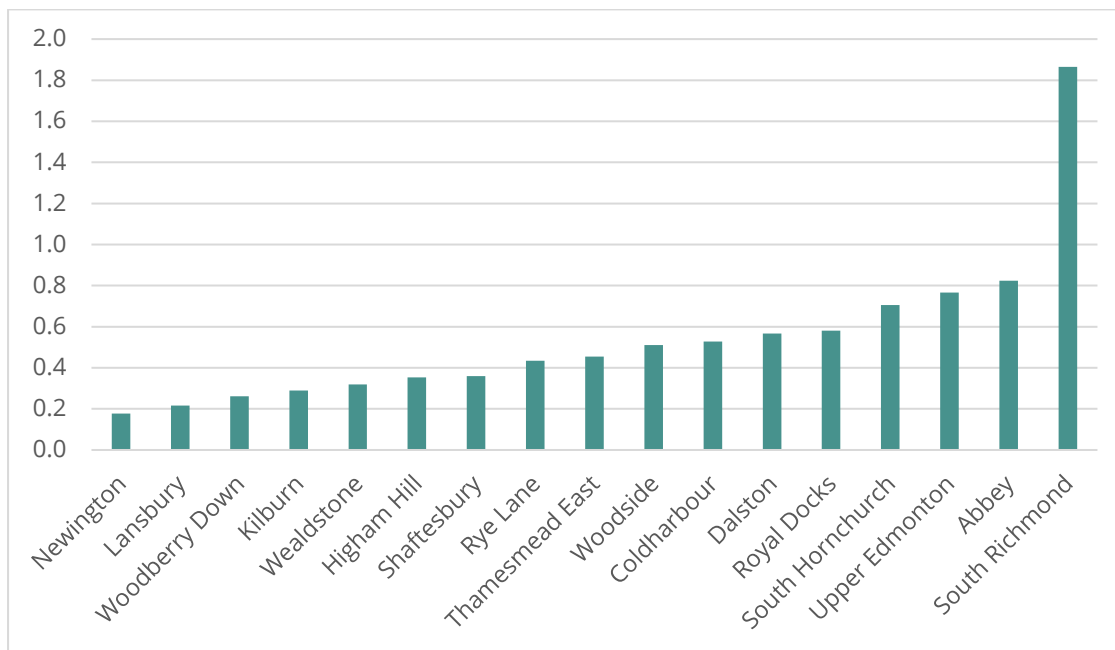
Figure 4.5 Ward Employment 2019



Source: BRES

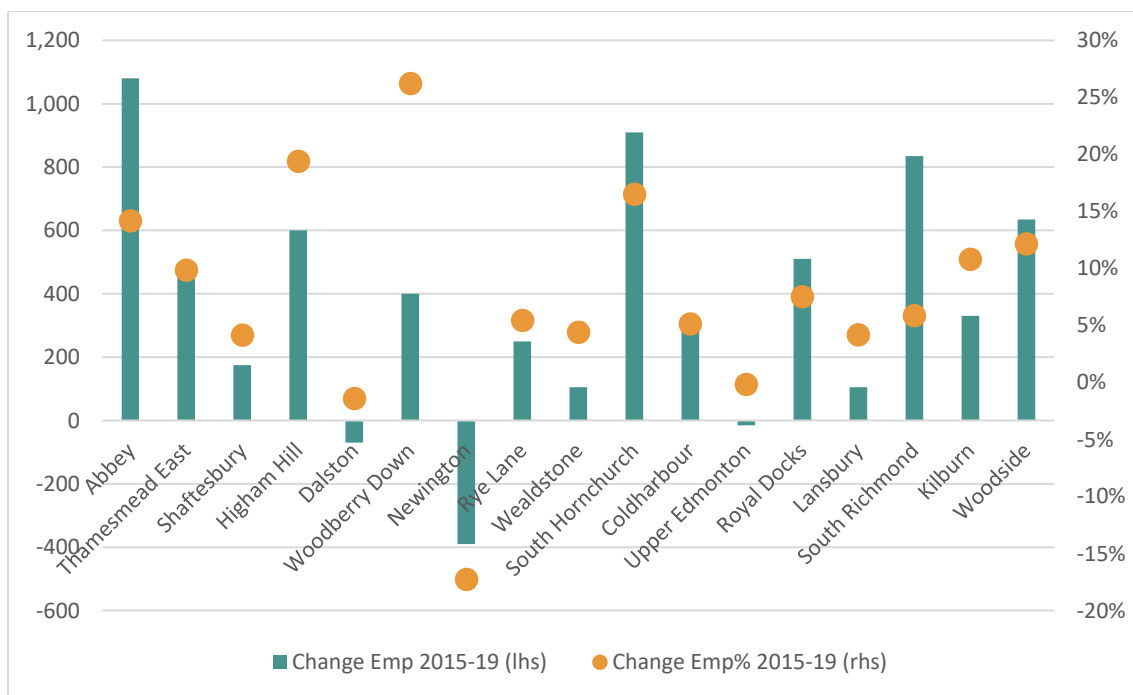
For most of the LRF project locations the number of jobs locally are low relative to the working population. South Richmond has nearly twice as many jobs as working age population. Abbey and Edmonton wards have a jobs density of around 0.8 and South Hornchurch is 0.7. But all other wards have a jobs density ratio below 0.6 and for Newington, Lansbury, Woodberry Down and Kilburn it is below 0.3.

Figure 4.6 Job Density by Ward



Source: BRES/ONS

Figure 4.7 Change in Employment by Ward 2015-19



Source: BRES

Overall employment across these wards increased by 7.0% (6,250 jobs) compared with a 5.7% increase in employment for London as a whole over this period. We do not believe this is a significant difference that can be attributed to the LRF programme, but it does indicate that the LRF projects, at least initially, were operating in growing local economies, suggesting there was likely to be a corresponding growth in demand for commercial floorspace.

4.3 Conclusions

Given the scale of the projects and the outcomes delivered in the timeframe, we would not expect to be able to identify any local economic impacts from analysis of local employment and unemployment data at this stage. If the projects are successful in achieving their longer-term objectives, then these outcomes will change, but that would require long-term monitoring.

The LRF projects have in general been targeted at areas of high deprivation and with limited job opportunities. This should help drive the equity objectives of the programme and provide additional support where it is most needed.

5 Project Delivery

5.1 Project Delivery Process

Application Stage

The majority of consultees we spoke to had no first-hand experience of the application process or initial development stages of their projects. Those who were involved generally commented that they found GLA officers helpful and supportive throughout this process. There were some suggestions that the application detail and complexity were disproportionate to the level of grant.

There were no particular problems reported with the application process itself, although one Delivery Partner commented that the template of how to attribute budgets to milestones was not always linear and that matched funding information is asked for in different ways on different forms. They found that if there were any errors this could be difficult to unpick. However, the same Delivery Partner also stated that they felt the process was good as applicants had to make sure they have coherent arguments with an evidence base; and that the process usefully challenged assumptions.

One Delivery Partner did state that the business support side was a very important component of the project concerned. However, there was not anywhere in the application form to list what the business support programme was going to be, and no requirement to provide details of the programme. Their view was that the GLA did not stress this important aspect enough. More broadly, the interviews with Delivery Partners and Workspace Operators also suggested that there is quite a breadth of activities that might fall under business support, from relatively light touch economic or sector briefings to more in-depth one-to-one support for tenants. Overall, this suggests that business support benefits produced through LRF may be quite varied.

In most cases where the Workspace Operator was not also the Delivery Partner they had limited involvement in the application process, as this was primarily written by the Delivery Partner. A couple of Workspace Operators did note they would have liked to have more of a say in guiding this initial stage of the project.

Cost Overruns

A number of projects reported cost overruns, which in some cases were significantly higher than original estimates. In many cases these were attributed to lack of understanding or knowledge of the development process and how complicated this might be, while other LRF projects had cost overruns/delays as site complications emerged as work commenced. There were also reported issues around design.

Green Book project appraisals require optimism bias to be built into the appraisal and this may be something worth considering for similar programmes.

Two-Stage Application Process

The single stage application process has meant that in some cases projects were not properly planned/costed at the stage partners were committed to delivering them. This has resulted in some overruns and other problems (land owned by someone else etc.). Some projects

commented that more development work was needed to work up the project in detail. This is a lesson that has already been learned with the introduction of a two-stage application process for the Good Growth Fund, which provides for some initial development funding.

A form of 2-stage process effectively happened by default with the LRF programme as five of the initially approved projects did not in the event proceed. They were withdrawn as difficulties were encountered in trying to develop the projects.

It may be useful for applicants to provide an outline budget for the proposed projects as from the information made available to the evaluation team it is not always apparent what proportion of the budget is going to different aspects e.g. workspace provision, business support etc.

5.2 Local Context and Strategy for Place

Wider Regeneration Strategies

A common feature of the projects is that they are part of wider regeneration plans and strategies for their local area. In a number of cases this was linked with the development of a wider cultural strategy for the Borough (for example in Barking & Dagenham and in Southwark) and hence the emphasis on the arts and creative industries sectors.

But wider regeneration aspirations are also applied to other sectors e.g. the CEME project is part of the wider London Riverside opportunity area and the project emphasis is part of the CEME emphasis on technology businesses.

Workspace provision is now seen as an important component of regeneration schemes, probably more than has been the case in the past. One Delivery Partner commented that there was a lot more Workspace now coming forward in new developments and that they want to use the current project as a catalyst for new workspace development and to be strategic about how this is done. Provision of workspace is also more prominent in policy terms as reflected in the London Plan (Policy E2 Providing suitable business space and Policy E3 Affordable workspace).

Physical Regeneration and Re-use of Derelict Assets

Wider regeneration sometimes took the form of physical regeneration. In some instances this involved the re-use of derelict assets. For example, the Poplar Works project was developed on the site of under-used garages.

New and refurbished premises are being used as a visible feature to try and change the image of an area and in turn attract in further investment. The Lakeside project was seen as raising the profile of Thamesmead, drawing inward investment, by using culture to make the place feel exciting.

One of the projects re-using railway arches included negotiating and building the new use of a railway arch to improve the access to the railway station from nearby housing.

Exemplar Projects

A number of projects commented that the LRF funded project had served as an exemplar in demonstrating what could be done. The impact of these exemplars included changing the

attitude of the respective local authority to meanwhile uses and affordable workspace projects, and as a result has facilitated further investment for similar schemes. As noted earlier, the development of a design for a dismountable workspace use of railway arches has the potential for application elsewhere in London.

However, whilst there are cases of exemplars, projects also commented that there was not an obvious process for disseminating the lessons learnt (other than this evaluation and the GLA officers involved). Some projects suggested some wider interaction between past and potential projects in order to share learnings.

5.3 Governance

There are two broad governance models. One is where the Delivery Partner and Workspace Operator are one and the same party. There are six projects where this is the case. The Waltham Forest Creative Enterprise Zone initially had a separate Workspace Operator, but LB Waltham Forest as Delivery Partner found this was not working out as they had expected and so took on that role of Workspace Operator themselves.

In the other model the Delivery Partner (usually the Local Authority), leases the space to the Workspace Operator for a fixed term or enters into a Service Level Agreement (SLA) with the Workspace Operator to deliver an agreed set of outputs.

In one case the Delivery Partner withdrew support for the project after the LRF funding had been agreed, and as a result the Workspace Operator continued with a reduced project without any partner support. However, this appears to be an isolated situation. With this exception, all the Delivery Partners have maintained an ongoing role with the project even post-delivery phase.

5.4 Rents

Rents

The LRF programme is aimed at providing affordable workspace. Most of the projects aim to provide space at below market levels but there is a wide range in the rents that are charged from £12.50 per sq ft to £40 per sq ft, reflecting the different types of workspace offer that are being provided. The lowest rents are for artists' space. The project charging the highest rents, CEME Launchpad, increased its rents at the end of the LRF funded period.

The upper range of rentals are we believe at around market rates for similar types of commercial provision. In other cases the space is deliberately discounted. Hackney Co-operative Development state they operate at 70% of local market rates. One operator said their rents were similar to other Council co-working space but they offered premises of a higher quality.

A number of projects running co-working space operated a subscription model rather than the more traditional rental charges. One operator cited £175 pcm for dedicated desk and £45pcm for hot-desk. There is a range of provision with price points to match and additional charges for meeting rooms and other facilities.

But affordability is not just about price. One of the most important features is flexibility. Business are able to afford the rents if their business is successful but are not in a position to commit to a

long lease in case they hit a downturn. The workspace provided through LRF is generally offered on flexible easy in-easy out terms, reducing the risk of taking on formal workspace and encouraging businesses to grow. This reflects broader structural trends in the market for commercial workspace.

Terms for Businesses

Whilst often intended as incubator space to enable businesses to move on, in practice there are no limits applied to how long firms are able to remain in occupation. One Workspace Operator said they offer a licence for a maximum of 2-years, but that was renewable and hence businesses are not limited in practice.

There is a fundamental point here about what the LRF intervention is intended to address. Potentially what is created is a set of subsidised premises for a small number of occupiers who are fortunate to have got in at the right time. If this is the case and these are not dynamic businesses with the desire and ability grow (and most business do not), then the intended long-term impact will not be realised. (See Figure 2.1 Logic Model). If this turned out to be the case the economic value for money would be quite low. Conversely if it enables the establishment of a few high growth companies, then economic value for money could be high.

Without long-term monitoring of occupier firms, it will not be possible to judge how successful this programme is, and again this would be a key recommendation for this programme in terms of overall impact and addressing the objectives set.

Move On Space

In most cases LRF projects are essentially aimed at providing incubator space. Some projects have formal or informal links for identifying move-on space in the event that firms do grow (e.g. CEME also operates larger STEM workspace elsewhere on the London Riverside campus and the Workspace Operator for Poplar Works also operates the Fish Island village campus, which is intended for more established businesses).

Local Workspace Context

The local workspace context is quite specific to each project. Some reported that there was very little workspace of any kind in their local area (as noted in Chapter 4 these are frequently areas with a low employment base). Others stated that they were offering something that was significantly more affordable than the commercial workspace available locally. One Workspace Operator that offered space at below market rates, said that in doing so they acknowledge that they have the potential to be unfair because the rents are effectively subsidised, and that when letting these spaces to businesses they endeavour to avoid letting to business that are obvious competitors to other local businesses paying full market rents.

Other projects stated they were offering provision in terms of size that was not available locally, as they offered desks or smaller spaces rather than large units.

Other projects reported that they were offering something in terms of quality that was not available locally. In this sense affordability encompasses quality and service rather than just price.

5.5 Business Model

All of the projects aim to be self-sustaining on a revenue basis. Most state they are in this position. But not have all yet attained that status and some require ongoing subsidy.

In some cases community events and other activities require additional funding outside the day to day model of workspace provision. But in many instances business and community support seems in-built as part of the model and is no great cost.

But all of the projects were reliant on grant funding for the capital cost of building. As such they are not viable schemes in the traditional commercial sense. As far as we can tell none of these projects generate sufficient income to pay back any of the capital cost. None of the projects would have been possible without LRF funding.

Many of the LRF funded projects formed an important part of the workspace providers' own business model. Typically, these are not for profit organisations with broad social and regeneration objectives, and LRF has assisted develop capacity and skills which have the potential for longer term benefits.

6 Outputs

6.1 Context

Following the launch of the LRF prospectus in 2015, 69 funding applications were received by the GLA with a total request of £58.6m. A cross departmental team of GLA officers in a Task and Finish Group used a summary of the bidding projects and their planned outputs to inform the assessment of potential schemes, as part of a wider process, taking into account accordance with the prospectus themes and criteria such as deliverability and value for money. This process resulted in the decision to fund 24 projects to the total of £19.44m.

This summary of the bidding projects and their planned outputs has been made available to the evaluation team and it has been used as the basis for comparing the targets and achieved outputs as noted in the project closure forms:

- Four of the 24 intended projects did not proceed², leaving a final total of 20 projects. Three of these were not workspace projects. Therefore, this assessment of impacts focuses on the 17 workspace projects that were funded³. These 17 projects received a total of £11.7m in LRF funding.
- Of the 17 funded projects, closure forms reporting targets and achieved outputs were received from 14 projects. One project has subsequently closed and one has yet to be delivered, leaving a total of 15 'live' workspace projects.
- Some of the closure forms included outputs that were not on the original Task and Finish Group summary. These have been added into this assessment. Some of the schemes have target and actual outputs that are fit within other categories used in the original Task and Finish Group summary and the categories have therefore been expanded to encompass this. For instance, bringing railway arches into use is included within "Buildings or shopfronts improved"; and research studies and documents are within the Strategy/SPD documents category.

It is important to note that this outputs summary is only a partial view of the projects as not all the outcomes sought in the prospectus are captured in this summary (e.g. deliverability and value for money).

6.2 Outputs

The outputs spanned the following broad themes:

- Match funding
- Physical changes:
 - Buildings, floorspace or areas improved, with new use
 - Environmental improvements
- Employment
- Businesses supported
- Training and skills development
- Activity and experience – events, footfall, vacancy rates
- Community groups assisted
- Research studies or policy documents produced to facilitate new development or activity

² Anerley Town Hall, Bow Packing Works, Hackney Wick and West Ealing

³ Details including the non-workspace funded projects are set out in Appendix 2

Some of the targets that projects expected to deliver changed between the Task and Finish Group summary and those recorded in the project closure forms. This occurred on a case-by-case basis and reflected the development of more detailed plans as well as changes to budgets in some cases. This means that projects can be measured in terms of original target outputs, revised target outputs and then achieved outputs (although only target outputs are available from those projects that have not submitted a closure form). This detail for all indicators is set out in Appendix 2.

Table 6.1 summarises current outputs from project closure forms and contracted targets for key indicators. It also sets out what is outstanding to be delivered (from date of project closure form) if target outputs are to be achieved⁴.

Table 6.1 Project Targets and Outputs

	Contracted Target	Recorded Outputs	Outstanding
Match funding (£m)	26.5	17.6	8.9
New or improved commercial floorspace (sq m)	22,719	12,269	10,450
Number of buildings improved	29	15	14
Improved public realm (sq m)	15,026	9,610	5,416
Jobs created	1,381	155	1,226
Jobs safeguarded	475	67	408
Construction jobs	77	90	-13
Number of businesses supported	1,651	496	1,155
Number of cultural/engagement events	363	231	132

Source: GLA project data

Targets and Outputs

Outputs as recorded by the project closure forms are significantly below contracted targets across the range of indicators. Or to put it another, there is still a lot for the projects to deliver if they are to achieve their contracted targets.

Some additional outputs will now have been delivered that are not recorded in the project closure forms. This may be because projects were delayed in their delivery. We know that more commercial floorspace has been delivered than appears in the recorded outputs.

Not all projects have closure forms (there were only 14 project closure forms out of 17), though for North Woolwich the project has still to be delivered. The three projects without closure forms account for £2m of the £11.7m LRF funding for workspace projects.

⁴ The output numbers in Table 6.1 are based on project returns and the number of projects reporting may vary from measure to measure. The number of projects for each measure is set out in Appendix 2.

It is not clear whether the prime responsibility for generating the closure forms lay with the projects or the GLA project officers. There appear to have been no consistent trigger points at which project closure forms were submitted, though the form guidance states, *'After project delivery stage is complete'*. The project closure forms themselves are undated. One project at least (South Kilburn) is planning to complete a second closure form in the near future to capture the operational impacts (the first closure form just captured the capital expenditure).

The shortfall between targets and outputs, or outstanding outputs to be delivered, is greater for those indicators towards the latter stages of the process, such as jobs and business support, rather than the earlier stages, such as match funding and new commercial floorspace. This suggests a number of the outputs are lagged and more will be delivered than is currently recorded.

The commentary in the project closure forms also suggests that projects are likely to continue to deliver outputs after the closure form date and in the context of the project development the question is whether this reflects the appropriate date for recording outputs. Whilst there is value in taking stock of achievements across the portfolio of projects at a snapshot in time, it also suggests that there is a role for some longitudinal evaluation over an extended timeframe to better reflect the pattern of output delivery and outcomes.

The patchy availability of closure forms at different stages of project completion means that the information available to the GLA is neither a snapshot of all projects at a moment in time (irrespective of progress), nor a record of significant milestones for projects e.g. completion of capital project.

Output Assessment

The contracted targets set for the grant agreements are in many cases different from those at the stage at which projects were selected for funding. There is evolution as projects are being developed and refined. But there is a question whether projects were selected on the basis of over-ambitious targets. We have no evidence that this was the case for this round of the LRF, but greater scrutiny of project targets at selection stage may be beneficial.

The diverse spread of outputs makes comparisons difficult. Clearly supporting the right projects is more important than ease of monitoring but if the monitoring is not seen to be effective then justifying the GLA expenditure to third parties could make demonstrating accountability difficult. It may be worth the GLA making an overt decision about this trade off.

Looking at the project descriptions it seems likely that some projects are producing outputs that are not included in their targets, but that other projects have included e.g. involvement of community/voluntary groups included in The Bridge Workspace targets but not in LJ Works; or construction jobs not included in Battersea Arts Centre; vacant floorspace re-used for CEME or Lakeside Centre building improved.

There is a mixed picture in terms of meeting original targets. Generally, the direct outputs have been met (sq m of workspace etc.) but indirect impacts vary more. Delays are not uncommon

and this has had an impact on some activity within the LRF funded projects and Covid-19 has muddied the picture as well.

One project commented that, *“Over the course of a medium to long term project like this one there should be a mid-term opportunity to review and if necessary amend targets. While there has been some adjustment (hours of business support) this has been due to c-19 and really this should be built into the programme anyway. Linked to this there is an issue in that where the same business comes back for further business support this doesn't count against GLA targets - yet arguably it is legitimate and may be the right way to foster enterprise.”* This view was echoed by some of the other projects, which felt that change was inevitable in these sorts of initiatives and that the process should normalise accommodating change, rather than by exception.

6.3 Monitoring

The project closure forms do not capture the full benefits of the programme. This is because:

1. Not all projects have submitted closure forms.
2. Some projects had not opened, or only recently opened, at time of submission of project closure forms.
3. The impact of Covid-19 restrictions has suppressed some of the benefits in the short-term.
4. Even with the Covid-19 effect, some benefits would have run beyond the project closure period.

There is likely to have been some optimism bias in drawing up output targets, both in terms of the overall levels of outputs and also the timescale in which they could be achieved.

But in order to know how successful projects of this nature have been, there is a need to build in more long-term monitoring data. This need not be anything that is onerous for the projects but the type of management information that workspace operators would be collecting in any event. Two key such pieces of information would be rents (or charges) and occupancy or vacancy date.

Whilst other data may be desirable this would at least provide data on the extent to which it remains 'affordable' and the extent to which it is in demand.

In some case some ongoing monitoring is continuing through Service Level Agreements but this is not collated at a programme level.

Some projects noted they would have welcomed the opportunity to provide further monitoring data in order to demonstrate how they were meeting or exceeding their targets. But by contrast, there were also questions about whether it would be best just to focus on monitoring the directly funded activity (e.g. the capital project) and rely on the logic chain to deliver the rest of the impacts. This would avoid significant project and GLA resources dedicated to generating and then assessing data that may not be that useful.

7 Impacts

7.1 Business Impacts

To gain insights into the impact of the intervention and to help assess project additionality we carried out a short on-line survey of beneficiary SMEs. The survey was distributed through workspace operators, where those workspace operators were willing to do so.

We adopted this approach as many workspace operators were willing to pass on the survey but were not willing to provide contact details of their occupiers to enable us to undertake a telephone survey.

A total of 26 completed questionnaires were returned. A copy of the survey questionnaire is set out in Appendix 4.

The survey revealed a wide range of activities amongst occupier firms. These included: visual artist; media publishing and content creation; charity; radio station; locksmith; and many more. Indeed the range of activities seemed broader than we might have expected from the sectoral focus of the projects.

Firms were overwhelmingly micro businesses. For 46% of respondents they were the sole employee. 35% of firms employed between 2-4; 8% between 5-9; 4% between 10-19; and 8% between 20-49.

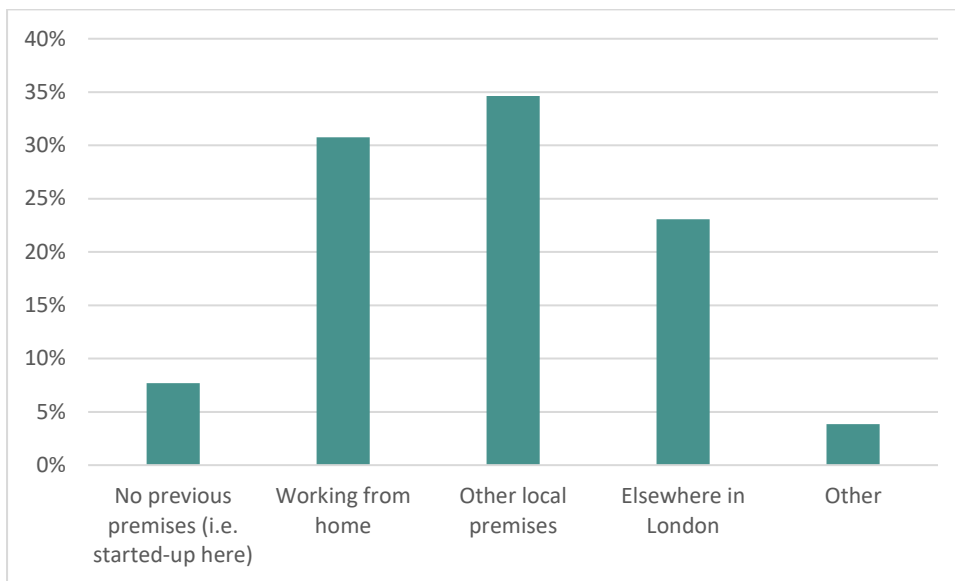
Many of these firms were quite well established. Whilst 12% had been formed within the last 12 months and 23% had been going between 1-2 years, more than half of firms were over 6 years old and 19% had been in existence for more than 20 years.

Most of the firms had been operating from their current premises for less than 2 years as we would expect, though 8% said they had been operating from their current premises for more than 6 years.

8% of respondents said they were start-ups, with a further 31% previously operating from home. The largest single category (35%) had previously been occupying other local premises with 23% coming from premises elsewhere in London.

All these features underline the role of LRF funding in the context of the wider workspace market. Such firms can find it difficult to meet the terms offered elsewhere.

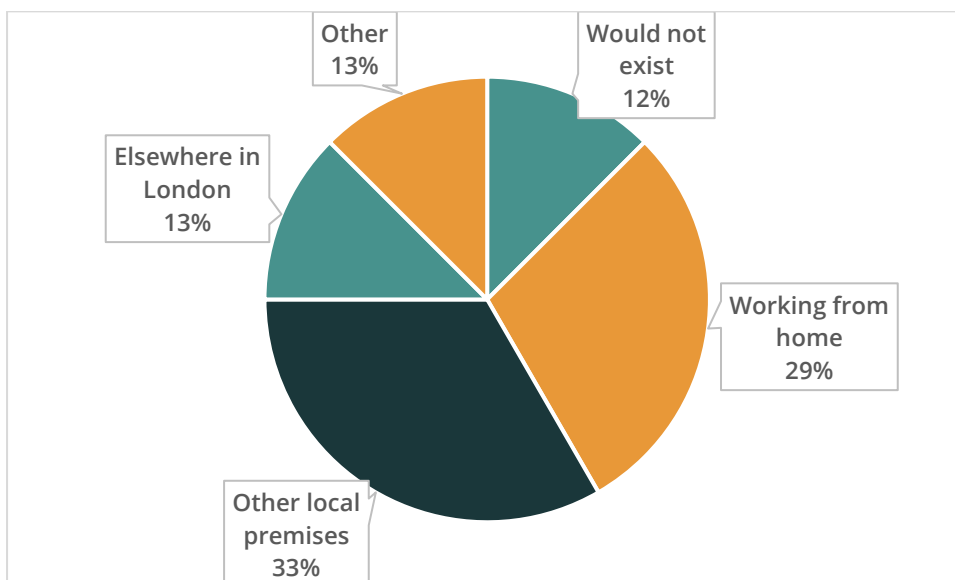
Figure 7.1 - Where were you before?



The principal reasons cited as to why firms had taken up these premises were: location close to owner’s home (38%); suitability of premises (38%); cost (35%)⁵.

When asked where they would be if they hadn’t moved to these premises 12% said they would not exist, 29% said they would be working from home and 33% said they would be in other local premises.

Figure 7.2- If you hadn’t moved here, where would you have moved to?



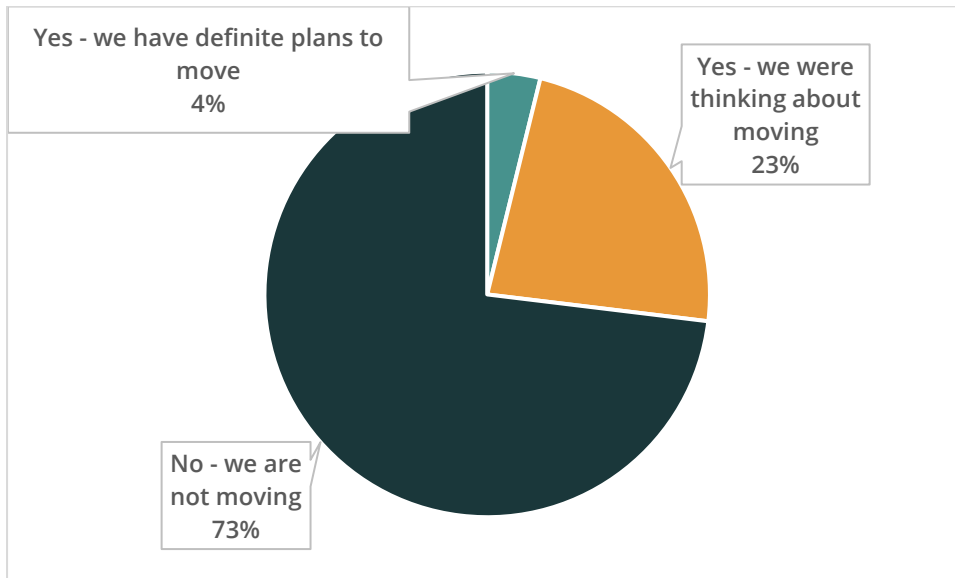
Occupiers seem content with the suitability of their current premises, 35% reporting that they were very good - they meet all our needs, and 65% that they were fairly good - they meet most of our needs.

⁵ Respondents were allowed to nominate up to three reasons.

38% anticipated that they would require more space over the next 12 months, with just 4% reporting they would require less space. 58% expected their needs to remain the same.

But only 4% had plans to move in the next three years with a further 23% saying they were thinking about it. 73% said they would not be moving in the next three years. This suggests existing occupiers will be predominant users of space and not much will be freed up.

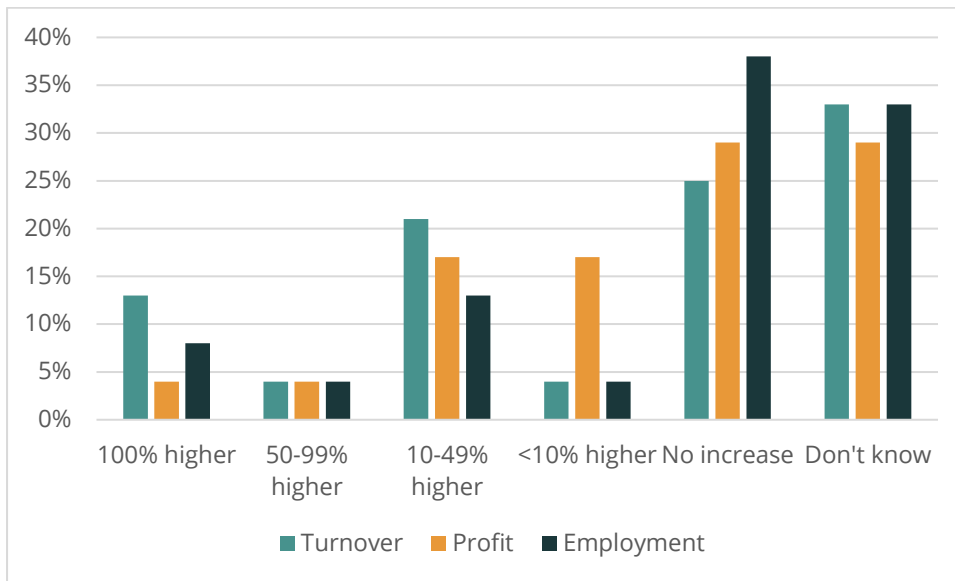
Figure 7.3 - Are you planning on moving premises in the next 3 years?



63% of respondents said their turnover had increased a lot or a bit since moving to their current premises; 50% reported profits had increased a lot or a bit and 46% said employment had increased a lot or a bit.

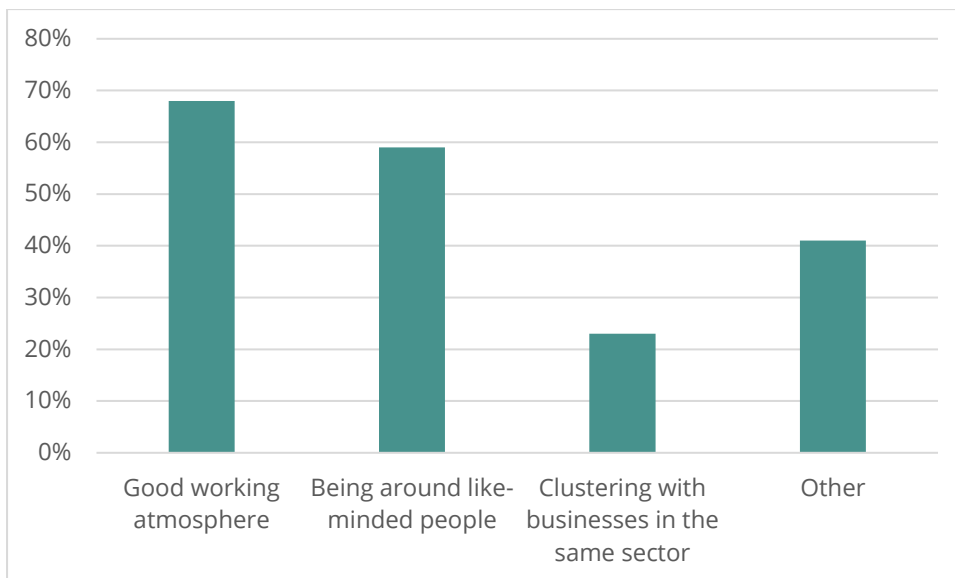
42% reported that turnover was higher as a result of moving to their current premises compared with what it would have been otherwise. The same percentage reported that profits were higher. A lower proportion, 29%, reported that employment was higher as a result of moving to their current premises compared with what it would have been otherwise. Around a third did not know.

Figure 7.4 - What do you think has been the impact of your business of moving to these premises compared with how it would have been otherwise?



85% of respondents reported that the characteristics of the workspace brought benefits to their business, while 15% said they did not. Of those that reported benefits the most common were: good working atmosphere (68%); and being around like-minded people (59%).

Figure 7.5 - What type of characteristics of the workspace are a benefit to you?



Cluster benefits potentially bring real economic impacts and for some businesses collaboration is a regular part of their activities.

“Of course, all the time, sometimes it's not contractual, it's more about exchange of ideas or projects that we build together that finally happen or not, depending on their feasibility, but all the time, of course, it's like the essence of our work, collaborating and sharing.”

But for others the opportunities to collaborate are not there.

“It’s something I would love to do, but the businesses are so different”

7.2 Wider Regeneration Linkages

In terms of strategic fit all the projects are well linked into the wider local policy agenda.

In a number of cases Boroughs are seeking to develop their cultural and creative economies and the LRF projects act as a visible presence of that. For example, LB Barking & Dagenham are developing a cultural strategy and provision of workspace for artists is considered an important component of that. By providing live/work space, the House for Artists helps anchor artists in the area, and also contributes to the Barking Town Centre Strategy.

In Thamesmead the Lakeside is considered the first and key cultural anchor. It links with the Thamesmead plan which has culture and heritage as one of the five goals. The artists at the Lakeside are seen as raising the profile of Thamesmead, drawing inward investment, using culture to make the place feel exciting. At the other end, they are working with local people to create culture with them and develop a sense of community ownership. This is seen as contributing to the wider regeneration process.

The Switchboard Studios are seen as having been the basis for wider cultural regeneration in the Blackhorse Lane area of Waltham Forest. Our consultees considered that the project was the impetus for the Council developing a formal creative strategy.

In the case of Dalston Works, Hackney Co-operative Development (HCD) and the London Borough of Hackney work closely together to deliver the Council’s regeneration objectives for the area outlined in the new Dalston Plan. This includes commitment to affordable workspace, and at a placemaking level, recognition of the role of HCD in animating Gillett Square (adjacent to their Bradbury Street building) and developing provision in Woodbury Down to provide jobs, business and community space for the new community being developed there.

Spare Street Creative Enterprise also report that they work closely with the culture and regeneration teams at Southwark Council. They note they provide a lot of ‘free consultancy’ to Councils and businesses setting up similar projects.

The artist workspace in the Whitefriars building is considered by the Delivery Partner to be important in changing the perception of Harrow as a location for the creative industries.

For Meridian Water, the project has a place making role and along with other new facilities it helps redefine the new neighbourhood. Indirectly, this is considered to facilitate the promotion of development parcels and the saleability of new dwellings. It also helps change the perception of how industrial space in the area is used, away from scaffolding and car repairs to a more interesting and creative location.

7.3 Community Benefits

Ethos of organisations

The majority of the projects have a specific focus on engaging with the local community. In many cases this is built into the approach of the Delivery Partner and Workspace Operator.

Examples include Battersea Arts Centre with the Scratch Hub, Hackney Co-operative Development with Dalston Works, Peabody and Bow Arts with the Lakeside Centre and South London Gallery with the Old Fire Station.

This has meant a built-in focus on supporting local business, encouraging new businesses, supporting disadvantaged groups, and in a wider sense a commitment to building networks within the local community. South London Gallery produced a full report outlining benefits of Old Fire Station project⁶, which include restoring an historic building, providing employment training and volunteering opportunities and supporting diversity.

Hackney Co-operative Development deliver a wide range of social and community benefits. Their aims are to prioritise disadvantaged groups and provide a lot of business support.

Members tend to have community ethos, more open to being involved in community projects, also making connections between members, they work together creating added value in addition to economic benefits of using local businesses.

As a caveat we should note that these conclusions have been drawn largely from our interviews with stakeholders involved with the projects. We have not undertaken any research with local community stakeholders to assess their perceptions of these benefits and how much they are valued.

Benefits of art for local community

Given the focus of a number of projects on providing space for arts related businesses and how this fits with wider cultural strategies it is worth considering the community benefits delivered by supporting local artists and makers. According to a number of our interviewees these were variously noted as:

- *There have been benefits delivered to local communities by bringing in new cultural spaces, events and activities.*
- *Artists bring real benefits to the area personally and professionally. Some are interested in regeneration, public spaces, their professional practice will bring improvement/research.*
- *Retaining artists in area, with social, community and economic benefits. Ground floor space will host community events.*
- *Art has a valuable role to offer in the community, particularly for those on the edge, not just about making art, it's about the community engagement.*
- *Project has resulted in an influx of artists. Artists bring community benefits as they get involved- Bow Arts have aimed to recruit artists who are 'active citizens'. Longer term vision is to support local food and beverage businesses to partner with the cafe, use the high-grade kitchen that has been installed.*

⁶ South London Gallery: The Impact of Renovating the Former Peckham Road Fire Station

- *Artists bring economic benefits particularly through local spend.*

One approach being pursued after the LRF funded artists workspace is developed is to tie creative occupiers into providing assistance with local cultural events, as part of the 'bargain' in benefitting from affordable workspace.

Improvements to public realm.

Many of the projects also contribute to regeneration of the public realm. For example, the Spare Street development has resulted in an improvement in the public space. There is now 24-hour footfall in the area, making the spaces safer.

In the case of the South London Gallery Fire Station, the Gallery describes how *"10 years ago the stretch from Pechkam to Camberwell was a dead space, their work has contributed to the regeneration of the area. The fire station was previously derelict, now has a forecourt with tables, has created another public space."*

The development of new public realm at Wealdstone Square was an integral part of the LRF project; and the opening up of a railway arch at Loughborough Junction to provide access to the station has provided physical community benefits.

There are examples of physical regeneration of under-used sites improving the local area. Poplar Works is one such example, where a new frontage has been created on the site of derelict and under-used garages.

In terms of the wider workspace market, the benefits of art and improvements to public realm described above are part of the additionality of LRF funded projects.

New facilities

The projects have also delivered new community facilities in terms of space that can be used. Most projects have some of form of space that is open for local use, such as cafes, or provide space that can be let for local events.

7.4 Perceived Benefits

A consistent benefit has been the workspace provider (often a small not for profit organisation) has seen benefits to their business model through their inclusion in the LRF-funded workspace project. This has resulted in capacity building and organisational resilience.

:

- The LRF project has often been one of the first affordable workspace they have been involved in
- Some boroughs have gone on to fund other projects and/or dedicate budgets for affordable workspace
- The experience has enabled some boroughs to make available other surplus premises for affordable workspace
- Some boroughs have produced affordable workspace strategies following their involvement in LRF

These changes have the potential to result in longer term impacts post LRF.

Another repeatedly mentioned benefit has been the changed attitude of the Borough concerned to providing affordable workspace. In some cases, the LRF has delivered projects that assist other regeneration initiatives and have delivered investment and enterprise/community benefits to areas with high levels of deprivation. Where there has been public realm delivered as part of LRF it is reported that some private sector investment has been catalysed.

8 Value for Money

8.1 Development Costs

There are two principal metrics to assess in terms of value for money: whether the project was cost efficient in terms of what it bought and whether it was cost effective in terms of what it achieved.

For the purposes of this value for money analysis we have based our assessment on the data from the Project Closure forms. This data is incomplete and does not capture the full outputs from the projects. But it is our understanding that the Project Closure forms should form the basis on which the LRF programme is assessed, and subsequent data provided can be used to further inform the question of value for money.

In terms of what it bought, the major part of the programme funding was used to develop new commercial premises, either as new build or more commonly as renovation and re-purposing of an existing building. In doing so the LRF leveraged in a high proportion of match funding. The 17 funded LRF workspace projects that form the basis of this evaluation received LRF funding of £11.7m and leveraged in match funding of at least £20.8m⁷, a leverage ratio of 1.8:1. Most of this match funding is, however, other public sector funding from local authorities and hence the overall private sector leverage ratio is much lower. Much of the remaining match funding comes from quasi-public sector bodies such as Housing Associations⁸.

The overall cost of the programme including match funding was £32.3m. It delivered 11,759 sq m of new commercial floorspace, according to project closure forms. 21,444 sq m is due to be delivered in total and we know most of this has now been built or is near completion. However, the £32.3m includes both capital and ongoing revenue expenditure and we do not know the split between the two. Hence, we do not know the capital cost per sq m of floorspace delivered. Further it is clear that commercial floorspace were not the only outputs that LRF programme funding was purchasing.

This is one of the problems with trying to assess the value for money of the LRF programme. It is not entirely clear exactly what the LRF was buying. Each project had a basket of outputs, but as noted in Chapter 6 on Outputs, these were not consistently monitored nor measured. Neither do we have the detailed breakdown of finances to allocate costs against different outputs. In addition, there are wider regeneration and community outcomes though it is not clear there are mechanisms in place to measure these.

From the interviews with stakeholders it is clear there were cost overruns on some projects. These costs were picked up by the Delivery Partners, so did not impact directly on the LRF funding. The cost overruns seemed to partly result from poor cost control, but mainly from the cost of the project being under-estimated at the outset. However, the projects were not designed with the objective of delivering the lowest cost workspace and due to their wider regeneration

⁷ Based on data from Project Closure forms, some of which are not available

⁸ In November 2017 Housing Associations were reclassified from public to private sector bodies.

and placemaking roles, projects were designed to a relatively high specification and absorbed costs of renovation and addressing dereliction.

As noted previously we do not think any of these projects were underpinned by specific evidence of market failure in the provision of workspace. Nor have we seen specific evidence of why certain sectors or activities should be given preferential treatment or are more deserving of being provided with subsidised space.

8.2 Cost per Job

If the number of jobs created reached the targets set out in the project proposals, then the gross cost per job would be £23,300 (or £8,400 based on just the LRF funding). CLG research found an average public sector cost per net additional job for industrial and commercial property interventions of £32,312 (in 2009/10 prices equivalent to £36,680 in 2019/20 prices)⁹. So even if the targets were to be met the level of additionality would be critical in establishing value for money.

However, at this stage we have no way of knowing whether the projects will achieve their target outputs and there is no data available on the number of jobs created to date. Unless subsequent monitoring data is gathered from the projects this question can never be answered.

Using data from the Project Closure forms the gross cost per job was £209,000, which is a relatively high figure even before making adjustments for additionality. Even based on just LRF funding the gross cost per job was £75,000.

Additionality

There is no deadweight associated with the programme as these projects would not have been delivered without LRF funding. However, a high proportion of activity appears to be displacement from elsewhere in the locality. From the business survey 35% had previously been occupying other local premises with 23% coming from premises elsewhere in London.

Limited data from the business survey suggests, in the short term at least, that levels of additionality are low in employment terms. Most of these businesses already existed and most would have operated out of some form of alternative accommodation if these premises had not been provided. From the business survey only 8% of respondents said they were start-ups.

However, in many cases the alternative accommodation would have been working from home (31% in the business survey), which may limit opportunities for growth and development. 42% of respondents stated turnover and profits were higher than they would have been in the counterfactual alternative and 29% stated employment was higher.

If it makes businesses more profitable and viable then there will be long term economic benefits and some of the public sector cost of the intervention will be offset in the form of higher tax

⁹ Valuing the Benefits of Regeneration: Economics paper 7: Volume I - Final Report – CLG (2010)

receipts. But we are not in a position, at this point in time, to be able to form a judgment on the extent to which this may occur.

The design of the workspace with a sectoral focus may also enhance growth potential. There are proven economic benefits to firms from clustering with like-minded firms through technology transfer, access to markets and supply chains. A couple of quotes from occupiers help illustrate this.

"I needed a place to go to other than my home. I wanted to have a different mindset and headspace, have a destination to go to. It's also beneficial to have my company address here. It makes us seem like a "proper" company and it also fits with our "creative" services."

and

"I strongly believe that my profit/employment etc would have risen greatly after getting my space at the Granville, however COVID came along so profit has not increased of course. Having this space has been invaluable to me anyway and this kind of affordable workspace should be a resource available in every community."

9 Key Lessons

9.1 Overview

In broad terms the LRF programme has been successful – it has funded a diverse set of projects with some common themes (affordable workspace for different sectors distributed across London; plus associated business support etc.). Generally, the projects have delivered the physical outputs or something close to them, although some of the indirect impacts have yet to occur. There would be benefits in some longer-term monitoring to capture these impacts and understand when in a project lifecycle they might accrue.

The GLA's involvement has generally been welcomed, and without LRF most of the projects would not have taken place. The flexibility shown by the GLA in renegotiating targets due to changed circumstances has also been welcomed.

The process of managing the information about what projects were expected to deliver and then capturing what they deliver has some inconsistencies. This has the potential to compromise the accountability that the GLA may be expected to demonstrate and addressing this issue would reduce organisational risk. Linked to this, the range of target indicators reflects the breadth of projects supported but there is some inconsistency about how these are applied between projects.

One thing that is clear, is that almost none of these projects would have been delivered without LRF Funding. In the context of the wider London workspace market, the LRF funding addresses a failure to deliver space which small and low margin businesses can afford to occupy. The LRF overcomes the capital cost issue of building.

9.2 Good practice

Whilst this evaluation provides an opportunity for learning and sharing good practice, projects would benefit from sharing good practice as lessons are learned. Establishing some network or forum to help disseminating good practice between projects would help. For example, the LJ Works project has developed a design for simple to construct reusable structures to enable meanwhile use of railway arches that could be rolled out across London; as well as the experience of engaging with Network Rail/ArchCo.

The GLA role has also demonstrated good practice:

- It is reported that GLA staff have provided useful technical inputs to support some projects.
- In circumstances where match funding has been withdrawn, the GLA originally agreed support has continued, allowing the project to proceed.
- The renegotiation of output targets with the GLA in response to project problems/Covid-19 has been welcomed although there is a view that a review of targets should be undertaken as a mid-term step anyway.

In many cases the projects supported are able to operate without on-going revenue support although this is not universal (e.g. the South Kilburn Trust uses the Borough match funding as revenue support).

In some cases where the capital projects are complex, Delivery Partners report that the availability of specialist project management skills and experience (whether in house or contracted in) has enabled projects to make better progress.

9.3 Key Lessons

Project Development

From feedback from the stakeholders, most of the key lessons as far as they were concerned revolved around the project development phase.

"There were a lot of stakeholders involved, which created difficulties at build stage due to lack of clear governance."

"Important not just to have a gentlemen's agreement, need to put everything in writing, need to be dry processes in place to ensure that the vision will last."

"Matchmaking' organisations for a project not a good idea."

"Contractual arrangement too complex at the start."

"More development work needed on project prior to bid."

"Add 25% time and budget when planning capital project."

"Do soft market testing at the beginning of the process."

"Didn't understand the complexities of dealing with a huge organisation like TfL."

"Don't do design work before agreement signed."

"Initial planning needs to be as accurate as possible."

"Engagement with users very important."

"The main difficulty was the complexity of the contractual arrangement set up at the beginning."

"Design too architect led without due consideration of uses and users."

A lot of the issues boil down to under-estimating the work required for the development process. In part these comments reflect the lack of experience of the project partners in developing capital projects of this type and complexity.

The introduction of a 2-stage bidding process for the subsequent Good Growth Fund is applying some of the early lessons from the LRF.

Further support could perhaps be provided from within the GLA or its partner organisations to help bidders develop their proposals and guide them through the development phase.

It might be the case that the form of construction project contract needs to be addressed. For example, use of a certain type of construction contract or an approach to selecting contracts. This should help provide more certainty than seems to have been the case from the evidence.

Having the workspace operator is involved at the design and delivery stage will help ensure the workspace functions well and meets market demand.

Definition of Funding Objectives

We think that programmes of this type would benefit from greater clarity as to what it is the Fund is buying. By not being overly prescriptive the LRF has enabled a range of different types of projects to be delivered. This flexibility of approach is to be welcomed. But whilst the overarching aim is provision of affordable workspace each project has multiple outputs, and it is difficult to measure success or value for money.

Our sense from assessing these projects is that they generally *'seem to be good projects'*. They certainly score highly in terms of policy fit. But we are lacking evidence to assess the economic value of these projects or to say that they represent value for money.

Target Beneficiaries

The number of beneficiary firms from the LRF programme is inevitably very small in terms of the size of London's business population. Therefore, it is important that due weight is given to ensuring the beneficiary business are selected to maximise the programme objectives, This may be in terms of:

- Growth and dynamism – enabling businesses that will drive future growth
- Equality and diversity – providing opportunities for under-represented and disadvantaged businesses
- Cluster, catalytic or supply chain benefits – supporting those businesses whose activity will benefit the wider London economy

LRF has funded a diversity of workspace projects for different types of occupiers. This has avoided the pitfalls described in Appendix 3 where general s106 affordable workspace can focus on provision for a narrow set of 'quiet and tidy' creative businesses.

We think that a more rigorous approach to identifying and targeting the ultimate project beneficiaries would generate greater economic benefits.

If the workspace is to function as incubation space for new and dynamic businesses then time limits should be set on length of time a business can remain in occupation in order to free up space for new occupiers.

Monitoring

We believe that on-going monitoring data is vital for programmes of this type. Without it you cannot assess whether they have been successful or effective in achieving their objectives. By the nature of the logic model set out at Figure 2.1 there will be many years' time lag between initial

project development and final impacts. Long term monitoring is necessary to provide the evidence to measure the effectiveness of the programme.

9.4 Recommendations

In summary the key recommendations from this evaluation to inform future programmes of a similar nature are as follows:

1. **Build in time in the bidding process to work up initial proposals** – such as in the two-stage bidding process used for the Good Growth Fund (see Section 5.1)
2. **Critical appraisal of project bids to mitigate optimism in both development and outputs** – to ensure project selection is not based on overly ambitious bids (see Section 5.1)
3. **Professional assistance with commercial contracts for development** – to provide greater certainty in areas where projects have limited commercial experience (see Section 5.1)
4. **Engage workspace operators at early stage of development proposals** – to ensure workspace delivered meets market needs (see Section 5.1)
5. **More strategic approach to targeting beneficiary occupiers** – to ensure the impacts and effectiveness of the programme are maximised (see Section 9.3)
6. **Time limit lease occupation to allow for churn or apply social contract obligations to lease** – to avoid creating subsidised space for a small number of advantaged businesses (see Section 5.4 and 7.1)
7. **Establish networking mechanism to enable transfer of learning between projects** – to disseminate learning and good practice as soon as possible (see Section 9.2)
8. **Greater transparency on how the funding relates to the different outputs to check value for money** – to better understand the cost of each of the outputs the fund is buying (see Section 6.2 and 8.1)
9. **Ongoing reporting of key management indicators such as rents and occupancy levels** – to monitor that the programme is delivering its intended outcomes (see Section 5.4)
10. **Longitudinal monitoring of project outputs to measure effectiveness of fund** – to know whether or not the programme was successful in meeting its objectives (see Section 6.3)

Appendix 1

LRF Projects as Originally Approved

Note: Many projects changed from how they were originally approved

Place/Project: **Dalston Works** Applicant: **Bootstrap Company** LRF: **£1,024,950**
match: **£3,090,000**

Dalston Works is a partnership between Bootstrap Company and Hackney Cooperative Developments CIC. The project will focus on Bunker House, a new build 6 storey development with two floors for anchor tenants, two for managed workspace and two for community projects and youth services. Proposals will greatly increase the combined floor area of the two organisations and, given that residential values continue to rise in this area, the business model locks in provision of low threshold enterprise space and the increased revenue expands the scale of outreach, skills and training delivered annually.

Place/Project: **Loughborough Junction** Applicant: **LB Lambeth** LRF: **£1,644,388**
match: **£1,681,241**

This workspace project by LB Lambeth, in partnership with Network Rail and Meanwhile Space CIC, will create a new building on a borough-owned site including studio space, makerspace, coworking offices and shared workshops/food production, and horticultural research. The project will also run an "Arch Recycling" competition, to design and build self-contained structures which offer security, insulation and are waterproof to be inserted into arches, which can bring arches into use that would require significant investment, but are not available for enough time to warrant a significant outlay for their refurbishment.

Place/Project: **Poplar** Applicant: **Poplar HARCA** LRF: **£1,779,250** match: **£2,130,456**

Poplar HARCA with the London College of Fashion/Centre for Fashion Enterprise, UAL will bring forward a fashion-led workspace ecosystem. 81 vacant garages (in Poplar HARCA ownership) will be converted into a 2,000m² hub managed by the Trampery. The site is secure for at least 7 years, with the intention to move into a secure home in the Alisa Street redevelopment. The hub will comprise of; a garment manufacturing unit (270m²), incubation space for 70 fashion design and tech SMEs (400m²), affordable, commercial workspace (590m²), makery workspace (240m²), public facing events/market space (500m²), additional 'Open Poplar' move-on space. The proposals will contribute to the Mayor's East London Fashion Cluster ambition, the local outreach of facilities at Olympicopolis and the employment strategy for the Poplar Riverside Housing Zone.

Place/Project: **Battersea** Applicant: **Battersea Arts Centre** LRF: **£538,000** match: **£1,046,684**

The project is to establish a new high-spec incubator hub for start-up and early-stage creative businesses within Battersea Arts Centre, a multi-purpose arts and theatre venue located in Clapham Junction. The 163m² hub will include; an open studio for flexible working with 34 workspaces; a private office suite for 4 companies with 18 desks and flexible partitions to accommodate businesses growth; a flexible workshop with movable partitions for learning, workshops and ideas sharing, with capacity of up to 80 people; a social space and reception area, communal kitchenette and bathroom facilities, secure lockers, and bike parking facilities.

Each member will be required to offer two hours of their time and skills per month to other hub members and to participants of complementary initiatives.

Place/Project: **Meridian Water Workspace** Applicant: **LB Enfield** LRF: **£1,350,000** match: **£1,350,000**

This project will transform 2 industrial sheds, within the Meridian Water regeneration area, into open workshops for makers and artist studios with shared facilities and services including outreach and training. It addresses space and affordability issues challenging emerging enterprises and arts communities. The project will bring positive impacts to the local economy and surrounding community; intensify employment and transform perceptions of the area, by working with specialist operators to create a regionally significant cluster of makers and creatives at the outset of regeneration process, generating employment and sector growth. The proposal makes medium term provision (5-10 years) but aims to make permanent provision in the redevelopment process.

Place/Project: **Harrow Town Centre** Applicant: **LB Harrow** LRF: **£1,510,000** match: **£1,767,000**

This group of projects focuses on regenerating Wealdstone through the creation of a new business and community infrastructure. The proposal is linked to the future relocation of Harrow Civic Centre to Wealdstone. The first project will intensify workspace usage at Artisan Place for new businesses, by fitting out the old Windsor & Newton offices to create a creative/tech workspace with ground floor cafe/co-working area and 'grow-up' space on upper floors. The second project will deliver a new town square for Wealdstone for events/markets and to reinvigorate business/community partnership. Works will include public realm and shop-front improvements, and establishing a new market. The third project will focus on business survival and growth, including establishing a Wealdstone town team.

Place/Project: **Hackney Wick** Applicant: **Cell Project Space Ltd** LRF: **£75,000** match: **£75,000**

Cell Studios, with support from LB Hackney and LLDC, will provide artists' studios in Hackney Wick through the conversion of the former Carless Institute. The project will create 650m² interim workspace in a currently vacant heritage building into low cost studio space for 5 years specifically for artists relocating from their current premises at 80-84 Wallis Road, where a developer has recently secured permission for a housing development. The proposals fit with the HWFI Neighbourhood Centre SPD around consolidation of employment space and the re-use of important heritage assets.

Place/Project: **Richmond RACC Workspace** Applicant: **LB Richmond Upon Thames** LRF: **£331,500** match: **£331,500**

Richmond is experiencing high levels of permitted development of office to residential, however demand for offices is still strong, and a number of digital and publishing companies such as Ebay, Paypal and Haymarket are based in Richmond. There are related small businesses, home-

workers, and start-ups in these sectors, and an active tech network, but no open workspaces. The project will transform the rear annex to a 1970s Magistrates Court in the town centre, owned by the neighbouring Richmond Adult and Community College (RACC). The main space will accommodate office activities and the ground floor undercroft carpark will be turned over to creative making uses. The project will benefit from having the college next door, with the independence of a separate access.

Place/Project: **Blackhorse Lane** Applicant: **LB Waltham Forest** LRF: **£1,105,952**
match: **£1,105,952**

A council-led proposal to develop the 'Blackhorse Lane Enterprise Zone' which performs an important role in reaching employment targets in the Housing Zone. The project will see 3 buildings and 2,300m² on Blackhorse Lane refit for creative industry use. Affordable studios, co-working space and business resource centre, with improved street forecourt and frontage in Uplands House; shared workshop with private bench space in Lockwood Unit 1; and private workshops, café and yardspace in Lockwood Unit 10. There is commitment for a minimum 4 year project life, with ambition to extend. The project builds on 'Big Creative Education' and Blackhorse Workshop in developing the creative sector, and there is strong evidence of demand for creative-sector workspace in the area.

Place/Project: **Elephant and Castle** Applicant: **Hotel Elephant Ltd** LRF: **£86,900**
match: **£86,900**

The project will provide 812m² of affordable work space for creative entrepreneurs across five newly refurbished railway arches in the Elephant & Castle Opportunity Area. This will provide space for 80–100 users in the form of a graduate incubator and accelerator space for growing SMEs. Long leases have been agreed with Network Rail. The project will fit out the arches to required standards and provide a flexible and adaptable working environment. It will also provide light touch upgrades to the public space in front, a small café, and a programme of exhibitions and events focussed on supporting creative enterprise growth. The project will be delivered by Hotel Elephant who have been providing cultural spaces in the area since 2009.

Place/Project: **London Riverside** Applicant: **CEME** LRF: **£270,000** match: **£283,300**

CEME is a skills, innovation, research and business campus in the London Riverside Opportunity Area, it is also home to ELUTec, (East London University Technical College) which specialises in engineering and design. The project looks to provide a short-term and long-term solution for sustainable start-up and move on space in the area. The project will extend CEME's Innovation Centre by refurbishing the 357m² former nursery in the East Point Building. The Micro Business Accelerator will offer smaller units on affordable, flexible terms for 20 Manufacturing, Engineering and Technology (MET) sector start-up and early stage businesses. The project will also provide intensive business support in the new facilities via 'Oxford Innovation' as Growth Accelerator delivery partner.

Place/Project: **North Woolwich** Applicant: **Create London** LRF: **£362,995** match: **£597,076**

This project will refurbish, reopen and reanimate the Grade II listed Old North Woolwich Station building, and, with the support of Crossrail, develop 3,450m² of adjacent land to create outdoor workspaces for creative enterprises alongside a new community garden open to all. The building will be a new base for the pioneering arts educational social enterprise, Open School East, and will also offer indoor studios and outdoor workspace for artists and creative businesses as well as communal public-facing spaces and a programme of engagement and activity.

Place/Project: **Abbey Wood** Applicant: **Peabody Trust** LRF: **£1,000,000** match: **£1,100,317**

This project will help create an emerging high street in Abbey Wood, a major strategic regeneration area with Crossrail and a Housing Zone leading to over 1,800 new homes delivered in the area from 2019-2024. The project will create an Abbey Wood High Street Incubator campus, using a series of modular units, and deliver complementary public realm improvements, planting and new green space around Coralline. The project will also deliver business advice and guidance, and a monthly curated events programme. The project complements activities at the Thames Innovation Centre which provides move-on space for medium-sized enterprises.

Place/Project: **South Kilburn Enterprise Hub** Applicant: **LB Brent** LRF: **£1,800,000**
match: **£2,159,182**

The project involves the construction, establishment and long term management of an innovative workspace / community scheme, the Enterprise Hub, which is aimed at serving both the local community and businesses by addressing the lack of good quality, small workspace provision in the borough. It will include a mix of creative workspaces, including a business club, and dedicated self-contained office suites available at market and affordable rents, operated by the South Kilburn Trust. A café will be located within the business club space, which can be used by the local community. The project will also include good quality youth space and community areas, run by the South Kilburn Trust and shared by the OK Club, and meeting rooms and community space, which can be booked and used by both the business occupiers and the local people for events and cultural gatherings.

Place/Project: **Camberwell Fire Station** Applicant: **South London Gallery** LRF: **£600,000** match: **£2,399,678**

The project will refurbish Peckham Road Fire Station to bring back the vacant building into public and community use by creating a new contemporary art centre model and annexe to South London Galley's (SLG) main base. The project encompasses SLG's archives which will be made publically accessible and a permanent gallery space on the ground floor, plus a variety of flexible gallery, social and studio spaces on the upper floors, providing learning and creative opportunities throughout the year. An open kitchen and dining room will enable artists, curators and community groups to develop projects around food and culture. Twice a year the building will open up for large scale exhibitions spanning the SLG's main site and Fire Station.

Underpinning the project is an ambition to increase SLG's wider community outreach work through expanded programmes for children and young people, focusing on training, apprentice and volunteering opportunities.

Place/Project: **Barking Town Centre** Applicant: **LB Barking & Dagenham** LRF: **£250,000**
match: **£3,830,000**

LB Barking & Dagenham will develop a Creative Industries Zone in Barking through the provision of functional space with the right facilities for artists. Works at Linton Road will deliver live/work on a vacant site owned by the Council behind the Barking Enterprise Centre, off site construction scheme, delivered within 16 months (including planning) and provide 12 two bed apartments at 65-80% of local market rent prioritised for artists with a new artist's hub and workshop at ground. £250k LRF funding will fit out the creative space, in partnership with Create (Barking's Housing Zone funding will deliver the housing element).

Place/Project: **Royal Docks Silvertown** Applicant: **The Mill Co. Project** LRF:
£459,145 match: **£457,689**

The project will create a local arts hub in the Carlsberg & Tetley Building activating the Victoria Dock and Thameside West area with an array of cultural events. Creative professionals and new enterprises will be supported with priority given to existing local businesses whilst also attracting creative professionals and SMEs. The project would run for 7-10 years with a plan to move established businesses into the long term development by Quintain. The area under the DLR will be developed into a pavilion with seating to create an outdoor area, with improved public realm forging connections to the adjacent and existing Waterfront Studios.

Non Workspace Projects

Place/Project: **Erith** Applicant: **LB Bexley** LRF: **£1,961,600** match: **£1,961,600**

This project supports concerted regeneration efforts in Erith as well as setting a tone for development quality, providing a new mix of town centre uses, training and work opportunities and resolving some of the connectivity issues currently blighting the town, critical at this important stage in Erith's regeneration. The project includes design work for developments and establishing a JV partnership; a training centre with Erith Group and meanwhile uses on Bexley Road; and improving poor connectivity between the river and the station.

Place/Project: **Romford Market Place** Applicant: **LB Havering** LRF: **£1,000,000**
match: **£2,100,000**

Established in 1247, Romford's historic market has been in decline, from 300 regular traders to less than 90. The generic offer targets a dwindling demographic, and is inhibiting the development of the town centre and nearby housing sites. The project will revitalise Romford Market, by attracting and establishing new retail and catering businesses, creating a covered section, installing new stalls and catering facilities, and constructing a featured play and dwell space. In addition they plan to introduce cashless transactions and digital marketing. Businesses will be supported through a visible hub located in the Market Place.

Place/Project: **Uxbridge Town Centre** Applicant: **LB Hillingdon** LRF: **£800,000** match: **£1,295,798**

Uxbridge is a metropolitan centre experiencing growth in new office and retail developments. The project will make improvements and bring activity to the eastern end of the High Street to connect it to new housing and a theatre on the former RAF site, and make it function as an extension of the town centre. Proposals include public realm in front of the Civic Centre, lighting and active frontages for blank areas such as the side of the civic centre on the high street, enhancements to Vine Street in front of a 30s department store, and lighting and sound installations for the roundabout underpasses. Shopfront grants, business support and apprenticeships will be focused on these areas, and opportunities for temporary markets will also be explored.

Projects that did not proceed

Place/Project: **Anerley Town Hall** Applicant: **Crystal Palace CDT** LRF: **£360,000** match: **£360,000**

The project will create workspace in the Anerley Town Hall building, operated by Crystal Palace Community Development Trust who are taking a 40 year lease of the building from Bromley Council. The project will provide small business incubator space, alongside the existing business space provision in the building. The Trust are also entering into an agreement with a nursery provider to co-locate on the site, and the intention is this combination of uses, run by a long standing local community trust, would have a pivotal role in providing business support across the Crystal Palace area. The building is also available for community uses with a current footfall of 40,000 per annum, which is cross-subsidised by the business uses.

Place/Project: **Beddington** Applicant: **LB Sutton** LRF: **£447,000** match: **£489,000**

This project aims to pilot a new approach to working with landowners and businesses through a range of interventions to reconfigure and unlock land for economic activity and intensify industrial areas. The proposal relates to three sites within the Beddington SIL area and focuses on small, flexible units, as these are in demand and suit the size of the identified sites. The project will:

- provide space for, and initiate, small-scale business hub activities including workshop space and open yardspace,
- improve connectivity and accessibility, improve the look and feel, and strengthen the character of the area,
- partner with business and community stakeholders to give business confidence and spur on investment and development

Place/Project: **Bow Packing Works** Applicant: **Mainyard Studios Ltd** LRF: **£400,000**
match: **£400,000**

The Bow Packing works site has been vacant for over 10 years and is now secured on a 20 year lease. Mainyard Studios will refurbish the building for co-working space, artist studios, workshops, event space and bar/restaurant, unlocking 7,600m² of workspace. Mainyard Studios have experience of renovating a derelict building, managing workspace, engaging with local community, and curating a public programme.

Place/Project: **West Ealing** Applicant: **LB Ealing** LRF: **£283,320** match: **£301,790**

This project will create an open workspace of 120m² in West Ealing on the two upper floors of St. James House that can attract and sustain a new ecosystem of start-up, micro and small businesses, particularly those that provide social value. It will accommodate co-working space for homeworkers and possible crèche provision. Support services will be established through UWL, the BID, Catalyst Gateway and Hammersmith, Ealing and West London College. The project will also support the adoption of a borough-wide policy on workspace and explore provision of workspace in housing developments.

2 PROJECTS HELD IN RESERVE

Place/Project: **Wood Green** Applicant: **LB Haringey** LRF: **£500,000** match: **£632,000**

This project builds on local assets such as the Chocolate Factory, Alexandra Palace, and the emerging Green Rooms and Carpark workspace, to provide space for SMEs moving from the city fringe. The project will help test the market and understand how different uses and sectors can thrive. It will combine flexible, affordable workspace, light industrial and makerspaces aimed at artists, creative practitioners and related disciplines in the creative supply chain with interactive showroom and demonstration spaces for the Innovation Hub alongside. Refurbishment and fit out will offer opportunities to test and demonstrate environmentally sustainable construction and carbon reduction technology. The emerging comprehensive spatial and economic framework and planning policy to deliver new residential and employment space over the next 15-20 years will be informed by this work.

Place/Project: **The Livesey, Ledbury Estate** Applicant: **LB Southwark** LRF: **£400,000**
match: **£400,000**

Beneath the three residential towers on the Ledbury Estate in Old Kent Road, a site of currently vacant garages providing 60 car parking bays will be transformed into a centre for making. The Livesey will provide affordable workspace, community facilities including a training kitchen, space for learning and open workshops as well as space for cultural activities and socialising. The proposed programme will accommodate a range of different user groups and address worklessness and the need for training in an area that suffers from high levels of unemployment and low levels of education. The initial capital investment will kick-start the project and the space will become sustainable through the income generated from users and project initiatives. The project involves a range of partner organisations including the Tate, the Eden Project, Ledbury TRA, local businesses and residents. Underpinning the project is an ambition to highlight the

area's industrial heritage and make a precedent for demonstrating how employment and creative uses can be accommodated into the wider regeneration of the Old Kent Road.

Appendix 2

Targets and Outputs

Includes data for all LRF funded projects

Output	Sum of outputs	Count of projects
Match funding		
As recorded in Task and Finish summary	32,731,390	20
Current target	32,189,108	20
Current target for projects with closure forms only	18,886,860	14
Outputs from closure forms	19,880,032	14
New or improved commercial floorspace (sq m)		
As recorded in Task and Finish summary	48,289	19
Current target	25,821	19
Current target for projects with closure forms only	16,411	14
Outputs from closure forms	14,970	13
Improved public realm (sq m)		
As recorded in Task and Finish summary	28,575	13
Current target	27,736	9
Current target for projects with closure forms only	11,576	6
Outputs from closure forms	9,610	4
Number of buildings improved		
As recorded in Task and Finish summary	66	13
Current target	65	14
Current target for projects with closure forms only	22	10
Outputs from closure forms	16	10
Jobs created		
As recorded in Task and Finish summary	2,929	14
Current target	1,395	16
Current target for projects with closure forms only	618	12
Outputs from closure forms	155	9
Jobs safeguarded		
As recorded in Task and Finish summary	811	13
Current target	575	12
Current target for projects with closure forms only	136	8
Outputs from closure forms	67	6
Construction jobs		
As recorded in Task and Finish summary	125	3

Current target	77	4
Current target for projects with closure forms only	77	4
Outputs from closure forms	90	3
Number of businesses supported		
As recorded in Task and Finish summary	1,468	18
Current target	1,825	17
Current target for projects with closure forms only	1,516	11
Outputs from closure forms	496	7
Number of pre-start businesses supported		
As recorded in Task and Finish summary	436	11
Current target	487	10
Current target for projects with closure forms only	430	8
Outputs from closure forms	135	4
Number of businesses supported to improve performance		
As recorded in Task and Finish summary	574	8
Current target	481	5
Current target for projects with closure forms only	1,050	8
Outputs from closure forms	132	2
Number of cultural/engagement events		
As recorded in Task and Finish summary	453	15
Current target	393	13
Current target for projects with closure forms only	263	7
Outputs from closure forms	231	7
Other reported achieved outputs		
Average increase in footfall	1,100	2
Total increase in footfall	144,000	3
Average decrease in vacancy rates	34	2
Total vacant floorspace reused	150	1
Number of town centre strategies/SPDs/plans/studies	13	4
Number of internships/apprenticeships	2	1
Number of business support seminars	106	2
Hours of business support provided	1,816	2
Number of volunteering opportunities	44	1
Number of vacant garages/arches brought into use	2	1

Appendix 3

Affordable Workspace Paper

Affordable Workspace

The provision of subsidised workspace, particularly for small firms, has been an important element of local planning since at least the 1970s. Countless regeneration initiatives and economic development strategies have sought to influence the supply of suitable space through the direct provision of space, financial incentives and partnership schemes with providers. Such strategies have become critically important since the turn of the century as land values have risen sharply and as commercial and residential markets increasingly compete, normally to the former's detriment in terms of supply.

What is affordable space?

The issue of affordable space hinges on whether micro and small businesses are being hindered by the lack of available start-up and move-on premises in terms of affordability. Before proceeding, it is helpful to distinguish two definitions of affordable space. The first is space which the market makes available in the normal course of events, and where the rental levels are affordable for firms. The second definition refers to space which is made available, largely by developers, or through funding by the local authority, where market rents are, in some sense, subsidised.

The first definition typically encompasses 'secondary' or even 'tertiary' space which is older, in poorer condition and under-invested. There is a seemingly insatiable appetite for such space from smaller, lower margin businesses, particularly in the Outer London economy. Pricing for this type of space is emerging as a problem where the supply situation is not eased through the protection of some older stock and the delivery of new space.

Such observations underscore the need to protect older space for possible conversion to modern uses, including hybrid space. Affordability is, to a large degree, a function of availability: prices will rise when supply is low. With increasing competition from the residential sector, coupled with low levels of new supply, accommodation will become less affordable in time.

The second definition is enshrined in the Draft London Plan, which defines affordable workspace as:

Workspace that is provided at rents maintained below the market rate for that space for a specific social, cultural, or economic development purpose. It can be provided directly by a public, charitable or other supporting body; through grant and management arrangements (for example through land trusts); and/or secured in perpetuity or for a period of at least 15 years by planning or other agreements.

The latter part of this definition is important as it goes beyond pure financial considerations, to consider points of sustainability and longevity. The term 'workspace' is defined in the broadest sense, covering the spectrum of workspace typologies from conventional workspaces units to more niche shared spaces (e.g. artist studios, maker spaces, labs and co-working spaces).

The definition is not sector specific and, while most typically viewed from an 'office' perspective, is equally relevant in terms of industrial and retail uses. Within this, there are business types (e.g. start-ups, freelancers and artists) and sectors (e.g. creative and cultural activities) that are

typically understood to be most in need from an affordable workspace perspective; these are typically those which are operating at the margins and are most 'at risk' from the dynamics of London commercial property markets.

There is then the question of 'what is affordable'? This has been interpreted in a wide range of ways, but as a generality, "affordable workspace" means flexible workspace which is let to a workspace manager, and which will allow for occupation by small firms on terms which are:

- substantially below market levels of rents and charges when compared with an equivalent letting of the space and facilities on the open market;
- at a rate comparable with similar facilities available nearby, and
- at rates which mean that occupation is feasible to a large number of small/start-up businesses in the relevant sector(s).

Some boroughs quantify what "substantially below market levels" means. They have, for example, stipulated that it means 10% or 20% below prevailing market rates for comparable property.

One of the contemporary issues is that secondary stock is often situated on employment land which is increasingly less protected from redevelopment. This means that large amounts of stock are being lost on employment land which has traditionally made available a reservoir of affordable workspace for exactly the types of firms which need it the most. In this sense delivery of affordable space means protecting existing stock.

In short, while there is demonstrable demand for affordable space (which is generally expected to continue to rise in the future), there is growing pressure on supply. Rental levels for secondary space do not encourage investment in and maintenance of the existing stock; and there is intense pressure from residential development. Due to the tightening of supply and increasing of rents there is no space surplus to requirements; vacancy rates are low; units tend to be scattered, and much stock is in a poor, and declining, state of repair where rents are unlikely to be sufficient to maintain the premises.

Planning for affordable workspace

Affordable workspace is an integral part of sustainable economic growth and a resilient enterprise economy. London generally has witnessed rising demand for commercial property as well as growing competition between residential and commercial uses. As noted above, this has led a tightening market conditions in parts, especially for secondary space, and to escalating rents. This situation threatens economic growth both for business undertaking 'traditional' activities and those engaged in growth sectors, such as digital, scientific, cultural and creative firms.

The lack of affordable workspace can also weaken an area's ability to improve skills and employment opportunities for residents. Enhanced skills provision is fundamental to boosting residents' eligibility to contribute to the local economy.

Thus, both to address premises supply issues and to increase opportunities for skills development and job opportunities, local authorities must respond with policies and approaches which seek to ameliorate the supply constraints.

The national context for such initiatives is the National Planning Policy Framework (NPPF). Paragraph 14 of the NPPF states that local plans should positively seek opportunities to meet the development needs of their areas. Paragraph 19 states that planning policies should positively support sustainable economic growth and should not act as an impediment to such growth. And Paragraph 21 states that local plans should

- set out a clear economic vision and strategy for their area;
- identify strategic sites, or set criteria to help identify other sites, for development in line with that strategy;
- support existing business sectors and where possible plan for new or emerging sectors likely to locate in their area;
- in particular, plan positively for clusters or networks of knowledge-driven, creative or high-technology industries;
- identify priority areas for economic regeneration, infrastructure provision and environmental enhancement; and
- facilitate flexible working practices such as mixing business uses with housing.

At the regional level, the London Plan (2016) states that the Mayor wishes to encourage broad-based growth and help to build the conditions for new sectors to emerge, such as the technology, media and telecommunications, as part of a thriving, resilient and diverse city economy (Section 4.6).

The overall provision of workspaces is examined in Paragraph 4.8 where it is stated that *"Whilst availability of workspaces that are both suitable and affordable is a key concern for.....SMEs, in overall terms there is currently sufficient market provision, though there will be particular locations with significant constraints that need addressing and it will be important that there continue to be sufficient capacity into the future."*

This general approach is made a little more specific in the Mayor's *Draft Economic Development Strategy*. With regard to provision of commercial floorspace this notes that:

A range of different types of workspace are needed for businesses of different sizes, sectors and stages of development. The Mayor will work with boroughs to protect viable office space from being lost and to boost the supply of affordable and low cost workspace. He will offer loans and grants to fund workspace, support Enterprise Zones, and use planning policy to increase the amount of workspace available.

With particular regard to smaller businesses, it goes further to state that the Mayor will

help start-ups and small businesses to grow by promoting access to affordable workspace, finance and business support.

While the need to support the provision of affordable space is clear, what is less clear is how affordable space can be targeted at those firms in most need.

Local authority policy frameworks seek to encourage affordable space supply in a number of ways, which can be summarised as follows.

- In existing employment space, protecting units which are suitable for SMEs in terms of their type and size.
- In new employment space, requiring a range of unit types and sizes, including those suitable for SMEs.
- In new employment space, requiring the provision of jobs and training opportunities, either through a proportion of small, micro and/or affordable workspace, or contributions towards these.

Complexities in provision

While the provision of affordable space as one element of a balanced economic development strategy is clear, it is fair to say that policy responses have had varying degrees of success. For example, providing 'affordable' space in new developments often misses the importance of 'poorer quality' space. Ferm has demonstrated that affordable policies do not reach the types of firms at which they are aimed.

For example, a focus on the higher-value creative industries is an outcome of the delivery of affordable workspace policy through partnerships between developers and workspace providers. Developers have an interest in choosing a workspace provider that targets the types of tenants that are likely to complement the image of the development, help market the residential component and be compatible with housing on an operational basis. They are therefore more likely to partner with a workspace provider that targets 'clean and quiet' creative industry tenants.

There is a real danger that only a very narrow sector of small businesses benefit from affordable workspace policies. The lower-value, lower-skilled enterprises including manufacturing businesses, and even voluntary sector organisations can lose out; they are either displaced directly or their accommodation choices are becoming ever more restricted. Mixed-use schemes with affordable workspace are therefore resulting in rather homogenous developments, with a limited range of tenants and types of uses.

The fact that affordable workspace policy is generally not benefiting start-ups has important implications for its potential contribution to economic growth, and specifically undermines its ability to promote entrepreneurship, 'new ideas' and innovation.

Affordable workspace in regeneration

In public policy terms, affordable workspace has been widely regarded as a key aid to regeneration and artist space; and by 2016 artist workspaces were explicitly acknowledged as a distinct element of this market (IPPR) under the umbrella term of open workspaces. They were seen as *resources*, with *flexible access* and an element of *curation*, but with much variation within these three parameters.

The provision of affordable workspace, mainly for smaller and lower margin firms, has been a key focus of public policy for many years in the early-2000s there was a growing concern in London that property values were rising to such an extent that small businesses were being forced out and that this was exacerbated by pressure to release employment land for housing.

The advantage of Open Workspace is seen as well suited to small and growing organisations, could offer business support services, facilitated peer-to-peer interaction. They can also support economic growth – especially in bringing redundant space back into use, even though measuring the exact contribution is challenging.

The role of affordable workspace generally, and artist workspaces in particular in placemaking is also widely acknowledged, as is cultural value they bring:

Powerful discourses and practices have emerged in recent decades which link cultural investment and activity not simply to understanding the city but to changing it. (Crossick & Kaszynska, (p74)

In particular the creation of creative quarters

is a distinctive dimension of the wider regeneration narrative, privileging smaller-scale initiatives in contrast to the dominant focus on big infrastructure projects. (ibid)

Research by Creative United also showed that provision of affordable artists space is primarily met by charitable or not-for-profit organisations. More than 82% of artists' workspace providers explicitly aim to supply affordable space, or provision through charitable or not-for-profit endeavours (p10). That is to say, artists workspace and makerspaces generally are not seen as commercial enterprises. But:

Such creative spaces and communities have also been shown to have a wider economic and social value, helping to regenerate areas by stimulating local business growth and attracting inward investment and infrastructure development, without (in the main) disenfranchising local incumbent communities. (Creative United, p1)

Creative workspaces are a core infrastructure for the vibrant and dynamic creative economy (*ibid*), that deliver economic, social and cultural benefits that have especially supported regeneration activity – as artistic communities have occupied under-invested sites and supported the redevelopment cycle.

These cycles leave many workspaces and communities as vulnerable – on short term leases, undesignated and exposed to the broader dynamics of the property development process.

Vulnerability driven by property markets is especially acute in London, which dominates the provision of creative workspaces and studios.

As old models of “find a space and occupy” become increasingly impractical long term, new approaches and solutions are emerging around such aspects as permanent occupation and ownership, regional hub - London presence, and mixed partnerships. According to Creative United: “Such innovations and approaches need support to ensure maximisation of the economic, social and cultural benefits of creative workspace development for local and regional economies”. (p10)

According to Creative United, feedback from commercial developers suggest that for them to consider responding seriously to the issues facing creative workspaces it would require financial incentives, economic impact evidence and accompanying policy from key decision-makers and legislative/executive bodies such as national and local government. Small, incremental changes will not suffice.

a number of factors, which can limit the success of policy: the nature of legal agreements, the requirements of financiers, limited Council resources and reliance on delivery partners. (Ferm, 2016)

Characteristics of affordable space

New development proposals can (depending on the type of site to which they are relevant, and the current uses at the site) support the creation of affordable workspace. Policies aimed at enhancing affordable workspace provision should deal amongst other things with the creation of affordable workspace as part of an application for the redevelopment of commercial premises, and address the roles of approved workspace providers, defining the terms (including rent levels) under which affordable workspace is to be provided.

The policies should also set out the design considerations for flexible or affordable workspace, and what needs to be provided by an applicant required to provide such space. A good example of such is the *Guidance on Affordable Workspace*, provided by LB Islington. This states that, for the most part, basic but good quality fit out can be achieved at little or no extra cost to the developer, provided the providers’ requirements are integral to the design process. The key principle is ensuring the provider is engaged with the design of the workspace at the earliest possible stage. The Guidance sets out the Council’s expectations of the workspace, as follows.

- Well-lit, modern accommodation with flexibility for either open-plan ‘hot desking’ or more compartmentalised modes of occupation.
- Finished to a standard that will allow for immediate occupation including secure entrance(s), heating, lighting, kitchenette(s) and w/c facilities.
- The workspace to be of regular plan.
- Space fully enclosed with perimeter walls and consented windows and doors installed.
- The floors are to be power-floated with a minimum of 5 Kn loading capacity (4+1 Kn).
- Floor areas covered with appropriate carpet tiles or ceramic tiles (use dependent).

- All soffits and structural columns are to be exposed fair-faced polished concrete or plastered and pointed.
- All internal walls are to be plastered and painted.
- Exposed concrete walls, columns and soffits to have snots removed.
- Where thermal or acoustic insulation is applied to soffits, finish suitable for decoration.
- The accommodation is to be mechanically or naturally ventilated depending on planning policy requirements.
- If the space is configured over more than one storey the position and size of internal stairs and lift openings is to be agreed with the workspace provider.
- Floor-to-ceiling heights and natural light provision is to be as generous as possible. There should be a minimum floor-to-ceiling height of 3m.
- All statutory services are to be supplied to the accommodation, capped and tested and separately metered. All drainage is to be installed and connected
- The workspace shall be in compliance with all BREAAAM 'Very Good' rating pre-qualification and post qualification testing and certification.
- The workspace is to comply with all relevant accessibility regulations and requirements.
- The number of secure cycle spaces will be in compliance with Islington's requirements and shall include both visitor and public cycle parking spaces. Access to end-of-trip facilities for cyclists shall also be provided.
- Agreed disabled parking, bicycle storage and arrangements for loading and unloading.
- Three phase electrical supply.
- The position of SVPs intruding into the space to be agreed with the AWP and the use of SVPs with bends and rodding eyes to be avoided as far as possible.
- Agreed positions of capped supplies for gas, water and electricity.
- Conduit to be installed through perimeter walls suitable for incoming data cabling and any required way leaves completed.
- The position of drainage outlets to be agreed with the AWP.

On specific projects other issues may need to be considered, such as the co-ordination of fire alarm provision, access control arrangements, landscaping design and mobile phone signal strength

One of the universal requirements is the need for flexibility. This refers to the ability to change the interior layout quickly, frequently and at low cost. The space will need to respond to shifting demand patterns and therefore might need to be reconfigured to accommodate new occupiers and visitors.

Similarly, it might be the case that one aspect of a mixed use facility is proving more successful (perhaps temporarily) than another; in which case it can be advantageous if the mix of uses can be rebalanced.

Other key features include:

- naturally ventilated office and workspace;
- a combination of shared open plan floorspace and sub-divided space for firms;
- space for shared facilities such as meeting spaces, break out spaces, kitchenettes;
- shared reception and services, and

- permeability for the public.

There are a number of detailed specification issues to consider.

- **Finished floor to ceiling height** Can range from 2.9m-4.4m, but more generally around 3.5m. An absence of raised floors/drop ceilings can help with this issue.
- **Space configuration** Floor plan should be regular and depth should allow for daylight and be relative to volume. For example, a floor depth of 2.5 times finished height is optimal. Single aspect offices should be no deeper than 7m. Dual aspect, open plan offices, can be arranged around a central, shared circulation without wall division, with an ideal overall depth of 12m.
- **Daylight** This is a critical issue and must be maximised, with natural daylight penetration to spaces through tall windows, and through dual aspect where possible.
- **Servicing** Natural ventilation is strongly preferred, supplemented with perimeter heating, or something similar, for less clement periods. Alternatively, heating can be via blow air heaters per unit. Water supply can be per unit or at a shared kitchenette.
- **Finishes** Tend to be basic, to reduce costs; and to leave all soffits and structural columns as exposed fair-faced polished concrete or plastered and pointed, with internal walls plastered and painted.
- **Frontage** The building should have a 'strong' frontage, with primary street presence. If the space is arranged around a shared courtyard or atrium then this is an additional benefit.
- **Access** Entrance is typically a shared reception area, with receptionist. Ground floor frontage is preferred. Cycle access is critical. Provision for intermittent car/van delivery access, with occasional 7.5 ton vehicle access.

Unit size and terms

There is no optimum range of unit sizes, unless the centre is seeking to attract a specific type of firm (eg start-ups or micro-businesses) or activity. Coworking spaces and some maker spaces work on a shared space basis, and so open membership replaces entitlement to a discrete space. Where units are discrete, the reference to flexibility above becomes important, because the operator will need to be able to respond to a moving range of demand.

A decision needs to be made early on as to whether the facility is aimed at stable businesses that move in and remain in situ for as long as they pay rent/fees; or whether it is a start-up facility, where occupiers are expected to join and then leave when they are self-standing. It is unknown what impact the lack of a functioning office market in Corby is having on start-up activity; but it might be assumed to be significant.

Most centres offer a range of units sizes to increase market attractiveness. Having said that, it is possible to consider ranges. Assuming one desk per person and allowing around 8 sq m per desk (usable, and net of shared kitchens, reception, break out space and so on), then five people would require c40 sq m, 10 people, 80 sq m, and so on. Thus, if providing grow-on space, then the need will be to accommodate between, say, five and ten people, in 40-80 sq m of usable space.

If the centre is themed around, say, media or art, then it might be the case that a cinema or gallery will be required. Such facilities are space-hungry and will have a disproportionate impact on what units, if any, are available for other uses.

Terms tend to be most flexible for start-ups and within a few years space will be available by the hour via a credit card payment. Having said that, current market practices involve terms as short as one or two month licences, rolling, with payment in arrears. As occupiers grow and mature, licenses tend to lengthen, to six months, to one year, and more.

Terms involve, typically, an all-in, unitary charge. This will include the equivalent of rent, rates and service charge, together with utilities, connectivity, some vending and meeting space. Prices are normally quoted in terms of £ per desk per month.

Management challenges

Creative United observed that provider business models share a key and common mission: that space remains affordable for artists, but that this can drain reserves and working capital. The key challenges are around creating permanency and success include a series of considerations around: activities, income generation, space costs, ownership forms and partnerships. These reinforce an often constant tension within creative communities – the balance and relationship between the commercial and non-commercial. There is evidence that stakeholders also struggle to understand this tension – for example, around issues of charitable status, eligibility for grant funding, forms of relief, etc.

Based on the case studies reviewed for this work, comments from interview respondents, wider experience of the creative/digital sector, and understanding of the broader flexible space market (serviced offices, managed space, coworking centres and so on), the nature and quality of centre management is pivotal.

- **Front-of-house** Just like in hotel and other leisure environments, the front-of-house role is critical. An uncommunicative receptionist who works minimum hours and has no other skills is insufficient. Centres must provide a real welcome and, where there is critical mass, add-on services such as concierge and service support.
- **Community** It can become cliched, but young, modern digital and other knowledge intensive businesses desire to be 'somewhere cool'. Whether or not there is a great level of inter-firm trade, whether or not there is cross firm social intercourse, a sense of being part of a community is a real need.
- **Curated ground floor** Again, depending upon the size of the centre, it is not sufficient to run a sterile, grey ground floor reception. It must be well appointed and curated. Cafes and coworking spaces are often used to animate these areas, as well as providing a private-public interface with passing through security access to the remainder of the building.

Creative/digital hubs have two distinct facets over traditional property: simpler contracts and higher service. And it is the aspect of service that presents particular challenges. Put simply,

owners are accustomed to managing assets not managing customers. To move from one to the other requires a change in culture and the adoption of new skills. Hubs can have more in common with the hospitality industry than with the conventional property industry. Flexible space requires a more hands-on approach and a customer-facing culture. Traditional owners are simply not accustomed to dealing with 'customers' directly, and there is a cultural gap.

Creative unlimited

Common challenges were identified, often related to clarity of understanding by different stakeholders around business models, their increasing hybridity, and the knock-on effects around perceptions of the provider, its mission and position in the market.

Being business-minded can bring its own problems for studios, such as **the perception of a studio as a commercial venue, which in turn can cause problems with applications for grant funding, charitable status and reductions in business rates**. Here, there is a need for policymakers to recognise that reduced public funding requires providers to find other forms of finance, and that doing so and such hybrid models should not negate access to any public funding still available.

In spaces **catering for both commercial and non-commercial use**, non-commercial artists can have difficulty competing with the higher rates paid by, for example, commercial organisations working in the creative industries. At the same time, there are positives in such a mix, one being that it can stimulate networking and allow access to a diverse range of skills, which can go on to generate successful projects.

Providers also **do not have the same audience reach as public exhibiting organisations**, another factor to be considered when developing any future programme.

Community development is important for many but not all studio spaces, mainly depending on the ethos, members and constitution of the provider.

Charitable status has been increasingly difficult to obtain for many providers. Those that have obtained it are seen as mainly educational charities, offering access to exhibitions and outreach

Capital Enterprise argues that getting a workspace provider involved in a mixed-use development early on can help to shape the workspace so it meets business needs, and is an important part of the overall development. A workspace provider can be a named partner in the development, and refine designs to their particular needs.

Where a provider is not signed up to occupy space in a new development, workspace providers may have a lot to offer as consultants to developers, so that others can benefit from well considered space. This will help developers provide a similar level of design detail to that of housing units. It is also important to seek to ensure reasonable lease agreements between developers and workspace providers. This includes sufficient length, rent levels and review periods that allow workspace providers to invest and run a worthwhile operation. The appendix includes some examples of planning obligations and conditions.

Typology of Affordable Workspaces

	Artist Studios		Makerspace	Workspaces for the creative industry
Provider Type	Established artist studio provider (multiple sites)	Artist-led (not-for-profit)	Open access workshop provider (for light industrial work usually requiring large, heavy, dangerous equipment, ie: carpentry, metalwork etc)	Commercial
Offer	Subsidised studio space	Subsidised studio space	Open access workshop space with membership system	Studio spaces
Types of space	Cellular units	Cellular units and/or open plan with individual workstations	Open plan workshop with individual workstations	Cellular units and open plan
Level of service	Administrative, networking support	Administrative, networking support, business support	Networking, Specialist facilities & equipment, technical support	Administrative, networking support
Building types	Individual cellular units in re-purposed industrial building Ground floor of new built mixed-use development (S106)	Re-purposed industrial or institutional buildings Retail space	Light industrial and industrial buildings	Institutional/light industrial buildings
Size	3,000 sq.ft - 20,000 sq.ft (studio space 100 sq.ft - 160 sq.ft)	1,000 sq.ft – 50,000 sq.ft (studio space 100 sq.ft -160 sq.ft)	3,500 sq.ft – 12,000 sq.ft	15,000 sq.ft - 30,000 sq.ft +
Price	£12 sq.ft/y - £16 sq.ft/y (usually fixed price set by provider/no location considerations)	£8 sqft/y (long-term established space) £24 sqft/y (newly established space)	£200 pp/pm - £600 pp/pm (depending on size of workstations and membership access)	£25 sq.ft/y - £40 sq.ft/y
Lease	1 - 36 months rolling with 1 month break clause	1 - 24 months rolling with 1 month break clause	1 month rolling	3-6 months rolling with 1 month break clause
Targeted tenants	Artists (non-commercial) Open application process with requirements	Artists (both commercial and non-commercial) Open application process with requirements	Makers, both professional and amateurs Open application process with requirements	Creative professionals Open market
Business support	Access to provider's network. Artist support programme not necessarily affiliated to provider but not necessarily to space	-	Subsidised 1-2-1 training (technical)	Providers have typically some incubator or accelerator programme targeted to young creative professionals
Outreach/link to local area	Open studios/events	Support and residency programmes for local residents / Open Studios	Open workshop/events	Spaces are typically open to public and hosting an event space/café as well as some specialist equipment for creative production (e.g. recording studio or photography studio)
Other considerations	Provision clustered in Central & inner-East London boroughs however recent increase in provision in zone 3-4-5.	-	Typically located within industrial estates in Zones 2-3	-
Examples	Artist Studio Company (ASC); Bow Arts; ACME; ACAVA	Cubitt (N19); Open Ealing; Wimbledon Arts Studios; Delta House Studios; Art in Perpetuity Trust	Building Bloqs Note: https://www.london.gov.uk/sites/default/files/makerspaces-jan2015.pdf	Great Western Studios; Ten 87; Netil House

Hatch Regeneris, LB Brent Affordable Workspace Strategy

Models of provision

There are an infinite number of business models for affordable space, and so much relies on specific, local circumstances, motivations and so forth. The following list describes five generic approaches.

- **Owner-operator** In theory was of the preferred models: the successful operation of the building is reflected directly in the income of the owner. Workspace is a good example.
- **Operator on traditional lease** This works more like the serviced office model where the operator takes an FRI lease and then breaks the space up into smaller units for 'retailing'.
- **Operator on profit share lease** Similar to above except that the base rent is reduced in exchange for a share of income/profit. Clearly, the operator is incentivised to produce profit.
- **Local authority owned** Typically these models involve the use of under-utilised publicly-owned assets. They also usually involve appointment of a managing agent.
- **Local authority + 3rd party partnership** This could involve an operator, or a developer, working alongside the local authority. Sometimes in a regeneration context where mixed use development is occurring.

Relatively little work has been done to investigate the issue of financial viability, with research sometimes taking absence of viability for granted. Creative United (2016) seems to take as read that, for creative space, commercial viability is not a factor. Its recommendations regarding finance are:

- Identify grant funds to refurbish property
- Identify existing funds which may support establishment
- Identify opportunities to develop small pots of cash from alternative finance such as crowdfunding (p23).

It is assumed that mainstream funding is not available.

Beunderman *et al* defined a 'New London Mix' in an attempt to offer a viable model. This mix is: "...the close co-location of light industrial, distribution and productive workspace with homes in a way that works for occupiers and residents" (p2); arguing that it can "... increase the amount and range of employment space - not just to achieve 'no net loss' of employment space, as is currently the stated aim of current policy, but to achieve 'net gain' across London - and build better places" (p13).

Their focus is on a much wider base of occupiers than artists. However, this model envisages, inter alia, around 4,000 sq m of light industrial space under 120 apartments. The authors argue that it is currently viable in west London and near the CAZ, and that a tipping point exists around

Tube Zone Three, where values that support this concept weaken, and that viability worsens further east.

Separating analysis of artist workspaces from wider analysis of affordable workspaces is challenging. Nevertheless, it has been established that there is strong demand for artists workspaces, but that this demand is not financially able to pay market price for what is, essentially, a variant of light industrial space. There is an implicit assumption in most analysis that artists workspaces are inevitably non-commercial. While efforts have been made to develop models to overcome this, they remain largely untested and therefore unproven.

Second Floor Studio Arts, Wembley

In the Wembley Opportunity Area, home of Quintain's major mixed-use regeneration of 85 acres of land around Wembley Stadium, up to 26,000 sq ft (2,415 sq m) of affordable workspace was through an affordable workspace provider at no more than 50% of market rate.

Quintain and Brent jointly selected Second Floor Studios & Arts (SFSA) to manage the space in 2017, with SFSA signing a 15-year lease for the first phase of 7,500 sq ft (695 sq m) workspace. Brent contributed GLA New Homes Bonus top-slice funding towards the fit-out of the studios, helping to provide a stable, long-term affordable home for creative entrepreneurs, with priority secured for Brent residents applying for space.

Over 30 visual artists and practitioners work from the studios, almost half of whom are Brent residents. The studios support these small businesses, contribute to the local economy and have added to the vibrancy of the area.

Artist Studio Company (ASC), Alperton

243 Ealing Road was a former B&Q store and to ensure the provision of employment space in its redevelopment, Brent secured 11,000 sq ft (1,020 sq m) affordable workspace. The mixed-use scheme also includes 440 new homes and 32,290 sq ft (3,000 sq m) of commercial space in the waterside redevelopment. The S106 secured the affordable workspace to be rented at no more than 50% of market rate. ASC acquired 125 year leasehold of the space at 50% market value and worked with Brent Council to develop an Affordable Workspace Plan which secured the following:

- 27 bespoke studios at affordable, inclusive rents, with priority for Brent residents.
- 1 studio rent-free for a 2-year period to a young Brent resident, ongoing for the lifetime of the building.
- 10 open-plan bench spaces at very low rent, designed for development and collaboration between small creative start-ups.
- Free training and mentoring, with financial support via business growth loans.
- Apprenticeship, work placement and training opportunities for local people.

Local authority as catalyst: Great Western Studios, Westminster

The City of Westminster identified a need for accommodation for the creative industries and, in May 2009, agreed funding and land arrangements to create a viable development opportunity they could go to the market with. The Council therefore played an important role bringing key stakeholders together by brokering relationships with Crossrail, Network Rail and London Underground, enabling developers to acquire the site. They effectively created a platform which gave developers the certainty that development could progress but to do this they needed funding and an interest in the land which they did by doing the following.

- £2m Civic Enterprise Fund, resourced from existing Civic Enterprise Fund reserves for the purpose of a loan on commercial terms to GWS LLP to be repaid within five years.
- The release of £500k WCC grant.
- The agreed funding was conditional on TfL agreeing that the lease at 65 Alfred Road to be granted to GWS LLP be for a term of 125 years.

Great Western Studios opened in 2009 and is 100% occupied with 104 studios housing a variety of creative entrepreneurs described earlier. The space is operated by GWS Ltd and owned by a developer. Westminster City Council are now longer involved in the project. The Council's role of enabler and facilitator created the platform from which the private sector developed out the facility and subsequently operate it.

Local Authority as partner: Waterhouse Offices, Orsman Road

The Shoreditch Trust and the City of London have developed the Waterhouse Offices jointly. The property provides affordable workspace to micro, small- and medium-sized creative and tech businesses and is operated and managed by the Shoreditch Trust. Both parties participated in the construction and delivery risk associated with the scheme. The Trust have a track record in delivering workplaces.

The Trust are keen to ensure that they draw from previous experience, so that each new workspace they launch complements the rest of our portfolio, providing more opportunities to suit our existing and potential tenants. This is an important point that many of the private sector providers are at pains to highlight. They all seek to provide a variety of different spaces and choose new locations so as not to compete with their existing properties.

Bootstrap Company

The Bootstrap Company is a registered charity with aims of supporting businesses which can demonstrate a social impact and helping young people start businesses. It was established in 1977 and moved to Ashwin Street, Dalston, in 1980. Over time it has expanded and now occupies 60,000 sq ft across three buildings in the Ashwin Street area. Bootstrap provides a mixture of desks, studios and offices on leases ranging from two weeks to several years. It has around 140 occupiers, providing over 700 jobs, largely in the creative industries.

With limited space to continue expanding, Bootstrap has sought to use dead spaces around its buildings: the roof hosts a bar and event space, a WW2 bunker is a performance space and a former carpark is now a communal space for tenants and houses a bakery and a brewer in refurbished shipping containers. These uses contribute to Bootstrap's running costs and charitable fund.

The organisation's charitable aims include helping local residents and students access work placements and training. Bootstrap works with housing association Peabody and charity Peter Cruddas Foundation to run Enterprise Bootcamp, which gives young people the chance to develop business plans, receive mentoring, gain qualifications and access funding.

As a charity, Bootstrap is eligible for business rates relief, and its surplus is channelled into a fund which subsidises rents for tenants whose social impact aligns with Bootstrap's charitable objectives. An independent auditor measures Bootstrap's social impact.

Facing steep rent increases following a 25-year lease renewal, Bootstrap's management stressed that planning ahead and building contingency plans are essential for shared workspaces, many of whose tenants get used to the 'false subsidy' of a leaseholder contract negotiated under very different circumstances.

Lakeside Centre

Bow Arts is one of London's largest multi-site artists' workspace provider – they currently manage 12 sites across the city. They became a registered arts and education charity in 1995. They worked in partnership with the residential developer at Thamesmead to bring an unused community building back into use. Funded by the Mayor's London Regeneration Fund (LEAP) and Peabody, the iconic Lakeside Centre opened in 2018 and houses 40 new creative workspaces for some of London's emerging artists, designers and makers, along with a café, 'Enterprise Kitchen', supporting production and training for a new catering businesses run by a social enterprise, and an early years nursery. The studios range in size from 100-130 sq ft (9-12 sq m) and are priced at £10 sq ft. As well as regenerating and repurposing a building, Bow Arts have an established schools education programme. This is in partnership with 100+ schools across London. It offers employment and training opportunities for artists, help for young people to access the arts, and for schools to deliver their arts curriculum.

Acme Studios

Acme Studios was established in 1972 as a housing association, with a focus on relieving the financial hardship faced by artists as well as advancing the arts. It then delivered its charitable mission, with a capital programme launching in 2006. Since then, Acme has established a permanent portfolio of high-quality, affordable studios, created in partnership with social and commercial housing developers. Acme became self-sustaining in 2016.

Bow Arts Trust

Established in 2004, the core purpose of Bow Arts Trust is to support community renewal in East London by delivering Arts and Creative Services through a financially sustainable social

enterprise model. Income from space hire (both mixed use and studio space) from both leased and owned properties covers running costs and ensures affordable fees for resident artists. Income generated through trust and foundations alongside ACE funding enables Bow's extensive outreach and artist/ studio support programme. Recently Bow was successful in an application to the Arts Investment Fund for a reserve to enable the organisation to respond rapidly when suitable opportunities to purchase property arise

The Mill Co. Project

The Mill Co. Project is an example of a mixed-use provider. It curates each building it develops on a project-by-project basis to ensure a mixed set of rates more tailored to each tenant's needs and situation. This means that, to some extent, the larger, more commercial tenants subsidise the less commercial tenants, but each contributes to the overall appeal of the shared space, creating an offering for a wider range of residencies. Its most recent addition to its space portfolio, Green Rooms, was funded through a combination of their own funds (£100,000), Local Authority funding (Haringey Council, £40,000; GLA £140,000) and angel investment (socially minded impact investments by High Net Worth individuals) (£300,000).

Occupation Studios, London

Occupation Studios developed a model to achieve the lowest cost of space (approximately £7 per sq ft) to support artists who define themselves as non-commercial and critically engaged. The provider bought a building via funds from each individual artist resident and set up a land trust to preserve the purpose and value of the space. By doing so Occupation can decide who becomes a member of the trust and retain the building for the long-term use of the artists initially investing.

Duke Studios, Leeds

Established through loans from friends and family, Duke Studios operates a co-working model, providing a range of workspaces, creative services and facilities. Significant income is generated through its bar, restaurant and events programme which supports the business development of the company.

Models of provision: summary

Countless case studies unequivocally demonstrate the positive role that affordable space can have as one part of wider town centre regeneration. They can provide a focus, public access and activity at street level.

A decision needs to be made early as to whether the space will provide space for a range of firms requiring generic space in which to undertake 'professional services' type work, or whether the ambition is to provide a more creative environment that might include studios, workshops, galleries, cinemas and so on. This will have a major impact on the operating model, the physical sub-division of space and the permeability of the space as public realm.

The key requirement of the physical space is for flexibility in order to allow frequent and inexpensive changes to the internal layout. The optimum size and type of floorspace required for

each use and/or a combination of uses will obviously vary widely according to the local economic and social context.

The role of management cannot be under-estimated in terms of its impact on the sustainability of the facility.

The profile of occupiers will also help drive the operating model. Is the facility a profit-driven facility or is it a community facility? Or possibly a combination? The answer will help define the nature of funding and therefore the operating model.

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Appendix 4

Business Survey



LONDON REGENERATION FUND BUSINESS SURVEY

Intro

Welcome Hi! We're interested in learning your opinion through a few quick questions. Use buttons or swipe side to side to navigate.

Intro Fields

Custom Field 1

workplace

Questions

1. Welcome Thank you for taking this survey about your current business premises and your needs for the future. To begin, please briefly describe the principal activity of your business at your premises.

No answer to show

2. When was your business formed?

- 1 Within the last 12 months
- 2 1 to 2 years ago
- 3 3 to 5 years ago
- 4 6 to 10 years ago
- 5 11 to 20 years ago
- 6 More than 20 years ago
- 7 Don't know

3. How long have you been operating from these premises?

- 1 Less than 12 months
- 2 1 to 2 years
- 3 3 to 5 years
- 4 6 to 10 years
- 5 11 to 20 years
- 6 More than 20 years
- 7 Don't know

4. Where were you before?

- 1 No previous premises (i.e. started-up here)
- 2 Working from home
- 3 Other local premises
- 4 Elsewhere in London
- 5 Other - please state below

Additional Text
/

5. How long were you at your previous location?

- 1 Less than 12 months
- 2 1 to 2 years
- 3 3 to 5 years
- 4 6 to 10 years
- 5 11 to 20 years
- 6 More than 20 years
- 7 Don't know

6. Why did you decide to (re)locate here at your current premises? Choose up to 3.

- 1 Cost
- 2 Location close to owner's home
- 3 Location close to suppliers
- 4 Location close to market
- 5 Suitability of premises
- 6 On-site facilities
- 7 On-site business support
- 8 Co-locating with like-minded businesses
- 9 Other - please specify

Additional Text

Other...

7. If you hadn't moved here, where would you have moved to?

- 1 Would not exist
- 2 Working from home
- 3 Other local premises
- 4 Elsewhere in London
- 5 Other – please describe

Additional Text

/

8. How suitable are your current premises to your business needs?

- 1 Very good - they meet all our needs
- 2 Fairly good - they meet most of our needs
- 3 Not very good - they meet some of our needs
- 4 Unsuitable

9. Do you anticipate over the next year that you will need more business space?

- 1 Yes - more space
- 2 No - stay the same
- 3 No - less space

10. Are you planning on moving premises in the next 3 years?

- 1 Yes - we have definite plans to move
- 2 Yes - we were thinking about moving
- 3 No - we are not moving

11. How many people currently work at these premises?

- | | |
|---|------------|
| 1 | Just me |
| 2 | 2 to 4 |
| 3 | 5 to 9 |
| 4 | 10 to 19 |
| 5 | 20 to 49 |
| 6 | 50 or more |
| 7 | Don't know |

12. Please use the drop-downs to indicate whether the following have increased or decreased since moving to your current location:

- | | |
|------------|------------|
| Dropdown 1 | Turnover |
| Dropdown 2 | Profit |
| Dropdown 3 | Employment |

13. What do you think has been the impact of your business of moving to these premises compared with how it would have been otherwise?

- | | |
|------------|------------|
| Dropdown 1 | Turnover |
| Dropdown 2 | Profit |
| Dropdown 3 | Employment |

14. Do you receive any business support as part of your occupancy terms?

- | | |
|---|-----|
| 1 | Yes |
| 2 | No |

15. What type of business support do you receive?

- 1 Training
- 2 Marketing
- 3 Business planning
- 4 Other - please describe:

Additional Text

/

16. Do the characteristics of the workspace bring benefits to you or your business?

- 1 Yes
- 2 No

17. What type of characteristics of the workspace are a benefit to you?

- 1 Good working atmosphere
- 2 Being around like-minded people
- 3 Clustering with businesses in the same sector
- 4 Other - please describe:

Additional Text

/

18. Please use this space if you wish to tell us anything else about the reasons you moved to your current workspace or the benefits you have realised. Answer if you wish.

No answer to show

19. Thank you for your help with this survey. If you are prepared to help us further in our research, please provide your contact details below. We will store your data securely and only use it to make contact for this research, in accordance with CAG Consultants' Privacy Notice <https://cagconsultants.co.uk/terms-and-privacy>.

Text - Single Line 1 Name

Text - Single Line 2 Company

Text - Single Line 3 Name of location/workspace

E-mail 4 Email

Number 5 Phone

Outro

Thank You Thank you for completing the survey. Please click Submit to send us your answers.



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