



3Space: Keeton's and Collett Evaluation



HATCH
REGENERIS



3Space

3 Space - Keeton's and Collett Evaluation

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www.hatchregeneris.com

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1. Introduction

1 Introduction

Purpose of The Report

- 1.1 Hatch Regeneris was appointed by 3Space to provide an overview of their activities across the UK to date and to undertake an evaluation of the Keeton's and Collett meanwhile project to demonstrate the impact that their projects can have. The ultimate aim of the report is to help articulate the offer of the organisation and to measure the social and economic impact of Keeton's and Collett. The work also explores achievements, lessons learned and looks ahead to next steps for 3Space.

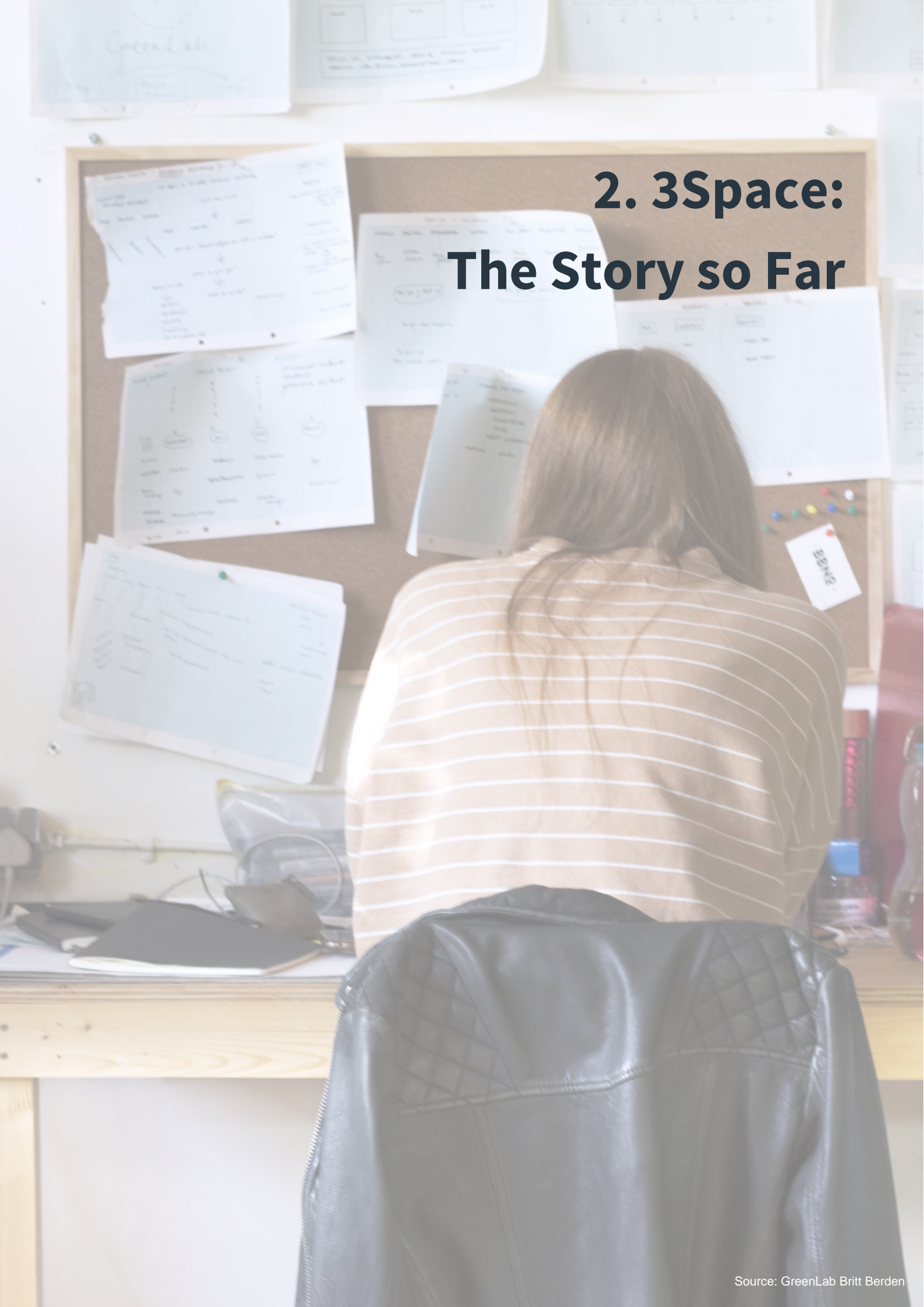
Research Undertaken

- 1.2 The evaluation has been informed by the following strands of research:
- Review of project background information – including a policy review and desk-based research
 - Review of project monitoring data – review of intelligence collected by the 3Space team on their overall portfolio of space and tenants
 - Surveys and consultation – surveys with Keeton's and Collett tenants and consultation with the 3Space team
- 1.3 More detail on the strands of research is provided in Appendix B.

Structure of Report

- 1.4 The report presents findings from the research and includes:
- An overview of 3Space's 'story so far', including a summary of the organisation's approach and the project portfolio delivered to date
 - The background to the Keeton's and Collett project, including the Bermondsey context, site context and project rationale
 - An overview of what was delivered for Keeton's and Collett and the project in operation
 - An assessment of the social and economic impact of Keeton's and Collett
 - Next steps and recommendations

2. 3Space: The Story so Far



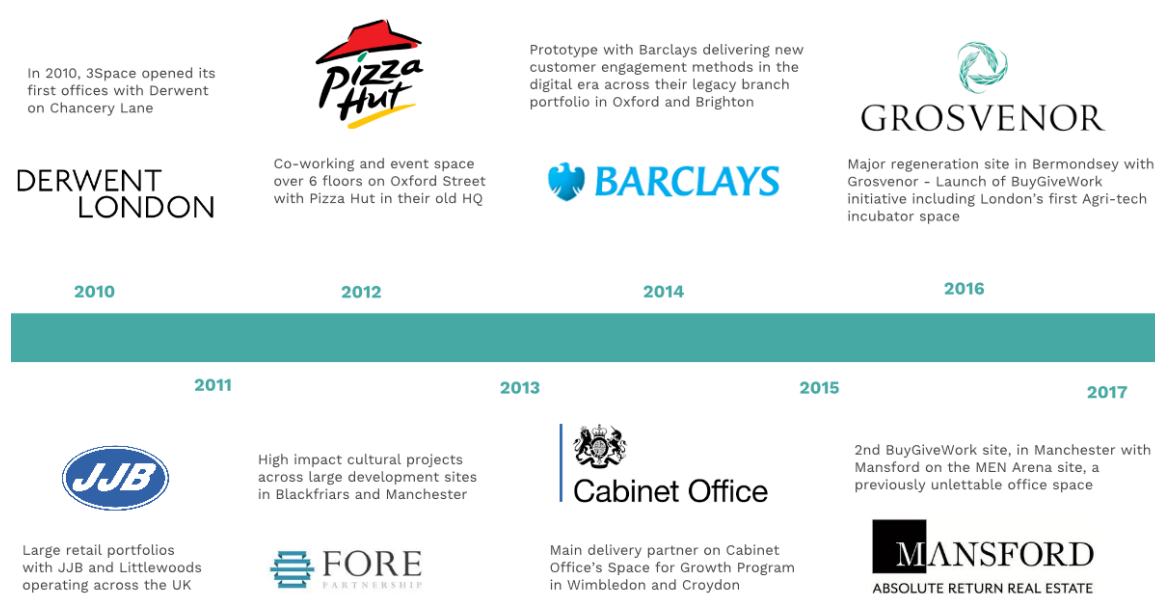
2 3Space: The Story So Far

The 3Space Approach

Introduction to 3Space

- 2.1 3Space are not-for-profit workspace provider who specialise in transforming vacant, underutilised or surplus property into new affordable meanwhile uses. The delivery of affordable space aims to provide opportunities for local, not-for-profit and innovative organisations to use and grow
- 2.2 The charity was formed in 2010 when the financial crisis and decline of the high street resulted in an increase in vacant commercial premises. Since formation 3Space have worked across the UK delivering a wide range of projects and innovative uses across offices, retail space, courthouses, schools and banks.

Figure 2.1 Summary Timeline of 3Space Activities to Date



Source: 3Space

Rationale and Objectives

- 2.3 The purpose of 3Space is to deliver free of charge affordable space for experimental projects, non-profits and local initiatives by adapting under-utilised property through meanwhile use. To support this 3Space deliver affordable commercial space which also enables start-ups and innovative businesses to move to an area and grow.
- 2.4 The rationale for intervention is clear: commercial space in cities is becoming increasingly unaffordable and is being used inefficiently. This limits the potential for experimentation, innovation and local initiatives which require affordable and appropriate space.
- 2.5 Meanwhile use is also increasingly becoming a key part of regeneration and change, curating users of space to fit in with a longer-term strategy for a location. There is an opportunity to

delivery short term employment, enterprise, community and placemaking benefits through delivering meanwhile use.

3Space Project Objectives

- **Promote and deliver efficient use of space:** To promote and help deliver an efficient city operating at close to 100% occupancy of commercial spaces, with gaps being optimised for non-commercial use for wider benefit.
- **Deliver economic growth and regeneration:** Provide attractive workspace opportunities to bring new and high growth businesses to an area, whilst providing opportunities for local people and community initiatives.
- **Retain diversity and support experimentation:** Providing spaces to test new ideas and delivering support for these to develop a route to market.
- **Support local initiatives:** Provide support to local charities, non-profits, artists, community groups and early stage start-ups with free of charge space.

2.6 To deliver these objectives, 3Space have adopted the following hallmarks defining their approach:

- **Prioritising innovative and diverse tenant mix:** Utilising innovative funding models to curate a mix of organisations and activities, and prioritising tenant mix over income outcomes.
- **Adopting a flexible approach:** Remaining flexible in the types of spaces being repurposed and delivering a range of models in response to changing needs.
- **Stakeholder management and communication:** Managing and engaging with multiple stakeholders including local people, councils, landlords, non-profits support bodies and tenants.
- **Applying practical 'hands on' skills:** Offering expert solutions to repurposing and utilising redundant space (particularly end of life buildings) by delivering cost effective solutions for fit-outs and skilled facilities management for all types of buildings.

Models of Working

2.7 3Space have adopted the following working models, responding to the changing demands of the market and evolving ways of gaining stakeholder buy-in:

- **Holding cost reduction:** Occupying vacant properties to reduce holding costs for landlords (i.e. business rates, utilities, etc) and provide security, whilst repurposing space for local use and social outcomes. This model attempted to disrupt the established industry method to reduce holding costs which operates without actually using properties for any use. The model was the first developed by 3Space and used predominantly to supply free of charge space to charities and social enterprises.

Example: The model was used to repurpose multiple empty retail units belonging to JJB, who were impacted by adverse trading conditions following the recession and tied into long leases.

- **Branded approach:** Working with large corporates to repurpose legacy portfolios no longer fit for purpose to develop a solution which makes better use of company assets by engaging customers in new ways in the digital age and improving image and brand

Example: This model was adopted specifically for Barclays, transforming former branches into co-working, makerspace and an events space. The project was initially branded as 'Hatch' then rolled out by Barclays across the UK as "Barclays Eagle Labs". 3Space were instrumental in providing the innovation and delivery team in the pilot project.

- **BuyGiveWork:** Working with landlords to repurpose vacant units on regeneration and development sites to provide commercial and non-commercial opportunities in the interim period. More details on the BuyGiveWork Model in practice for the Keeton's and Collett project is provided in the next chapter.

2.8 The BuyGiveWork model has been adopted as the current 'mode of thinking' and 3Space intend to adopt this model for future projects. There is also scope to adopt other models, depending on the changing context and emerging needs.

Projects and Support Delivered to Date

2.9 3Space have delivered a range of projects across the UK, predominantly utilising the holding cost reduction model detailed above. This section looks at the overall footprint of 3Space activities and highlights case studies to demonstrate best practice.

Development Footprint

2.10 3Space has delivered a significant footprint across UK, including Scotland, Wales and the North West. Around a quarter of projects are located in London, alongside other major cities such as Manchester, Cardiff and Bristol.

2.11 The most notable feature of the footprint is the diversity of uses delivered: the footprint extends to 44 projects, transforming vacant office, retail and other uses into a range of space for business, arts and local community. 3Space have worked with a range of landlords, including large retailers, developers, banks and central government.

2.12 To date 3Space have reactivated around 530,000 sq ft floorspace from the following uses:

- 138,000 sq ft office space
- 322,000 sq ft retail space
- 34,000 sq ft law courts
- 25,000 sq ft school (Keeton's and Collett)
- 6,400 sq ft financial space (Barclays)

2.13 3Space have supported 756 organisations through activating space, predominantly charities and social enterprises utilising the holding cost reduction model. In recent years the BuyGiveWork model has delivered a greater mix of commercial and charitable organisations.

2.14 All projects are listed on the map overleaf.

BLACKPOOL, LITTLEWOODS 4,000 SQFT RETAIL ARTS	EAST KILBRIDGE, LITTLEWOOD 4,000 SQFT RETAIL HEALTH / RETAIL	PARKHEAD, JJB 11,400 SQFT RETAIL MENS HEALTH	FALKIRK, LITTLEWOODS 10,00 SQFT RETAIL BID PARTNERSHIP EVENTS	WATFORD, JJB 7,733 SQFT RETAIL COUNCIL ARTS / STUDIOS	FINCHLEY, C + G 25,000 SQFT OFFICE OFFICE AND STUDIOS	OLD STREET, CIRCLE PLAIN 26,410 SQFT OFFICE OFFICE AND GALLERY	OXFORD ST, PIZZA HUT 6,000 SQFT RETAIL OFFICE / THEATRE / EXHIBITIO						
MANCHESTER LSH, FORE 48,160 OFFICE SPACE OFFICE / STUDIOS / EXHIBITION							BLACKFRIARS, FORE 34,000 SQFT COURTS OFFICE / ARTS						
MANCHESTER P4, MANSFORD 6,900 OFFICE OFFICE							CHANCERY LANE, DERWENT 26,410 SQFT OFFICE OFFICE AND GALLERY						
MANCHESTER CENTRE, JJB 11,840 SQFT RETAIL CIRCUS / PARKOUR							BEMONDSEY, GROSVENOR 25,000 SQFT SCHOOL, OFFICE / EVENTS / LAB						
ASHTON UNDER LYNE, JJB 4,073 SQFT RETAIL INFORMATION & RETAIL							SOPHIA HOUSE, DERWENT 6,000SQFT OFFICE OFFICE						
ECCLES, JJB 23,765 SQFT RETAIL RECYCLING PROJECT							SHEPHERD'S BUSH, JJB 8,546 SQFT RETAIL RETAIL						
LEIGH, JJB 9,544 SQFT RETAIL SPORTS							WIMBLEDON, YES 10,602 SQFT OFFICE OFFICE						
BIRKENHEAD, JJB 4,500 SQFT RETAIL SPORTS / YOUTH PROJECT							CROYDON, GOVERNMENT 11,829 SQFT OFFICE OFFICE						
BIRKENHEAD, JJB 15,064 SQFT RETAIL SPORTS / YOUTH PROJECT							OLDHAM, JJB 13,400 SQFT RETAIL ARTS / PERFORMANCE						
WARRINGTON, JJB 10,548 SQFT RETAIL YOUTH PROJECTS							WIGAN, LITTLEWOODS 4,000 SQFT RETAIL RETAIL / CAFE						
ALTRINCHAM, JJB 15,220 SQFT RETAIL YOUTH PROJECTS							DONCASTER, JJB 10,000 SQFT RETAIL SPORTS / YOUTH PROJECT						
SHREWBURY, JJB 10,450 SQFT RETAIL YOUTH ARTS							NORWICH, JJB 12,158 SQFT RETAIL THEATRE						
WALSALL, JJB 16,136 SQFT RETAIL YOUTH PROJECTS							SHEFFIELD, JJB 8,892 SQFT RETAIL DANCE / ARTS						
COVENTRY, JJB 8,433 SQFT RETAIL DANCE / ARTS							BURY ST EDMUNDS, JJB 5,000 SQFT RETAIL OFFICE / WORKSHOPS						
SWANSEA, JJB 13,072 SQ FT RETAIL SPORTS							BURY ST EDMUNDS, LITTLEW 4,940 SQFT RETAIL MARTIAL ARTS/EVENTS/RETAIL						
CARDIFF, LITTLEWOODS 8,000 SQFT RETAIL YOUTH / ARTS / MUSIC							BRISTOL, JJB 15,000 SQFT RETAIL THEATRE / SPORT/OPERA	OXFORD, BARCLAYS 2,556 BANK SPACE OFFICE / MAKERSPACE	AYLESBURY, GFM 3,000 SQFT RETAIL EVENTS	READING, JJB 15,000 SQFT RETAIL FILMING	BRIGHTON, BARCLAYS 3,809 BANK OFFICE / MAKERSPACE	HARLOW, JJB 16,136 SQFT RETAIL STUDIOS / EXHIBITIONS	COLCHESTER, JJB 15,064 SQFT RETAIL EVENTS / OLYMPICS

3Space Stories to Date

3Space Stories: Spaces Provided

2.15 The following case studies identify innovative spaces repurposed using the holding cost reduction model and branded approach.

Hatch – Barclays

3Space were engaged by Barclays to adapt their high street offer. They developed a concept where former branches were converted into co-working, makerspace and events spaces. 3Space piloted two spaces in Oxford and Brighton working with the local community and start-ups. The concept has been rolled out across the UK and rebranded as Barclays Eagle Labs.



Source: 3Space



Source: 3Space

Space for Growth - Cabinet Office

3Space participated in a programme set up to tackle the issue of vacant space in government buildings. 3Space were the main delivery partner taking vacant office space totalling 25,000 sq ft.

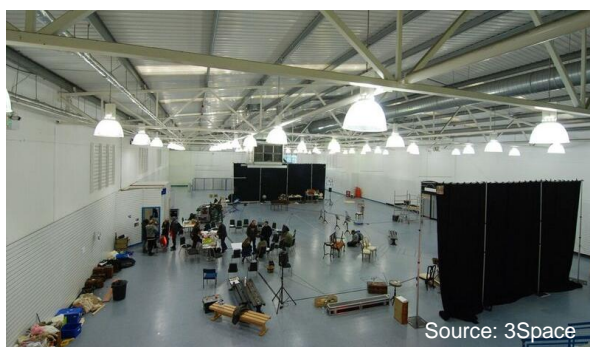
3Space opened two office hubs to support start-ups and community groups, with their role in Croydon Hub playing an important role in contributing to the expansion of Croydon Tech City.

First Chapters - FORE Partnership

This scheme covered two project in London and Manchester, consisting of 82,000 sq ft office and studio use, alongside large scale arts projects and the Re:Think Festival. During this period 3Space gave office space to Spacehive, The Restart Project, Foodcycle, Good Gym & Year Here in their formative years. The London site has since become Nesta's HQ.



Source: 3Space



Source: 3Space

Portfolio Approach – JJB Sports

To help mitigate the costs involved with empty units, JJB sublet their portfolio of 25 vacant shops to 3Space to undertake a number of ambitious large scale projects. Highlights included giving Circus House their first home, hosting Bristol Roller Derby and DJ Shadow shooting a video with Grassroots youth charity in Cardiff.

3Space Stories: Organisations Supported

2.16 The following case studies highlight examples where 3Space have supported charities, social enterprises and art groups to start, grow and scale.

Circus House CIC

3Space took on a 12,000 sq ft retail unit in Manchester. They worked with Circus House to establish the first facility in Manchester to run circus arts classes and workshops. Over 16 months Circus House established their company and when the lease ended were able to take on their own building in Longsight where they are still operating from today.



Discover new projects Create a new project

Spacehive

Featured Project

Glyncoch Community Centre

Wales
From bingo to Taekwondo: help us build a brand new multi-purpose community centre that creates an active hub for Glyncoch!



Pledged £791k Goal £791k

3Space provided free of charge office space to Spacehive following their formation. The space was in Audit House, a co-working space that 3Space managed in the City of London for 10 months in 2013. Since their launch, the crowdfunding platform has developed wide acclaim, raising £9.6 million for community projects and delivering 448 projects to date.

Croydon Tech City

Croydon Tech City was key to the regeneration of Croydon Town Centre in the aftermath of the 2011 riots and the shift in perception that Croydon was a place for tech businesses. 3Space provided free of charge space to the organisation and its members to help grow the movement, providing both desk space for the development of early stage start-ups and event space.



Petit Miracles

Petit Miracles is a social enterprise that teaches furniture restoration and interior design to those needing help to get back into work. Those supported are encouraged to develop a profession in selling the upcycled furniture. 3Space gave them their first physical space in a retail centre in Shepherds Bush. When the lease ended the organisation were able to take on another unit within the same centre.

3Space Stories – Experiences

- 2.17 Anecdotal evidence from tenants and landlords indicate 3Space have been successful in their approach to delivering promote and deliver efficient use of space, support new and high growth businesses, support local initiatives and test new ideas.

<p><i>“3Space played a key role in sustaining the early Croydon tech ecosystem, providing local entrepreneurs – most of whom were local people, trying to solve local problems – with a low cost space within which to work, to meet at events, and to form a dynamic community. Whilst it was only open for 18 months, the role for spaces like 3Space in an economy more geared towards small businesses is growing, and it was a shame that the workspace had to close.” Croydon Tech City. Croydon</i></p>	<p><i>“Spacehive were given free office space in Central London by 3Space when Spacehive were still at an early stage and working on some of our first projects. This was crucial for our expansion and meant what income Spacehive had wasn’t going on rent. Spacehive also benefited from being part of a community of social entrepreneurs who were in a similar position to us, at a formative stage of their organisation's development.” Chris Gourlay, Found and Ceo, Space Hive. City of London.</i></p>
<p><i>“3Space brought multiple innovative uses to each premises whilst always prioritising the health and safety of users, the surrounding community and protection of the building... the passion and drive of the 3Space team was a major factor in the successful execution of the project.” Barclays. Landlord. Oxford & Brighton.</i></p>	<p><i>“Their use of the space has been both innovative and productive whilst at the same time ensuring that health and safety procedures have been adhered to and the building protected. All legal obligations have been met and financial payments settled promptly. LCR would recommend 3Space as an innovative solution to any landlord and wish them continued success in their future endeavours.” London Continental Railways. Landlord. Croydon.</i></p>

3. Background: Keeton's and Collett



3 Background: Keeton's and Collett

- 3.1 This chapter explores how the Keeton's and Collett project was originally conceived. It also looks at its rationale, objectives, relationship to Bermondsey's socio-economic context and the strategic fit for the surrounding Biscuit Factory and Bermondsey Campus Regeneration site.

The Bermondsey Context

Bermondsey's Social and Economic Context

- 3.2 Bermondsey is located in South East London and is part of the London Borough of Southwark. The area is just outside the Central Activities Zone and the London Bridge Bankside Opportunity area.
- 3.3 A review of the socio-economic characteristics¹ of the local area highlights mixed performance in employment and business and labour market challenges at the local level:
- **Low employment growth:** Around 7,000 people are employed in Bermondsey, accounting for 3% of employment in LB Southwark. Employment is focused around key clusters such as The Blue, Jamaica Road, Bermondsey Street and Tower Bridge road. Overall employment has grown by +7% in recent years, significantly lower than for LB Southwark as a whole (+23%) and London (+16%).
 - **Growth in micro-businesses:** Despite low employment growth, the number of businesses operating in Bermondsey has doubled in recent years to around 1,300 businesses operating in Bermondsey today. 93% of these are micro businesses (0 to 9 employees), higher than the average for LB Southwark and London.
 - **Affordability of workspace:** Growth in micro businesses reflects availability of space in Bermondsey (5% still vacant) and relative affordability – office space in Bermondsey is between £20/£25 per sq ft, compared to £45/£50 per sq ft in LB Southwark and London. Railway viaducts are increasingly providing space for small creative businesses.
 - **Challenges in the local labour market:** The Bermondsey labour market performs relatively poorly compared to Southwark and London: according to 2011 census data employment rates are below wider averages and around 25% of residents have no qualifications – significantly higher than the average for LB Southwark (16%) and London (18%).
 - **Issues of severe deprivation:** Challenges in the local labour market are reflected in severe pockets of deprivation locally, particularly in terms of income and employment deprivation. A number of areas bordering the regeneration site within which Keeton's and Collett sits rank in the top 10% deprived nationally.
 - **Growing visitor offer:** Despite socio-economic challenges locally, the reputation of Bermondsey as a place to visit is growing. Local pubs and restaurants, markets at Bermondsey Square and Maltby Street, and clusters of artisanal food and beverage producers are attracting growing numbers of visitors to Bermondsey.

¹ Sourced from a number of government statistics (in order of bullet points): ONS BRES, 2016; UK Business Count, 2017; CoStar, 2018; Census, 2011; IMD, 2017

Development and Regeneration Context in Bermondsey

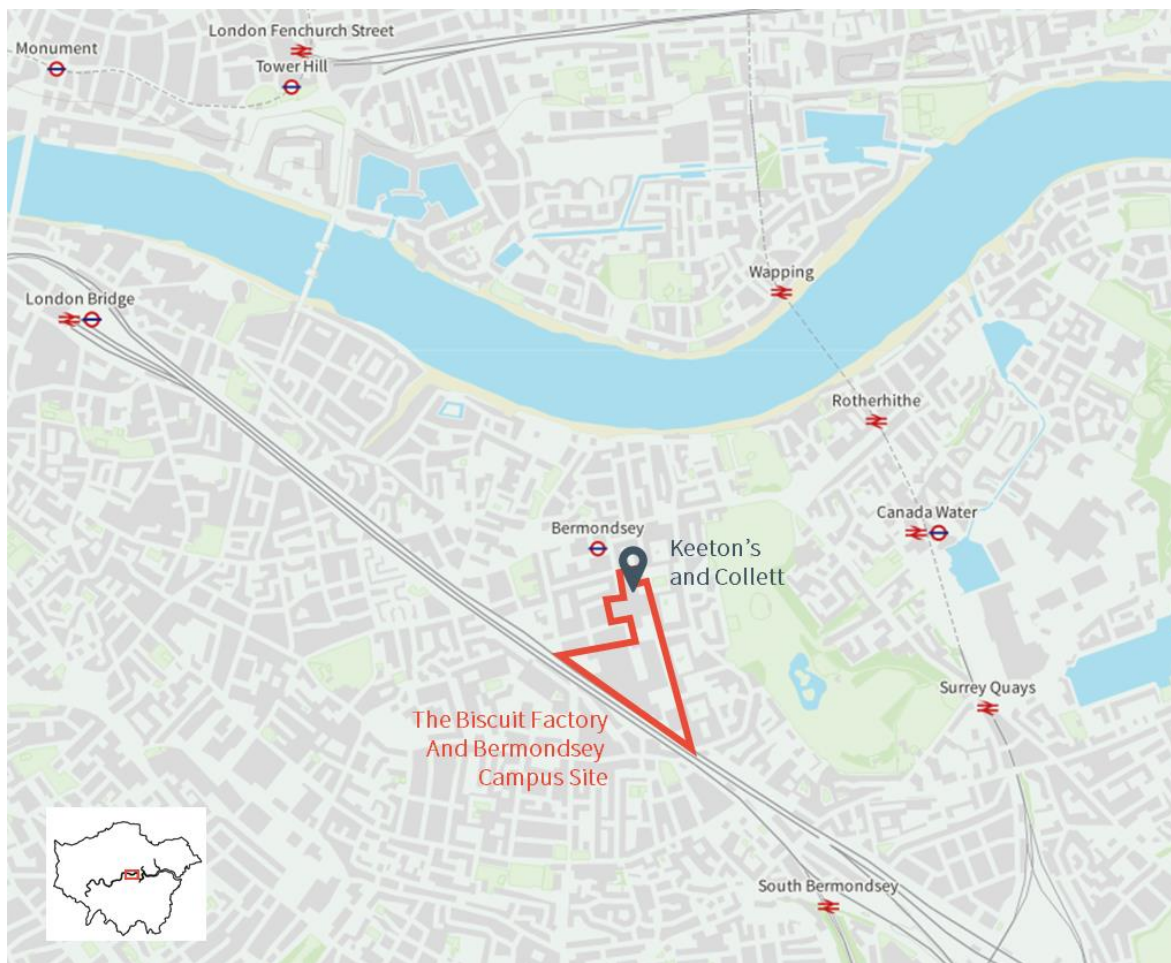
- 3.4 The New Southwark Plan contains Area Visions which set out the councils aspirations for places and borough-wide strategic policies. According to the Bermondsey Area Vision, one of the key aims of development is to provide flexible workspaces for small and medium enterprises, particularly creative industries to strengthen Bermondsey's reputation as an exciting, vibrant and creative place to work. In addition to the Biscuit Factory site, which is where the Keeton's and Collet project is based (more detail in the next section), there are a number of future development sites identified in the Bermondsey Area Vision responding to the objective above:
- Tower Workshops – 7,300m² site to be redeveloped to provide employment floorspace for small businesses. It is currently low grade office stock.
 - Chambers Wharf – 14,010m² site area on current Thames Tideway Tunnel construction site (ongoing to 2023). Redevelopment will provide new homes and mix of retail uses.
 - Old Jamaica Road Business Estate – 10,550m² site area to be redeveloped to re-provide employment uses with additional housing.
- 3.5 Aside from physical development, the Southwark High Street Challenge fund was launched in 2014 and aimed to diversify town centres and high streets, attract new customers and improve connections between businesses, residents and community groups. Over the course of the High Street challenge the following projects were funded in Bermondsey:
- Bermondsey Community Kitchen: Developing a market identity/strategy and running a project to help young people run food stalls in the market.
 - Blue Bermondsey Bide: Working in partnership to refurbish John Bull Arch to increase footfall.

The Biscuit Factory and Bermondsey Campus Site

Background

- 3.6 Grosvenor purchased the former Peek Frean Biscuit Factory and Lewisham and Southwark College 12-acre site in 2013. The site is located in Bermondsey in close proximity to Bermondsey tube station (see map below).

Figure 3.1 Context Map of Biscuit Factory and Bermondsey Campus Site



Source: Hatch Regeneris, 2018

3.7 Current proposals represent a £500 million investment to deliver:

- 1,343 new homes for rent
- 10,000 m2 new office space – including workspace for start-ups
- 10,000 m2 retail, leisure, community and food and drink
- 600 place secondary school
- 20,000 m2 of new and improved streetscape, public realm and play space

3.8 According to economic impact figures published by Grosvenor, the project has the potential to deliver the following impacts:

- 1,200 construction jobs on site
- Around 1,300 new jobs from commercial space
- £3m additional spend per annum in The Blue from additional footfall

3.9 Grosvenor’s ambition is to take an active role in the long-term asset management and stewardship of the area over the next 100 years to ensure social and economic benefits for those living, working and learning locally are maximised over the long term. A key mechanism for this

is delivering residential units as build to rent, in order to maintain control as a long-term asset manager and hold an active stake in the future of the scheme.

3.10 In conjunction with this, Grosvenor have developed a 'Local Legacy Strategy' identifying four key objectives to steer development:

- Enterprise: create opportunities for businesses, encourage enterprise and re-establish the neighbourhood as a thriving local economy
- Education, Skills and Employment: support provision of local high quality education and support local people into long-term employment
- Health and Wellbeing: support local people in improving their physical and mental health by encouraging people to eat healthily and keep active, whilst tackling specific issues such as childhood obesity.
- Community Cohesion: foster a diverse and cohesive community, tackling social isolation and encouraging integration.

3Space Site Acquisition

3.11 In 2016 3Space were looking to acquire a site in London to deliver their BuyGiveWork model, in preparation for the end of their previous Platform 4 project in Manchester. 3Space came across the Lewisham College site via an introduction to Grosvenor from a trustee of the charity.

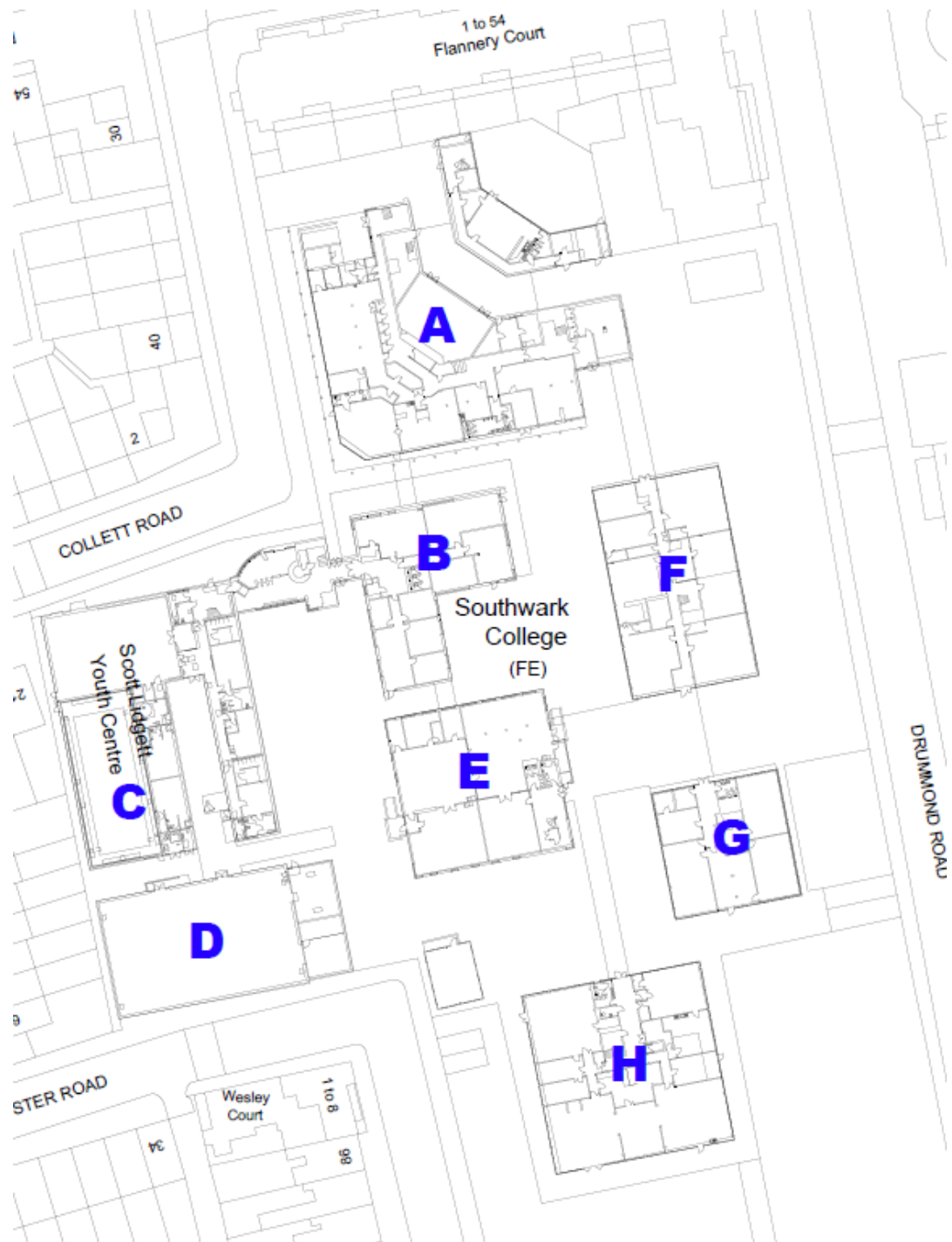
3.12 Following discussions, the former Bermondsey college site was selected by 3Space as a suitable location in London to deliver the BuyGiveWork model. Aside from the appropriate lease terms agreed, the size and type of space was suitable for providing a range of standard workspace units as well opportunities for experimental projects (e.g. utilisation of the old school canteen as laboratory space).

3.13 The project required a temporary planning permission², providing an agreement to lease subject to planning. The planning process took around 2 to 3 months before a formal lease for the building was provided for two buildings on the site (A + B - see site plan below). 3Space gained a license to access the building in the interim period to complete necessary works and refurbishment.

3.14 The formal lease was originally agreed for a 6 month period with 1 month break notice, but following delays in planning the lease was extended to 2 years. 3Space were provided the building free of charge, but invested £30,000 in upfront costs for furnishing and fit-out, alongside ongoing service charge and contribution to boilers, rates, electricity and utilities.

² A temporary planning permission is appropriate on vacant land/buildings to enable use of a temporary period prior to long term regeneration plans coming forward.

Figure 3.2 Floorplan of Lewisham and Southwark College Buildings



Source: 3Space

Note: Keeton's and Collett occupies buildings A and B

Keeton's and Collett

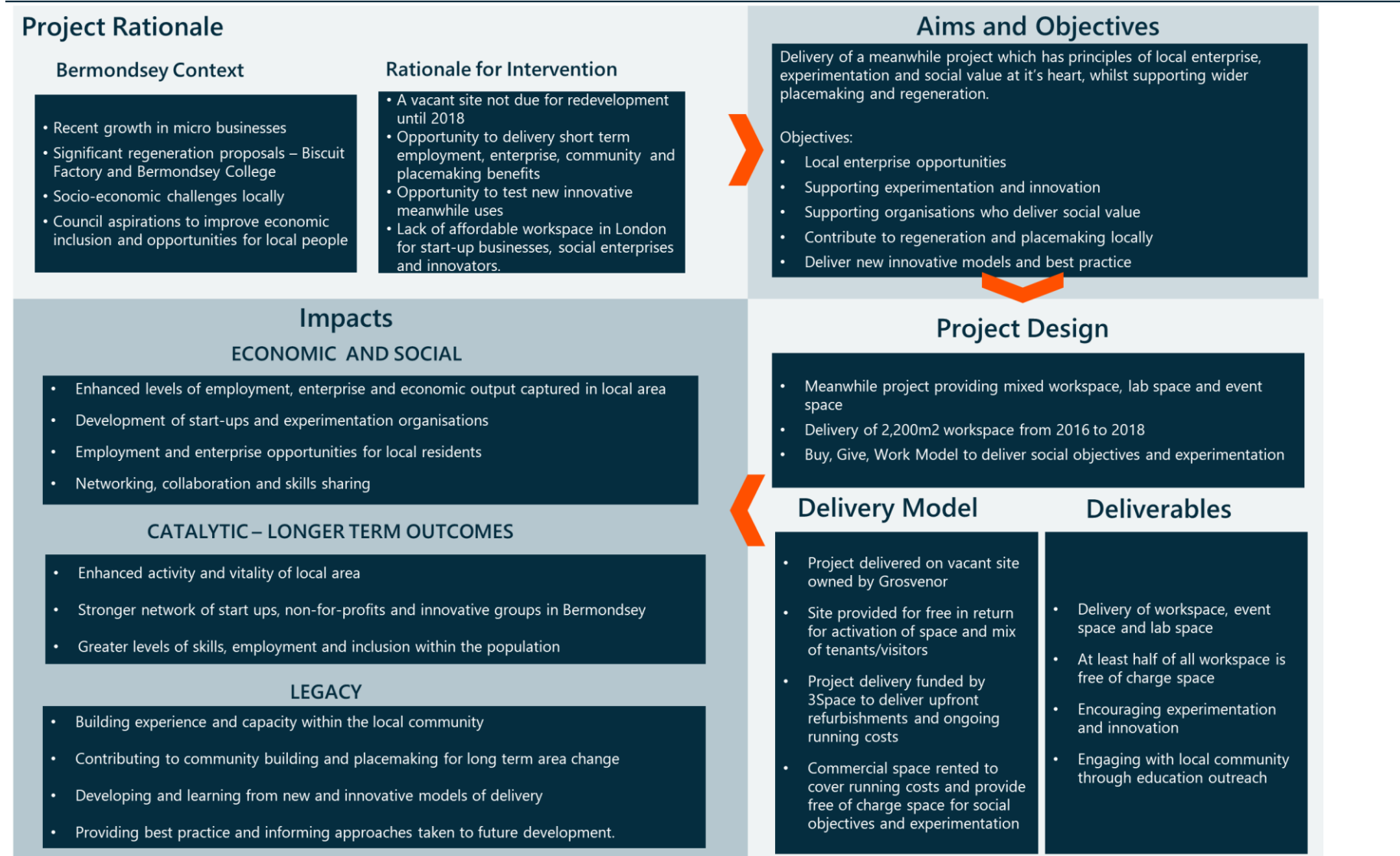
- 3.15 Keeton's and Collett was set up as a meanwhile workspace in the two buildings and provided affordable commercial and free of charge space for businesses, non-profits, local start-ups and experimental projects.
- 3.16 The project was the pilot scheme for the BuyGiveWork model, driven by the concept that for every desk purchased one will be provided free of charge to a non-profit, local start-up or experimental project.
- 3.17 The project aligned with the rationale and objectives of the 3Space approach with additional objectives specific to the Keeton's and Collett project and Bermondsey Context.

Keeton and Collet Objectives

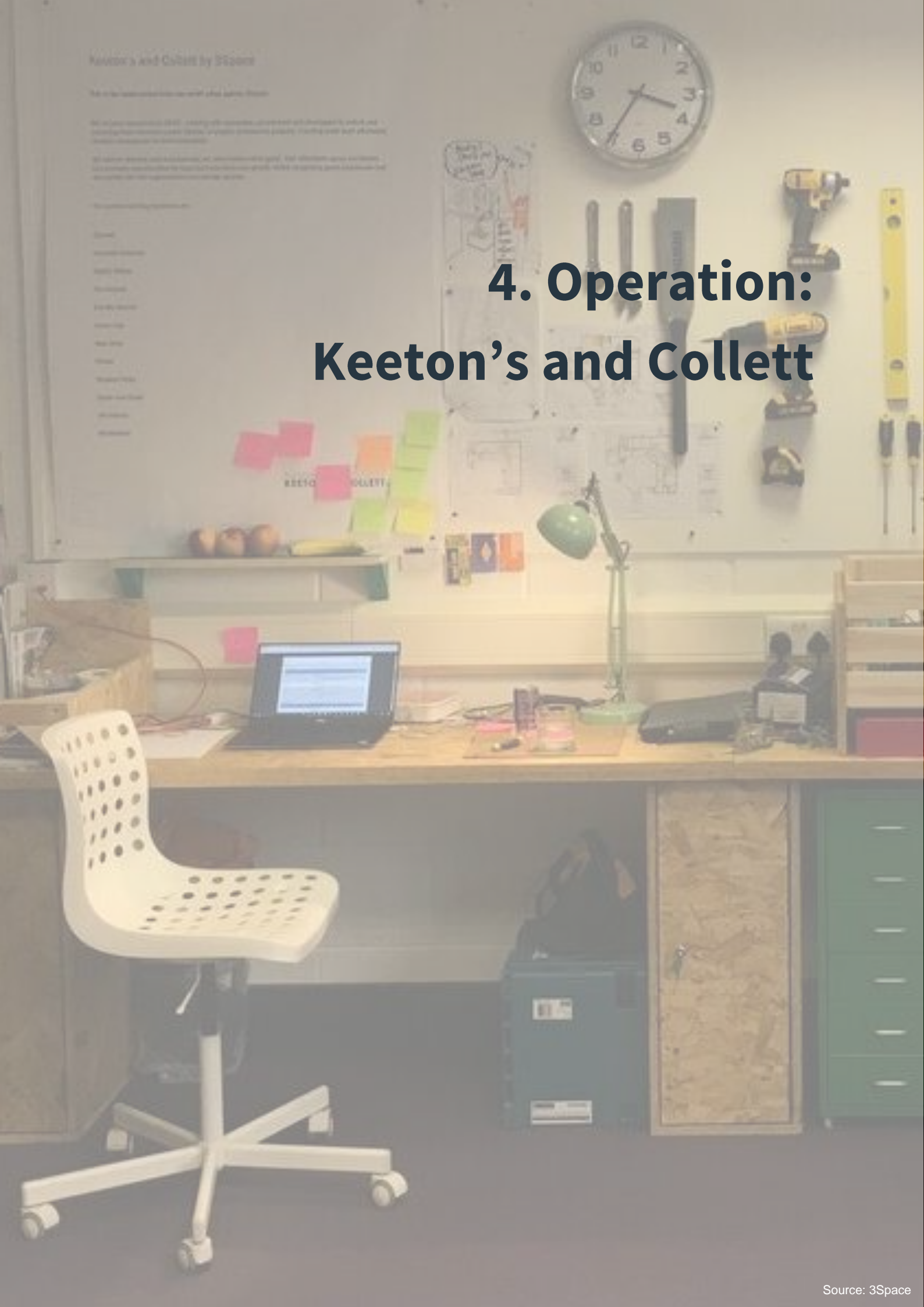
- **Promote and deliver efficient use of space:** To promote and help deliver an efficient city operating at 100% occupancy of commercial spaces, with gaps being optimised for non-commercial use for wider benefit.
- **Support placemaking and regeneration:** Provide attractive workspace opportunities to bring new and high growth business to an area, whilst curating an interesting tenant mix to support placemaking.
- **Retain diversity and support experimentation:** Providing spaces for experimental organisations to test new ideas and provide support for these to develop a route to market.
- **Support local initiatives:** Generate social value by providing support to local charities, non-profits, artists, community groups and early stage start-ups with free of charge space.
- **Deliver new innovative models:** Deliver the BuyGiveWork model using the regeneration approach and identify best practice to replicate model on future projects.

- 3.18 To deliver objectives, 3Space adopted the following approach to the Keeton's and Collett project:
- **Cross subsidising investment:** Contributing upfront investment and generating sufficient levels of revenue from businesses to support not-for-profits, local businesses and experimentation.
 - **Prioritising innovative tenant mix:** Utilising innovative funding models to curate a mix of organisations and activities, whilst prioritising digital, tech and innovative businesses.
 - **Fit out and refurbishment:** Investing in fit out to create a range of spaces, providing private offices, hot desking and lab space for experimentation.
 - **Stakeholder management and communication:** Fostering a good working relationship with local stakeholders, including Grosvenor, local businesses networks and community groups.
- 3.19 The overarching context and background for Keeton's and Collett is summarised in the logic model below. The logic model provides a framework for testing the performance and impact of the project.

Figure 3.3 Keeton's and Collett Logic Model



4. Operation: Keeton's and Collett



4 Operation: Keeton's and Collett

- 4.1 This chapter explores the operation of the project from the point 3Space leased the building from Grosvenor. This includes the footprint and specification of the building, breakdown of uses and the operation of the Keeton's and Collett project.

Footprint and Specification

Process of Refurbishment

- 4.2 A key component of the Keeton's and Collett model was delivering the fit out and refurbishment of Lewisham College building quickly and cost effectively. This enabled the project to make best use of the space in the given time limit, and ensured the financial model remained viable.
- 4.3 The Keeton and Collett footprint was split across two school buildings and spread over 25,000 sq ft. The majority of rooms in the buildings were old classrooms, in addition to old industrial kitchens and a cafeteria that had three-phase power, running water and hardwearing flooring.
- **Approach:** 3Space conducted a gradual fit out, initially starting on the communal areas and then decorating and furnishing the individual rooms as they built up their tenant base over the first 6 months. Project partner Green Lab took on the old kitchens and cafeteria and conducted their own fit out, using recycled materials salvaged locally.
 - **Conversion:** The team converted classrooms into offices, updated the reception, provided signage and installed a new kitchen, two new toilet blocks and a shower room to make the building fit for its new purpose.
 - **Labour:** 3Space used local carpenters, plumbers and electricians to help with the build and conducted a lot of the design work and redecoration in house.
 - **Furniture:** The furniture was a mixture of bought and made, with high street staples alongside higher end pieces. 3Space reused custom-built pieces from a project in Manchester and created site-specific pieces such as a bar for events space and phone booths for the communal areas.
 - **Building Exterior:** The exterior of the building was an important consideration. Collaboration with the Urban Researcher and Green Lab worked to provide pots for growing seasonal produce and composting, as well as improving the bike rack areas and outdoor seating. A hydroponic wall was built in the reception alongside the hanging of Boskke Sky Planters.

Breakdown of Uses

- 4.4 3Space provided a range of different spaces at Keeton's and Collett, including hot-desking, 20 person dedicated offices, lab space for bench based trials and development work and a number of breakout spaces, meeting rooms and event spaces.
- 4.5 Two types of space were available for "Buy" businesses renting chargeable space (private office and fixed desks) and two types of space available exclusively for "Give" Organisations free of charge (hot desks and green lab space) Communal spaces are available for both "Buy" and "Give" organisations for one off or more regular use. The specifics of these spaces in terms of size and characteristics are summarised in the table overleaf.

Table 4.1 Breakdown of Units and Uses

	“Buy” Spaces		“Give” Spaces		Communal Areas (Available to all)	
	Private Office	Fixed Desks	Hot Desks	Green Lab	Meetings & Breakout	Event Space
Description	15 private offices ranging from 2 - 20 desks (majority either 6 or 12 person size). Offices were repurposed from old classrooms and staff offices. Available furnished with ethernet cabling and Wi-Fi, and tenants had the option to decorate or brand the space. One month notice period required on both sides.	2 offices with 12 desks available as fixed desks, typically taken by organisations coming out of an accelerator program renting their first space. Available furnished with ethernet cabling and Wi-Fi. 1-month notice period was required on either side.	42 hot-desks available across 3 hot-desking areas with one shared 8-desk office. Hot-desking available on a first come first serve basis. Rooms furnished with basic storage for paperwork and IT equipment. Wi-Fi available throughout, meeting rooms and event spaces available free of charge.	Space split across the ‘Wet Lab’ with bench space for development trials, growing, brewing and cultivation. ‘Dry Lab’ located upstairs with desk space for co-working, large events space, small studios and makerspace equipment (including 3D Printers and a laser cutter).	Five meeting rooms available to book, with screens available for two and whiteboards available for four. These were able to be self-booked by tenants through a shared calendar free of charge. Other informal meeting spaces and phone booths were also available.	Three event spaces available, including the main reception, the “Summer Palace” (self-contained with bar facilities) and the Green Lab which can accommodate 50 people and has extensive facilities. The first two spaces are free of charge to tenants whilst the Green Lab space was chargeable and open for external bookings.
Space	141 desks	24 desks	42 desks	n/a	5 M-Rooms, 7 B-outs	3 event spaces
	7,277 sq ft	904 sq ft	2,032 sq ft	5,000 sq ft	4,815 sq ft	3,715 sq ft
	£20 /sq ft*+ £8 SC	£215 per desk	Free	Free	Free	Free / £80ph
Uses	Tech, architecture, design, big data, data science, start-up, scale-up, creative studio, social networking	Accelerator graduates, tech, AI, data science, live action role play, blockchain, design, social enterprise	Charities, social enterprise, local entrepreneurs, business support, youth support, community groups, education	Aquaponics, events, hydroponics, mycelium, growing, workshops, events, insect farming, electronics	Meeting rooms, outdoor space, informal breakouts, phone booths, lunch room, board meetings	Business support, exhibitions, arts, performance, corporate events, training, volunteer engagement, filming

*Note: Price per sq ft uses blended rate of current tenancies.

BuyGiveWork: Keeton's and Collett in Operation

Buy - Business Operations

- 4.6 At the time of writing there were 18 businesses operating in “Buy” space across 141 desks, covering a range of digital and creative sectors and employing 128 people (see Table 4.2). There was also an additional charity and social enterprise renting chargeable space.

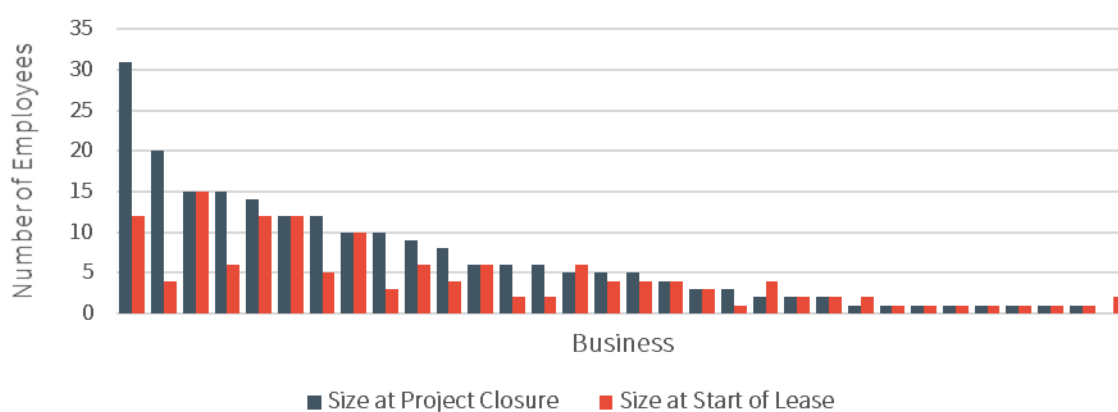
Table 4.2 Summary of “Buy” Businesses operating at Keeton's and Collett in August 2018

	Total Business	Total Employment
Tech	8	68
Professional Services	3	15
Architecture	2	4
Creative	1	2
Marketing	1	8
Media	1	10
Tech / Architecture	1	20
Freelancer	1	1
Charity	1	4
Social Enterprise	1	1
Total	18	128

Source: 3Space Monitoring Data

- 4.7 The majority of “Buy” businesses joined 3Space at the early stages of development, with 8 sole traders, 20 micro businesses (0 – 9 employees) and 3 small businesses (10 – 15 employees). A number have experienced growth, which is analysed in more detail in the next chapter.

Figure 4.1 Size of “buy” businesses at joining and at project closure.



Source: 3Space Monitoring Data

- 4.8 3Space supported innovative and entrepreneurial organisations to develop and thrive. The case studies below highlight three interesting stories to demonstrate this.

Keeton's and Collett Stories – Buy Organisations

Resi

Resi are an online architectural platform founded by the tech entrepreneurs behind Hassle and the architects behind Design Squared. They use technology to create accurate, affordable design packages for any building project.

Since the founders came to 3Space to take a small 4 desk office they have expanded to over 30 employees, secured external funding and have plans in place to double in size over the next 12 months with longer term ambitions to list on the AIM market.

Resi have benefitted from the flexible terms that 3Space offer, expanding into bigger offices four times and the affordability of the office space has contributed to the speed at which they have been able to increase their headcount.



Source: 3Space

Advizzo

Advizzo's mission is to change the way customers think about their energy and water consumption, as well as the way utility companies engage their customers by using data science, cloud computing and behavioural science.

Founded in 2015 they have operated at Keeton's and Collett for over a year and during this period have taken on 9 new staff, grown their UK office, fostered 8 B2B clients representing over 5 million UK households and established a growing business in the Middle East.

During this time they have been able to take on additional staff that they would not have been able to had they been in their previous workspace and have benefitted from the extensive meeting rooms and phone booths on offer. Using Keeton's and Collett as a platform, the company have now moved into permanent space locally.



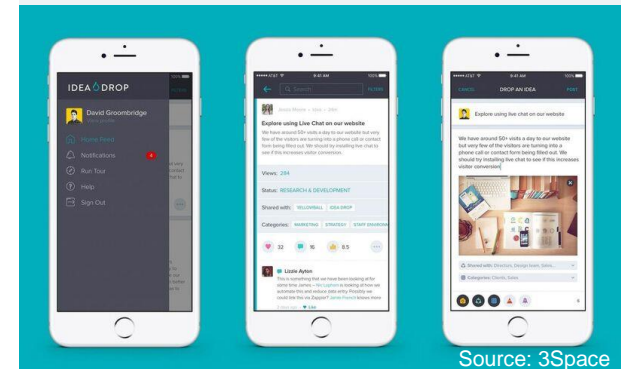
Source: 3Space

Idea Drop

Idea Drop is a cloud-based software and native mobile app that allows medium to large enterprises to capture, curate and action the best ideas contributed from across their workforce and wider stakeholders. The software allows employees to anonymously contribute businesses ideas for consideration irrespective of their position in their company. The business currently has a turnover in excess of £1m.

When the founders Owen and Charlie first joined Keeton's and Collett when it first opened it was just them – they have since grown to a headcount of 13 and secured significant external funding, some of which was provided by 3Space in their last round.

Since being a part of the 3Space community they have contributed by giving their software licenses to tenants for free. They have also benefited from other businesses in the Keeton's and Collett community offering support as well as the flexibility the 3Space team provided.



Source: 3Space

Give - Organisations Supported

- 4.9 The “Give” organisations are a mixture of not-for-profits that benefit the local area, early stage start-ups with a local founder and experimental projects. They benefit from the use of office facilities, events space and from the use of lab conditions spread across the old school kitchens and cafeteria for experimental projects.
- 4.10 In order to source and select appropriate tenants, 3Space worked with Community Southwark (the umbrella body for the Voluntary and Community Sector in the area) to market the space to their members. 3Space also worked with Grosvenor who had established links in the area, as well as the local BID team.
- 4.11 To reach experimental and innovative start-ups 3Space collaborated with Green Lab which 3Space had an established relationship with. Their reach into the agri-tech sector allowed 3Space to reach innovative businesses and academics who would not have been accessible.
- 4.12 The “Give” organisations provided free of charge space include:
- 17 charities
 - 1 social enterprise
 - 1 tech business
 - 1 Business Improvement District
 - 1 freelancer
 - 1 incubator / agri-tech
 - 1 retail accelerator

Give – Organisation Stories

- 4.13 3Space have supported a range of innovative, experimental and local organisations through provision of free space. The case studies below provide further detail on three organisations.

Case Studies – “Give” Organisations

RefuAid

RefuAid was founded as a counterpoint to the ineffective handling of the refugee crisis by international organisations and government bodies, with the focus on helping refugees to lead independent lives.

RefuAid launched a language programme in 2016 that supports refugees into higher education and employment and since joining 3Space have launched their 'Equal Access Loan' to help refugees with re-qualification in their chosen field (e.g. engineering, nursing, law, care etc.).

They credit 3Space as one of the main reasons that they are growing so rapidly. As a charity they would not have been able to afford an office in a central location that has been crucial to their ability to scale, with plans to increase the team to 20 next year.



Green Lab

Green Lab is a social enterprise and open innovation workspace for individuals and organisations to learn about and design sustainable solutions to complex urban food, water and waste challenges, exploring the intersection between agriculture, technology, science, botany, engineering and design.

Since launching in Keeton's and Collett, Green Lab has established itself as a leading platform for urban agriculture in London and have grown their community to +400 interested members and incubated 10 start-ups since June 2017.

Green Lab acknowledge that 3Space has been instrumental in enabling the project to start with minimal capital investment, providing a rent-free space to give the business enough runway to start-up.



The Restart Project

The Restart Project are a social enterprise and charity dedicated to community waste prevention. Their first office back in 2013 was at 3Space's former workspace at Blackfriars which was game-changing; it was a space they used to recruit a fundraising volunteer and scale their work.

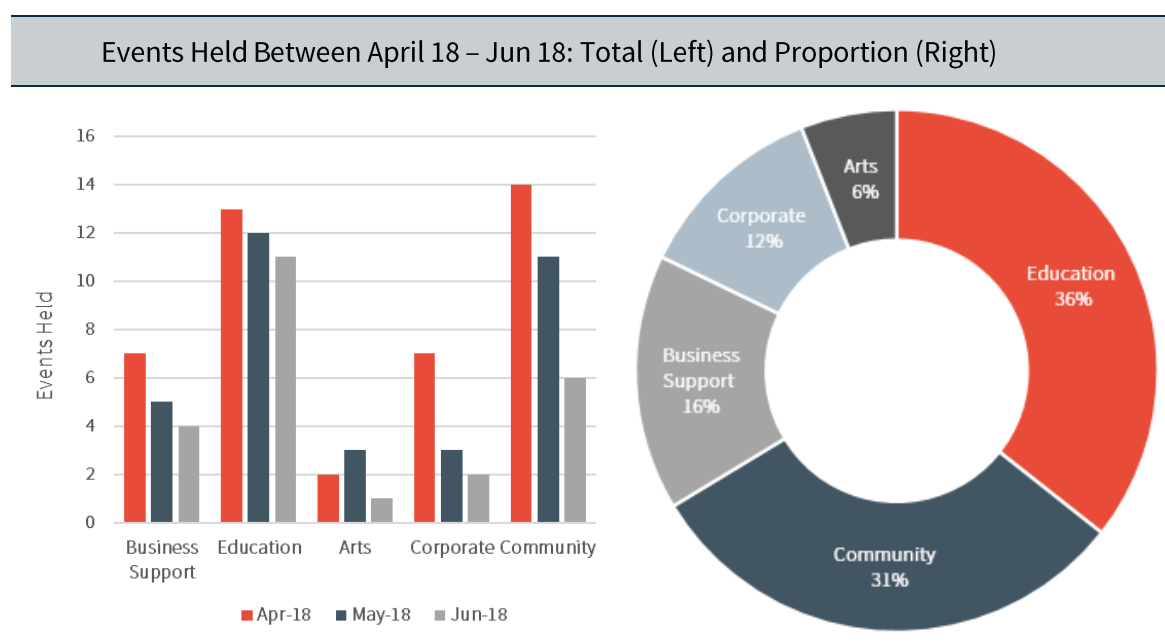
After a couple of years at Makerversity in Somerset House, the opportunity arose to move back in with 3Space in 2016. Since then their work has expanded to address the system-level barriers to better electronics, and their preference was to spend on people and inclusivity over office space.

Each year with 3Space they've saved the salary of their part-time Operations Manager. They appreciate 3Space's dedication to community and appropriate, ecological use of resources.



Work - Events and Networks Provided

- 4.14 Forming the third strand of the BuyGiveWork model, the “work” refers to the supportive and collaborative environment created in Keeton’s and Collett and the resulting network of innovative businesses, non-profits, local start-ups and experimental projects.
- 4.15 The work aspect of the scheme can be summarised in three key aspects below:
- Events: Keeton’s and Collett provided event space free of charge for tenants and local groups to host, attend and share ideas. 3Space also curated and run events.
 - Networks: 3Space prioritised innovative and diverse tenant mix over income outcomes, to encourage collaboration and networking with groups and businesses.
 - Workplace: Adaptable space provided on flexible terms, with a range of communal spaces available both indoor and outdoor.
- 4.16 Formal events run each month, focusing on things like business support, education, arts, corporate days and community. Tenants and community groups can run events free of charge and 3Space also curate events and publicise events to the wider business community.
- 4.17 3Space monitoring data provides a snapshot of events held between April and June 2018. During this time, Keeton’s and Collett facilitated over 100 events, averaging 20 events per month. The largest proportion of events were for educational purposes and a third for community outreach.
- 4.18 It’s important to note that this is not representative of all events held, with anecdotal evidence showing that an average of over 20 events per month was delivered throughout the course of the project.



Source: 3Space Monitoring Data

- 4.19 Over the course of the project Keeton’s and Collett has facilitated a diverse range of events, involving a range of groups and delivering a strong focus on innovation and local impact. The case studies below provide more detail on three event programmes.

Case Studies - Events

Green Lab – Schools Program

In partnership with Inspire, a Hackney based charity, Green Lab have been teaching KS2 primary school children the basics of urban farming and sustainability supporting the charity and their STEM-based 'iDiscover' programme.

Green Lab regularly hosted a series of educational hands-on workshops combining the principles of recycling, plant biology, hydroponics, microgreens and creative drawing. The sessions were hosted inside Green Lab's dedicated event space designed for messy workshops.

Over 90 minute sessions children were taught how a 500ml water bottle can be turned into a miniature farm for microgreens using coir, perlite, knitting wool and a choice of two seed types. Combining this with an art exercise the children were encouraged to create animal faces for their bottles, with the fully grown microgreens appearing as 'hair' to complete the session.



Diaspore Project Space – Arts Program

The Main reception at Keeton's and Collett hosted a series of contemporary art exhibitions, performances and dances by Diaspore, an organisation that focuses on ideas around ecology, ecosystems and communities.

An array of activities have been held, including events focused on robotics, voguing, cybernetics, chroma yoga, supper clubs, tarot reading, pollination workshops, tea ceremonies, the Mycological Twist, film screening and a wide mix of participatory events spread across the annual program.

By hosting these events and exhibitions and events in the main access point of the building, 3Space encouraged tenant participation.



Student Hubs - Staff Training Program

Student Hubs is a national charity supporting students to shape, lead and take part in social action in their local communities, empowering them to become active citizens for life.

They have held regular all staff training days at 3Space, for a team of 25. These training days focused on a combination of high level strategic consultations with the team, specific skills training and peer support for staff doing similar roles in different locations.

The space has been useful for Student Hubs for a number of reasons, namely, its connected location, the number of well-equipped training spaces across the building and the fact it's free of charge which is beneficial for a charity with a relatively small turnover.



5. Social and Economic Impact: Keeton's and Collett



5 Social and Economic Impact: Keeton's and Collett

5.1 This chapter explores the impact of Keeton's and Collett from formation to project closure, considering the following impact types:

- **Economic impacts:** annual direct economic footprint of on-site activities at project closure; annual direct economic benefits retained in Southwark and South East London³ at project closure; overall contribution to local placemaking and regeneration.
- **Supporting business growth and experimentation:** impact on business start-up and growth during residency at Keeton's and Collett; supporting innovative organisations during residency at Keeton's and Collett.
- **Social and community impacts:** the influence of support provided to social enterprises, charities and local business during residency at Keeton's and Collett. A snapshot of the annual social value generated at project closure is also included.

5.2 As identified above, impacts have been measured using two different frames:

- During the tenant's residency at Keeton's and Collett, to provide insight into the journey of a given tenant and the impact of Keeton's and Collett on this.
- At project closure, to measure the estimated annual impact of Keeton's and Collett at one given point in time.

5.3 The assessment of the impact has been informed by 3Space's monitoring information and a survey of Keeton and Collett's tenants (detailed below). The economic and social impacts of Keeton's and Collett are summarised in the infographic overleaf.

Tenant Survey

An online survey was shared to tenants via the 3Space team to provide insight on how Keeton's and Collett had supported tenants to set up, develop and grow. Every tenant was asked to respond and offered guidance by the 3Space team if needed.

In total the survey was completed by over thirty-two tenants (50% of all present and former tenants). Tenants who responded provided a representative sample:

- Thirteen "Buy" Businesses and eighteen "Give" Organisations.
- Operating in a range of spaces (16 hot desks, 10 private offices, 5 fixed desks, 1 lab)
- Twenty-nine tenants were current tenants and two were former tenants.

Economic impacts (including business turnover and supply chain spend) were calculated using conservative averages from standard government guidance to fill gaps in responses (methodology is detailed in Appendix C). Therefore, the actual economic impacts at project closure may be underestimated.

Social value outputs were calculated solely using responses from survey results. As a result these are likely to be underreported.


³ South East London includes Southwark, Lambeth, Lewisham and Greenwich

Figure 5.1 Summary of Social and Economic Impacts of Keeton's and Collett

KEETON'S AND COLLETT SOCIAL AND ECONOMIC IMPACT AT A GLANCE

ECONOMIC IMPACTS AT PROJECT CLOSURE


DEVELOPMENT FOOTPRINT

 **1,400 SQM** MIXED WORKSPACE
450 SQM MEETING & BREAKOUT SPACE
350 SQM EVENT SPACE

DIRECT ANNUAL ECONOMIC IMPACTS AT PROJECT CLOSURE

 **19** BUSINESSES ON SITE AT PROJECT CLOSURE

 **130** EMPLOYED ON SITE AT PROJECT CLOSURE

 **£8M** ANNUAL GROSS GVA OUTPUT OF BUSINESSES ON SITE

DIRECT ANNUAL BENEFITS RETAINED LOCALLY AT PROJECT CLOSURE




£1M GROSS ANNUAL SALARY FOR SOUTHWARK RESIDENTS
£2M GROSS ANNUAL SALARY FOR SE LONDON RESIDENTS





£1M GROSS ANNUAL SUPPLY CHAIN SPEND IN SOUTHWARK
£2.5M ANNUAL SUPPLY CHAIN SPEND IN SE LONDON

BUSINESS GROWTH AND EXPERIMENTATION

IMPACT ON BUSINESS START UP AND GROWTH DURING TENANT RESIDENCY

 **36%** BUSINESSES REPORTED EMPLOYMENT GROWTH

 **+40%** GROWTH IN EMPLOYMENT ON SITE

 **80%** BELIEVE SUCCESSFUL OPERATION DUE TO K&C

 **60%** OF BUSINESSES BELIEVED THEY WOULD BE SMALLER OR NOT OPERATING WITHOUT K&C

 **100%** OF BUSINESSES BELIEVED FLEXIBILITY, SPACE, AFFORDABILITY AND LOCATION IMPORTANT TO OPERATION

IMPACT ON EXPERIMENTATION AND INNOVATION DURING TENANT RESIDENCY

 **20** TENANTS SUPPORTED AT GREEN LAB

 **73%** TENANTS SUPPORTED TO INNOVATE

SOCIAL AND COMMUNITY IMPACTS

SUPPORTING SOCIAL ENTERPRISES AND CHARITIES DURING TENANT RESIDENCY

 **18** CHARITIES AND **1** SOCIAL ENTERPRISE GIVEN FREE SPACE OVER PROJECT


 **90%** REPORT SUCCESSFULLY OPERATING DUE TO K&C


SUPPORTING LOCAL RESIDENTS AND BUSINESS

 **35%** OWNERS FROM SOUTHWARK, **64%** SE LONDON

 **20%** EMPLOYEES FROM SOUTHWARK, **45%** SE LONDON

 **20%** SUPPLY CHAIN SPENT IN SOUTHWARK, **45%** SE LONDON

 **65%** TENANTS BELIEVE THEY INTERACTED WITH LOCAL AREA MORE DURING TENANCY DUE TO K&C

 **1/3** OF EVENTS HELD FOR COMMUNITY USE

GENERATING SOCIAL VALUE

- **79** VOLUNTEERS; ANNUAL WELLBEING VALUE OF **£250K**
- **5** APPRENTICESHIPS; ANNUAL WELLBEING VALUE OF **£11K**
- **7** TRAINEES; ANNUAL WELLBEING VALUE OF **£10K**

Economic Impact of Keeton's and Collett

Direct Economic Footprint of On-Site Activities

- 5.4 Keeton's and Collett had an overall size of 2,200sq m, which included 1,400sq m of mixed workspace, 450sq m of meeting and breakout space and 350sq m of event space. At the time of writing there were 44 tenants operating in Keeton's and Collett, categorised into the following:
- 19 Businesses
 - 18 Charities
 - 2 Social Enterprises
 - 5 Other
- 5.5 According to 3Space's tenant database, businesses operating at Keeton's and Collett employed 130 people. Using standard government guidance (detailed methodology in appendix C) this is estimated to generate the following annual impacts for the economy:
- £14 million gross annual turnover;
 - £8 million gross annual economic output (GVA);
 - £4.5 million gross annual salary;
 - £6 million gross annual supply chain spend (purchases of goods, materials and services).

Direct Economic Benefits Retained in Southwark and South East London

- 5.6 A proportion of salary and supply chain spend will be captured in Southwark and South East London. Survey results suggest around 20% of those working in Keeton's and Collett lived in Southwark and 45% in South East London (including Southwark). Similarly, 20% of supply chain spend was spent in Southwark and 45% in South East London (including Southwark).
- 5.7 Using the above assumptions and standard government guidance, it is estimated employment on site would have generated the following local impacts:
- £0.9 million gross annual salary for residents living in Southwark and £2 million gross annual salary for residents living in South East London.
 - £1.1 million gross annual supply chain spend in Southwark and £2.5 million gross annual supply chain in South East London.

Contribution to Local Placemaking and Regeneration

- 5.8 The projects aimed to provide attractive workspace offering a variety of uses to bring a diverse range of tenants and community groups into the area. This intended to support the wider placemaking and community building aspirations of Grosvenor.
- 5.9 While the regeneration of the area is in the very early stages, anecdotal evidence from Grosvenor suggest 3Space have created the foundation for future placemaking:

“The tenants and uses 3Space has attracted to the neighbourhood are testament to their ability to curate an innovative and complementary tenant mix which supports long-term placemaking ambitions, local social needs, and job creation. Should the opportunity arise

Grosvenor wouldn't hesitate to work with 3Space again." Grosvenor, Keeton's and Collett, Landlord.

Supporting Business Growth and Experimentation

Business Start-up and Growth

- 5.10 The project aimed to bring new and high growth businesses to the area and support their development, through the provision of affordable workspace, events and networks. This section will highlight the growth of commercial businesses and consider other non-for-profit organisations in later chapters.
- 5.11 There were 19 businesses operating at Keeton's and Collett at the time of writing; 17 renting chargeable space and 2 operating in free space. 7 out of 19 businesses had grown total employees since operating at Keeton's and Collett and total employees on site had grown by around +40% from 93 to 130.
- 5.12 Survey findings indicate that the project contributed to the development and growth of businesses at Keeton's and Collett. 80% of survey respondents believed Keeton's and Collett supported the successful operation of the business to either a "great extent" or "some extent".
- 5.13 Nearly 100% of businesses surveyed believed flexibility, suitability of space, affordability and location contributed to the successful operation of the business to a "great extent". 70% believed events contributed to "a great extent/some extent" whilst just over half said the same about networks. Feedback from tenants provided reasons for these scores:
- **Flexibility:** Good communication and responsiveness of management team; short and flexible tenancies; freedom to expand flexibly within the building and being able to 'overflow'; flexible working hours (outside usual 9-5 hours).
 - **Suitable space:** Good sized and comfortable space; adaptable; range of communal spaces accessible free of charge (indoor and outdoor); good facilities. Survey result reflect views, with 90% of tenants using meeting rooms, 42% event space and 45% outdoor space.
 - **Affordability:** Chargeable space represented good value for money for start-ups.
 - **Location:** Central London location with good connectivity via Bermondsey tube station; good connectivity for staff and clients.
 - **Events:** Good promotion of public events by 3Space; event space free for hire and suitable for running events; events useful for networking and building social/community networks.
 - **Networks:** Encourages collaboration and networking with other groups and mutual support from range of businesses
- 5.14 The project has demonstrated additionality in terms of supporting enterprise and growth. Over 60% of respondents believed if Keeton's and Collett didn't exist or they hadn't moved there, the business would either not be in operation or be performing less well/would be smaller.
- 5.15 Anecdotal evidence from tenants reaffirms the importance of flexibility and affordability to business growth and development.

<p><i>“The flexibility, affordability and central location of the 3Space complex has been of immense assistance through the entire Resi journey thus far. We are now looking forward to the next chapter for Resi and for 3Space as we become an anchor tenant at the new Brixton location.” Jules Coleman, Founder and CTO, Resi</i></p>	<p><i>“It’s important for us to achieve low office costs as 3Space believe our investment should always be focused on our people and product. The affordability of 3Space has helped us grow the business from the 2 founders to 19, and our turnover to £1m+”. Charlie de Russet Co-Founder and COO, Idea Drop</i></p>
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Experimentation and Innovation

- 5.16 Keeton’s and Collett aimed to support experimentation and help ideas develop a route to market. To achieve this the project provided free space to experimental organisations and encouraged innovative activities of other tenants through events, collaboration and networks.
- 5.17 In terms of supporting experimental organisations, the creation of the “Green Lab” was Keeton and Collett’s flagship project.
- 5.18 Green Lab is a social enterprise and open innovation workspace delivering research, support and innovation in agri-tech sectors. The workspace provides space for individuals and organisations to learn about and design sustainable solutions to complex urban food, water and waste challenges. The lab is at the intersection between agriculture, technology, science, botany, engineering and design.
- 5.19 Since launching in Keeton’s and Collett Green Lab were instrumental in facilitating experimentation on site, supporting a range of tenants and contributing to events and networks:
- Green Lab grew its tenant base to support 20 individuals
 - The wider Green Lab community has expanded to over 400 members
 - 20 events were supported by Green Lab between May and July 2018, covering a range of business support, education, arts and corporate events. Whilst data is not available for events prior to these dates, evidence shows Green Lab have been running events for the length of the project.
- 5.20 Anecdotal evidence suggests Keeton’s and Collet played a vital role in supporting Green Lab and has demonstrated strong added value:

3Space have been instrumental in helping to create London's first Green Lab, urban agriculture incubator and education centre. Their willingness to provide rent free space to a very experimental concept was key to the success of the Lab. Without 3Space, I don't believe Green Lab would have been possible”. Andrew Gregson, Founder and Director of Green Lab

Green Lab Facilities

Green lab provided the following services:

- Affordable lab space and workspace for new food-based initiatives and businesses
- Event hire for start-ups, businesses and not for profits
- Wide range of workshops with schools, businesses and corporates

A range of workspace options were provided:

- Hot desks: Access for 20 hours per week
- Fixed desk: Unlimited access to a fixed desk space and the lab
- Grow space: Access to grow space between 2m x 2m to 4m x 4m

5.21 Evidence suggests the project was also successful in encouraging experimentation and innovation of other tenants: 73% of tenants surveyed believe Keeton's and Collett supported experimentation and innovation within the business/organisation either to "a great extent" or "some extent". Feedback indicates the provision of flexible, suitable and affordable space played a key role, and to a lesser extent events, network and location.

Social and Community Impact of Keeton's and Collett

5.22 This section explores the social and community impact of Keeton's and Collett, drawing on qualitative and quantitative measures. This includes:

- Supporting social enterprises and charities
- Supporting local residents, business and community
- Generating social value

Supporting Social Enterprises and Charities

5.23 An aim of the Keeton's and Collett project was to provide support to local charities, non-profits and community groups through free of charge space.

5.24 Over the course of the project 18 charities and 1 social enterprise were provided space at Keeton's and Collett for free (an additional 2 social enterprises and 1 charity rented chargeable subsidised space). The charities and social enterprises on site support a range of causes, including the following:

- Refugee support
- Poverty reduction
- Young BAME community support
- Youth entrepreneurship
- Affordable housing development
- African AIDs charity work
- Student action
- Women's rights

5.25 Evidence suggests suitable free space is crucial for the operation of charities and social enterprises. 90% charities and social enterprises who responded to the survey believe Keeton's and Collett supported the successful operation of the organisation to "a great extent".

5.26 Quotes from tenants provide anecdotal evidence to explain why Keeton's and Collett was important to supporting their organisation:

“The support of Harry and Andrew is without a doubt one of the main reasons we are still here and growing rapidly today. There is no way we could afford an office in a central location, something that’s been crucial to our scale and has meant we’re still here and thriving”. Anna Jones, CEO and Co-Founder, RefuAid

“We love working in a place where the words ‘retrofit’ and ‘community’ are essential vocabulary - and where we can help make best use of spaces for offices and volunteer skillshares, giving back through our work in the wider community for people and planet.” Janet Gunter, Co-Founder and Education Lead, Restart Project.

- 5.27 Provision of free space to social enterprises and charities can also represent a charitable donation. For example, the building had capacity to provide 42 hot desks for free and at project closure all 42 hot desks were occupied. Using the average rate charged to “Buy” tenants for fixed desks (£215 pcm per desk), free desks could have generated around £108,000 potential rental income per annum (£216,000 over the course of the project) if charged. This represents a significant “donation” from 3Space to supporting social enterprises and charities.

Supporting Local Residents and Business

- 5.28 The project aimed to deliver local impacts for businesses, residents and community groups in Southwark and South East London, through working with local organisations and supporting community outreach.
- 5.29 Evidence of local impact is based entirely on survey results. As noted in the previous chapter, the survey achieved a 50% response rate. As a result, impacts are likely to be under represented and perceptions may be skewed.
- 5.30 With this in mind, the survey indicated a strong level of local impact was achieved:
- 35% of owners were from Southwark and 64% from South East London (including Southwark);
 - 20% of employees working in Keeton’s and Collett lived in Southwark and 45% in South East London (including Southwark);
 - 20% of supply chain spend was retained in Southwark and 45% in South East London (including Southwark);
 - 65% of all tenants believe Keeton’s and Collett improved the way the business/organisation interacts with the local area to “a great extent” or “some extent”;
 - According to a snapshot of events held between May and July, a third of all events held at Keeton’s and Collett were for community use.
- 5.31 A number of charities and social enterprises provided free space are also involved in local engagement with the community. Anecdotal evidence suggests Keeton’s and Collett were important in enabling successful community outreach:

“3Space has enabled us to deliver localised 1:1 business support to more than 25 Southwark based young people, aged 16-25 to start their own business, 4 of whom are now making use of 3space as a place to work from. We have also extensively benefited by having access to the events space to run training and have calculated over 150 young people have engaged in workshops in Bermondsey. As an organisation that is developing more youth led programmes, the community that Harry and Andrew have cultivated at 3Space has helped

to grow ideas and support our entrepreneurs with different offers.” Hasmita Chavda, Special Projects Lead At Business Launchpad (Business Support for Young Entrepreneurs).

Generating social value

- 5.32 Aside from the local economic impact outcomes highlighted in a previous chapter, a number of impacts captured at Keeton’s and Collett can be measured in terms of monetary well-being benefits to the individuals.
- 5.33 The HACT Social Value Bank provides benchmark well-being values for a range of indicators and can be applied to survey figures. As noted previously, figures are based on a 50% response rate, therefore actual values generated are likely to be higher:
- 79 regular volunteering, generating an estimated annual wellbeing impact of around £250,000;
 - 7 trainees, generating an estimated annual wellbeing impact of around £10,000;
 - 5 apprenticeships, generating an estimated annual wellbeing impact of around £11,000.



6. 3Space: The Next Steps

6 3Space: The Next Steps

- 6.1 This report clearly demonstrates that 3Space has undertaken a wide range of activities across the country and has successfully managed and operated a large number of commercial spaces via different innovative models. It also illustrates that Keeton's and Collett, their most recent project, has had a range of positive social and economic impacts. These benefits have been felt at different geographical scales and by several types of organisations (i.e. businesses, charities, social enterprises etc.).
- 6.2 This is a pertinent time to assess impact and lessons learned as the Keeton's and Collet project has come to an end and 3Space are currently working on setting up a new meanwhile workspace at International House in Brixton. Given the success of the Buy, Give, Work model at Keeton's and Collett and their up-coming project in Brixton, 3Space plan to primarily focus on the workspace market moving forward as opposed to their other models of delivery. This chapter provides an overview of the next steps that 3Space should consider as they develop and grow their offer in this area.

International House, Brixton

International House is an eleven-storey office block in central Brixton with a floorspace of around 50,000 sq ft. The building belongs to the London Borough of Lambeth who previously used it as office space.

With the restoration and renovation of Brixton Town Hall and the consolidation of Council staff into it, International House has been deemed surplus to requirements and responsibility for it has been handed over to the Council's Investment and Growth team to be included in the emerging Brixton Central Masterplan re-development scheme. As this, however, is unlikely to come forward for at least five years the Council have decided to transform it into a temporary meanwhile workspace project to introduce a range of new businesses to Brixton.

Following a competitive tender process, 3Space were selected to run and manage the building and signed a lease in September 2018. The building has had a soft opening at this time, but a phased approach is being taken to the refurbishment of the building and the introduction of tenants. It is expected to be fully operational by early 2019.

The vision for the building is to operate a larger version of the Buy, Give, Work model which was successfully piloted at Keeton's and Collett. The ambition is to create a new design-focused quarter for Brixton, building on existing local assets such as Squires and Partners and Jellyfish Pictures. Most of the tenants from Keeton's and Collett will be moving to International House, including Green Lab, Resi, Idea Drop and Business Launchpad. The intention is to set aside four full 'give' floors with each one focusing on a different theme: innovation, community, art and youth entrepreneurship.

3Space have signed a five-year lease on the building which will run until at least September 2023. They are working with the Council on an approach to maximise the social and economic impact of the space for the local area and community. Suggestions on how to do this are set out in this section based on the lessons learned from Keeton's and Collet.

Success Factors

Figure 6.1 Key Success Factors from Keeton's and Collett



FREE SPACE FOR
CHARITIES AND
INNOVATORS



AFFORDABLE SPACE
FOR START UP AND
GROWING
BUSINESSES



FREE EVENTS SPACE
AND HELPFUL EVENT
PROGRAMME



FLEXIBLE USE OF
SPACE AND LEASE
TERMS



CENTRAL LOCATION
AND CLOSE TO
TUBE STATION

- 6.3 As 3Space progress the opportunity at International House and open new workspaces in the future it is important to recognise the key factors that have made Keeton's and Collett a success in terms of tenant satisfaction, business growth and socio-economic impacts. 3Space should focus on ensuring that future projects try and replicate these where possible and appropriate.
- 6.4 As set out above, the provision of free space for charities and innovators alongside affordable space for start-up and growing businesses via the Buy, Give, Work model has been particularly successful at Keeton's and Collett. A significant number of tenants reported that the free or affordable flexible space in a central location has supported the operation and growth of their organisations. The employee growth observed in some of these organisations demonstrates this alongside a range of quantitative and qualitative reports from tenants.
- 6.5 Given the temporary nature of meanwhile workspaces, however, 3Space should consider how they can support tenants to prepare themselves to take on workspace at normal market rents when the Buy, Give, Work spaces close. The aspiration should be to ready organisations to stay in their locality at the end of the lease period in order to create a lasting legacy. This could involve the creation of mechanisms to help organisations save money for future deposits and the provision of business planning support to help them create the revenue required to pay market rates. Keeton's and Collett does not currently have an exit strategy to support this.
- 6.6 Other key success factors that should be considered for future projects include:
- Flexible tenancies
 - Flexible opening hours
 - Good quality and comfortable space
 - Access to free event space

- Useful and regular events network
- Accessibility of space and strategic city centre location

Maximising Impact

- 6.7 While Keeton's and Collett has delivered a range of positive impacts for Bermondsey and the wider area, these have primarily emerged owing to 3Space's ethos and commitment to activating vacant commercial space in an affordable and sustainable way. As 3Space move into their larger and higher-profile project in Brixton there is an opportunity to maximise the social and economic impact of their work and to develop a more structured approach to achieve this.
- 6.8 A more formal approach would involve the creation of a clear vision and set of objectives for each new workspace, alongside Key Performance Indicators (KPI's) and an associated action plan (or set of action plans) to meet them. Objectives would focus on achieving the vision and wider ambitions such as the desired tenant mix and impact areas. KPI's should work around the objectives and focus on a range of different factors as displayed in the table below. Targets should be set against each relevant KPI's and should be considered at different timescales (e.g. on an annual basis and over the course of the lease period).

Table 6.1 Example KPI's to Maximise Impact

	Business	Number of businesses using the space Number of start-ups and SMEs using the space Number of new businesses created Proportion of floorspace utilised Business turnover
	Employment	Number of people employed on site Number of new jobs created Number of apprenticeships created Number of tenants/employees who were previously unemployed Total salary of employees
	Charity/Social Enterprises	Number of charities/social enterprises with free space Number of volunteers charities engage regularly Floorspace and value of free space provided
	Local impact	Proportion of businesses from local area Proportion of employees from local area Proportion of tenant spend on local supply chain Local spend Total salary of local employees
	Community engagement	Hours of business support provided Hours of community events hosted Hours of volunteering undertaken by tenants

- 6.9 An action plan, or series of action plans, would need to be created to achieve the overarching objectives and targets associated with each KPI. These would need to be monitored on a relatively regular basis via a tenant survey and should be considered against a baseline position after the first six months of operation. It would be sensible to set up relevant governance structures with the landlords of each project to determine the vision, objectives and targets and

to focus on monitoring impact over time. Formal interim and final project reviews would also be beneficial in ensuring projects are delivering the greatest social and economic output possible.

- 6.10 As shown below, one strategy to help maximise local impact could involve creating tenant selection criteria as has been done at Pop Brixton by Makeshift.

Pop Brixton, Tenant Selection Criteria

Reflecting the overall focus of the project on local enterprise and employment, Pop Brixton placed early emphasis on the process of selecting its tenants. To support the process and to maximise the potential impact and performance delivered by tenants, a framework was devised to score tenant applications to take on space. This scored each application against five indicators:

- **Locality** – how ‘local’ the business owner was
- **Ethos** – overarching business ethos measured against Pop’s social and community objectives
- **Pledge** – an assessment of what the tenant would deliver in terms of social and community value
- **Idea** – a headline assessment of the originality or innovation behind the business idea
- **Business plan** – an assessment of the viability of the proposed business itself.



This scoring process was undertaken via analysis of the business application and a follow up interview. The process ultimately determined the mix and nature of tenant occupiers at Pop Brixton – both in terms of the strength of their commercial model, but also in terms of their commitment to wider social and community objectives.



The highly structured approach to tenant selection is one of the project’s strongest achievements. The process has been fundamental to delivery against Makeshift’s ‘local’ enterprise targets and to ensure that all prospective tenants are scored on a consistent basis. The process was established from the outset, with the framework being further refined as delivery has progressed.



This approach is something that 3Space could utilise to maximise their impact. Additional categories could be created and structured around agreed objectives and KPI’s (e.g. related to factors like London Living Wage, apprenticeship ambitions, proportion of local employees, local supply chain spend etc.). Due to the nature of the BuyGiveWork model different criteria may have to be created for different types of organisation.

Inspiration and Learning From Elsewhere

6.11 As 3Space move into International House and open new workspaces it is important to consider what competitors are doing and how they differentiate themselves. The table below provides an overview of what others are doing that 3Space could consider for future projects in order to maximise their social, economic and place making impact. These examples have been chosen as they have elements that vary from the model used at Keeton’s and Collet and provide inspiration and learning. It is important to note that not all of these things are suitable for each workspace as each project has unique contextual factors (e.g. location, space available, planning regulations and lease length).

Photograph	Category	Description	Implications for 3Space
	Public facing uses	Blue House Yard, Wood Green, Meanwhile Space Blue House Yard in Wood Green is a public facing space that offers units for tenants to “make, do, sell and meet”. The project includes a series of studios that people can lease to both make and sell things. There is also a public facing market and emerging food offering on certain days of the week. This approach allows the public to engage with the project without having to be invited in and makes a significant place making impact for the local area.	Future 3Space projects could consider providing public facing retail, social and/or gallery space to encourage local people to engage with the workspace even if not formally invited in. This would improve local engagement, support tenants and help foster community buy-in.
	Unique selling point	Green Rooms, Wood Green, Mill Co The Green Rooms in Wood Green is a hotel that provides low cost accommodation for artists and performers staying and working in London. Accommodation is provided for individuals, but also for groups of performers (e.g. touring theatre groups). There is also performance studio that can be utilised by performers and a public facing restaurant that aspiring chefs and restauranteurs can use on a rotational basis to learn their trade and try new ideas. By focusing solely on the creative sector, the hotel has gained a positive reputation in the industry and has attracted creative people to live and work in the area.	When planning future workspace projects 3Space should consider focusing on a single or small number of economic sectors to create a unique selling point and clear focus. Building on the strengths a workspace’s local, projects can be used to help support the clustering of particular types of businesses due to the economic benefits and multiplier effects this can encourage.





	<p>Community engagement and social value</p>	<p>Pop Brixton, Brixton, Makeshift Pop Brixton is a pop-up workspace and food and beverage space in Brixton. As part of its Business Planning they have created a Community Investment Scheme. This is central to their focus on delivering social and community impact and provides a formal mechanism which commits all tenants to contribute at least one hour per week to community causes. The scheme is delivered in partnership with the Brixton £ and tenants spread time across several broad areas of activity linked to the original objectives of Pop. These include: (1) employment and training, (2) skill share and entrepreneurship, (3) support for the arts and (4) urban growing, food and sustainability.</p>	<p>3Space could consider committing all 'Buy' businesses at their workspaces to spend the equivalent of at least one hour per week with a 'Give' business as part of their sub-lease or licence. This could generate a significant amount of social value.</p>
	<p>Social media and place branding</p>	<p>Box Park, Croydon Box Park Croydon is a food, drink and leisure venue next to East Croydon station. It has a range of outlets, including the Breakfast Club, Greek on the Street, Meatliquor and The Skinny Kitchen. The outlets surround a covered seating area which also doubles up as an events space. Box Park has created a strong brand through careful marketing, use of social media and by partnering up with well-known brands and outlets. This has helped to create a new destination in Croydon, which attracts visitors from across London and the South East. This approach has helped influence perceptions of Croydon and it is becoming a place that certain demographics are more interested in visiting.</p>	<p>While Box Park is more commercial than 3Space and is primarily focused on food and drink, it is clear that their approach to marketing, social media and partnering with well-known brands has helped to attract visitors and outlets to Croydon. Their brand presence is powerful and influences place perceptions. 3Space could use the International House opportunity to build their brand and presence at the London scale which will have future implications for place perception and identity.</p>

	<p>Food and beverage</p>	<p>Frank's Cafe, Peckham Levels, Peckham, Makeshift Frank's Cafe is a successful bar and restaurant on the roof of Peckham Levels, a workspace in a converted car park near Peckham Rye station. Even though Frank's Café had a seasonal presence before Peckham Levels was created, its inclusion on the top of the building has helped the workspace integrate with local people and the area. The views from Café and its brand have made it very popular with young professionals and students.</p>	<p>Future 3Space projects could consider including food and drink opportunities to help them better integrate with their locale.</p>
	<p>Business support</p>	<p>Tripod, Lambeth Town Hall, Meanwhile Space Meanwhile Space recently won a procurement process to run and operate a new affordable workspace in the basement of the new Lambeth Town Hall on Brixton Hill. As part of their Service Level Agreement with the Council they have agreed to commission and run their own business support programme to help establish start-up businesses and to encourage existing businesses to grow and prosper. When the workspace opens in late 2018 this will involve a range of activities, including: workshops/talks from guest speakers and business support organisations; social activities like supper clubs and networking events; open studios; brokering of working relationships between tenants to encourage peer-to-peer support, knowledge/skill sharing, supply chain sharing etc; and open studios.</p>	<p>3Space could build on the successful events schedule at Keeton's and Collet by designing formalised events programmes themselves for future workspaces. Even though Keeton's and Collet had a regular programme, most events were organised by tenants themselves and there was not a formal structure focused on business support. 3Space could organise a programme themselves or commission an organisation to run this.</p>

Recommendations

- 6.12 Based on the research undertaken and the information presented in this chapter, a number of recommendations for 3Space are provided below. These are focused on building on the successes of Keeton's and Collett and maximising the social and economic impact of future workspace activity. It should be noted that not all of these will be relevant for every future opportunity as contextual factors play a key role.

Table 6.3 Recommendations

1		Continue to utilise the Buy, Give, Work model by providing free space to charities and innovators and affordable space to start-up and growing businesses.
2		Seek to provide workspaces in central and well-connected places with flexible terms where possible in order to maximise the benefits for tenants and to support clustering of business activity.
3		Develop a strategy to support organisations to save enough deposit money and generate enough income to remain in their locality when the workspace lease period comes to an end. The aim should be to help businesses prosper without additional support and to help create an economic legacy where the workspace exists.
4		Create a formalised approach to maximising the social and economic impact of future workspaces and build on the successes of Keeton's and Collett. This should involve the creation of bespoke visions, objectives, KPIs, action plans and monitoring approaches for each space. Objectives and KPIs should relate to things like community engagement, local impact, businesses, employment etc.
5		Utilise examples of best practice from other workspace operators to maximise impact and promote greater engagement with the local area. Some of the main opportunities for 3Space include: creating public facing uses (e.g. food, beverage and retail outlets) to promote place making; encouraging tenants to volunteer for local causes in order to generate social value; creating bespoke business support programmes to help tenants grow and prosper; focusing future spaces on particular sectors and businesses to maximise clustering effects; and, building a stronger brand and social media presence .

- 6.13 Moving forward 3Space will also need to carefully consider its growth strategy. The organisation currently only has two full time members of staff, although this is expected to grow to four with the full opening of International House in 2019. If 3Space aspires to grow and capitalise on opportunities in the future, it will need to increase its resourcing and capacity.
- 6.14 Given the positive impacts of Keeton's and Collett and the potential for success at International House, it is likely that 3Space will be approached to take on further assets as local authorities in London and the wider South East are increasingly looking for operators to manage and run spaces due to rising commercial costs and decreasing space for start-up and growing businesses. 3Space need to consider how they will respond to these opportunities and plan their approach to resourcing them should they arise as part of their future business planning.

Appendices



Appendix A - Keeton's and Collett Tenants

Table 6.4 "Buy" Tenant Information

Tenant Information				Tenant Journey		
Name	Purpose	Type of Organisation	Category	Size Before	Size Now	Location Now
Buzzmove	Comparison Site for Removals	Business	Tech	12	31	Archer Street Studios
Fadero McNeil	Specialist Legal Recruitment	Business	Professional Services	2	0	n/a
Digital Willow (N)	Digital & Growth Marketing	Business	Marketing	5	12	Capital House, SE1
Future Coders	Coding / Work Experience	Social Enterprise	Tech	4	5	Dragon Co-working, Kent
Get Me Moved	Online Estate Agents	Business	Professional Services	4	2	Co-working Old St
Y Food	Food Tech Week / Network	Business	Tech	4	5	Grays Inn Road
Resi	Architecture Tech	Business	Tech / Architecture	4	20	Keeton's and Collett
Mastodon C	Big Data	Business	Tech	15	15	Keeton's and Collett
Advizzo	Data Science for Utilities SaaS	Business	Tech	12	14	Keeton's and Collett
Fantastic Services	On-line platform for domestic tasks	Business	Tech	12	12	Keeton's and Collett
Cazana	Big Data for vehicles	Business	Tech	6	15	Runway East
Idea Drop	Innovation and Idea Software	Business	Tech	3	10	Keeton's and Collett
Still and Moving TV	Media and TV Consultant	Business	Media	1	1	Inhouse with a client
Boulder Creek International	TV and Media Studio	Business	Media	10	10	Keeton's and Collett
CRCC Asia	Internships	Business	Professional Services	6	9	Keeton's and Collett
Taylor & Goes	Creative / Social Media Agency	Business	Marketing	4	8	Keeton's and Collett
Fire Hazard	Live Action Roll Play Gaming	Business	Tech	2	6	Keeton's and Collett
Friend Request	Social App	Business	Tech	6	6	Keeton's and Collett
Big Couch	Recruitment / Blockchain	Business	Professional Services	6	5	Keeton's and Collett
Yes Futures	Youth Charity	Charity	Charity	4	4	Keeton's and Collett
Build Upp	Architects	Business	Architecture	1	1	Working for Resi
Whitman Wilde	Architects	Business	Architecture	3	3	Keeton's and Collett
Aura Vision Labs	AI Retail Experience	Business	Tech	1	3	Keeton's and Collett
The Hive	Creative Studio	Business	Creative	2	2	Keeton's and Collett
Mimica	Self Learning Automation	Business	Tech	2	2	Keeton's and Collett
Sole Trader	Analytics Consultant	Business	Tech	1	1	Walthamstow Co-Working
Worthwhile	Purpose Economy Recruitment	Social Enterprise	Professional Services	2	1	Keeton's and Collett
Sole Trader	Academic Research for Fire Hazard	Business	Freelancer	1	1	n/a
Accendo Ventures	Management Consultant	Business	Professional Services	1	1	Keeton's and Collett
Begent Architecture	Architects	Business	Architecture	1	1	Keeton's and Collett
Sole Trader	Consultant for Oxfam	Business	Freelancer	1	1	Keeton's and Collett
Portify	Flexible Workforce HR	Business	Tech	2	6	Borough

Table 6.5 “Give” Tenant Information

Tenant Information				Tenant Journey		
Name	Purpose	Type of Organisation	Category	Size Before	Size Now	Location Now
Green Lab	Agri-tech incubator	Other	Incubator / Agri-tech	1	20	Keeton's and Collett
Green Lab Tenants	Agri-tech start-ups, academics	Other	Agri-Tech	-	-	Keeton's and Collett
Taylor Bennett Foundation	Young BAME people into PR / Com	Charity	Charity	10	10	n/a
Restart Project	Electronics waste and reuse	Charity	Charity	6	8	Keeton's and Collett
Ferodo Bridges	Grassroots theatre	Creative	Creative	8	8	Touring theatre
RefuAid	Refugee Support	Charity	Charity	3	7	Keeton's and Collett
Business Launchpad	Youth Entrepreneurship	Charity	Charity	1	5	Keeton's and Collett
LifeBeat	Youth Wellbeing	Charity	Charity	4	4	Keeton's and Collett
Dines	Local Food Start-up	Business	Tech	2	2	Keeton's and Collett
Women Talk Real Estate	Women in the Real Estate Sector	Charity	Charity	2	2	Keeton's and Collett
Somali Elderly Care Home	Southwark Somali residents support	Charity	Charity	2	2	Keeton's and Collett
Action Plus Foundation	HIV charity	Charity	Charity	2	2	Keeton's and Collett
Hope for the Young	Young refugees into education	Charity	Charity	2	2	Keeton's and Collett
English for Action	ESOL for adult migrants	Charity	Charity	2	2	Keeton's and Collett
Springs of Hope	Education & opps for young people	Charity	Charity	1	2	Keeton's and Collett
Student Hubs	Student Social Action	Charity	Charity	2	2	Keeton's and Collett
The Blue (BID)	Bermondsey BID	Other	BID	2	2	Keeton's and Collett
2-3 Degrees	Youth Coaching	Charity	Charity	2	2	Keeton's and Collett
GB Organic	Local Start-up	Business	Retail	1	1	n/a
Sole Trader	Young local entrepreneur	Business	Tech	1	1	n/a
The Rules	Poverty eradication	Charity	Charity	1	1	Keeton's and Collett
Scenario	Youth / Sports / Football	Charity	Charity	1	1	Keeton's and Collett
UK Yimby	Affordable housing development	Charity	Charity	1	1	Keeton's and Collett
Goldenn Hope	African-Francophone integration	Charity	Charity	1	1	Keeton's and Collett
Adam Renshaw	Local Artist 3Space collaborator	Other	Freelancer	1	1	Keeton's and Collett
ONG Africa	African Aid Charity	Charity	Charity	1	1	Keeton's and Collett
The Engine Room	Social Change via data and tech	Social Enterprise	Social Enterprise	1	1	Keeton's and Collett
Community Opportunity	Market Stall accelerator	Other	Retail Accelerator	1	1	Keeton's and Collett
Friche	Urban growing start-up	Other	Agri-Tech	2	0	Dissolved

Appendix B - Approach to Primary Research

Tenant Surveys

- B.1 An online survey was shared to tenants via the 3Space team to provide insight on how Keeton's and Collett had supported tenants to set up, develop and grow. Every tenant was asked to respond and offered guidance by the 3Space team if needed.
- B.2 The questions covered a number of key themes, including:
- Background information on business/organisation and spaces used at Keeton's and Collett
 - The people operating the business/organisation: owners, employment and apprentices/trainees) and whether they reside in Southwark or South East London.
 - Approximate finances of businesses (salary, supply chains, and turnover) and the proportions retained in Southwark and South East London.
 - The journey of businesses and contribution of Keetons and Collett, including business operation, experimentation and innovation, community engagement and events.
- B.3 In total the survey was completed by over thirty-two tenants (50% of all present and former tenants). Tenants who responded provided a representative sample:
- Thirteen "Buy" Businesses and eighteen "Give" Organisations.
 - Operating in a range of spaces (16 hot desks, 10 private offices, 5 fixed desks, 1 lab)
 - Twenty-nine tenants were current tenants and two were former tenants.

Figure 6.2 Snapshot of Online Tenant Survey

Keeton's and Collett Tenant Survey




Background Information About your Business/Organisation

We would like to gain some basic information about your business/organisation and your current status with Keeton's and Collett.

Q1 Type of tenant:

"Buy" Business (Any business renting space)

"Give" Organisation - (Any organisation provided with free hot-desking space)

Q2 Type of organisation:

Start-up business

Business

Social enterprise

Charity

Other

Q3 Current status of business/organisation:

Currently operating at Keeton's and Collett

Graduated to new space

No long in operation

Source: Hatch Regeneris, 2018

Appendix C - Technical Approach to Measuring Impact

C.1 The approach to assessing the direct economic footprint of on site activities including consideration of the following:

- **Gross Annual Salary:** Direct employment supported on site (data provided by 3Space) was multiplied by ONS Annual Business Survey estimates of salary per employee. All operational jobs were classified by in the sector most closely linked to the proposed use class.
- **Gross Annual Supply Chain Spend:** Direct employment supported on site (data provided by 3Space) was multiplied by ONS Annual Business Survey estimates of supply chain spend per employee. All operational jobs were classified by in the sector most closely linked to the proposed use class.
- **Gross Annual Turnover:** Direct employment supported on site (data provided by 3Space) was multiplied by ONS Annual Business Survey estimates of turnover per employee. All operational jobs were classified by in the sector most closely linked to the proposed use class.
- **Gross Annual GVA:** Direct employment supported on site (data provided by 3Space) was multiplied by ONS Annual Business Survey estimates of GVA per employee. All operational jobs were classified by in the sector most closely linked to the proposed use class.
- **Gross Annual Salary Retained in Southwark and South East London:** Gross annual salary was multiplied by survey estimates of the percentage of employment employed in Southwark (20%) and South East London (45%).
- **Gross Annual Supply Chain Spend Retained in Southwark and South East London:** Gross annual supply chain spend was multiplied by survey estimates of the percentage of supply chain spend retained in Southwark (20%) and South East London (45%).



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