

Affordable workspace

St Pancras Campus



1 Overview

This document outlines the proposed response to the affordable workspace requirements on the St Pancras Campus project. The Owner (Camden Property Holdings Limited CPHL represented by W.RE) has followed as guidance for this approach the requirements as set out within the S.106 dated 24th/12/2020 but also the Affordable Workspace strategy dated Oct 2023. As set out at paragraph 3.1 of the Affordable Workspace Strategy their mission is to:

“To make best use of our own resources, assets and policy levers to help create a more inclusive, enterprising local economy, whilst also continuing to actively encourage and welcome inward investment into Camden. We will aim to ensure that residents, small businesses and social enterprises have access to the affordable workspaces they need locally; in order to realise their enterprise potential and to grow business ventures that benefit Camden’s communities. We will support early-stage start-ups in our internationally significant research areas, which may one day lead to significant international impact or growth and encourage closer collaboration and cocreation with our anchor institutions, including the academic and student community. We will be proactive and innovative to achieve this aim. As well as supporting enterprise growth within Camden’s growth areas, we will encourage and deliver more workspace across Camden’s neighbourhoods. This will be offered on affordable and flexible terms; embracing ‘15-minute neighbourhood’ principles’ in our approach to supporting Camden’s enterprise potential.”

In recognition of this W.RE are committed to working with the Council’s Inclusive Economy team to agree the detail on how to implement the affordable workspace while ensuring the rent and service charge costs are reasonable and aligned with the requirements of the agreement so that it is 60% of market value for annual rents for a 10 year period. We also recognise that councils definition of Affordable Workspace is :

“Affordable Workspace is commercial space for small businesses and entrepreneurs that creates access to locations and markets that otherwise would be inaccessible. Affordable Workspace is typically provided at rent maintained below the market rate for that space for a specific social, cultural and or employment development purpose. This space can be flexible, shared or dedicated lettable space and configured to the needs of a wide range of sectors.”

We are encouraged that the strategy outlines the importance of Camden’s neighbourhoods and local high streets as hubs of social, economic, and cultural exchange which we think our proposed approach will support.

2 Engagement with LB Camden

W.RE has had very useful engagement with Patrick Jones of the Inclusive Economy team at LB Camden who have provided us with insights into the need within the borough and the most appropriate potential options in terms of potential occupiers of the space. Following dialogue with LB Camden the principle option we pursued was the UCL entrepreneurship hub at King’s Cross called The Hatchery.

This culminated in four visits by UCL over a lengthy process. Unfortunately they decided to go with an alternative option. We have kept LB Camden aware of this throughout the engagement process and they have been very supportive throughout. They have also suggested making introductions to a number of key stakeholders outlined in more detail in this proposal under Camden’s priorities.

W.RE have since engaged with the Museum of Youth Culture (MOYC) and this proposal outlines how we can support the LB Camden’s Arts & Culture strategy, emphasizing the creation of inclusive, innovative spaces that celebrate cultural diversity and foster creative expression. In alignment with this vision, the Museum of Youth Culture proposes the establishment of the world’s first museum dedicated to preserving and celebrating the history of teenagers and young people, whilst inspiring the next generation of young creatives.

This proposal outlines the multifaceted offerings of the Museum, which include permanent and temporary exhibition spaces, youth education programme, skills and employment training, events and talks, cinema screenings, music and DJ sets, library and open plan working hub. Central to the proposal is supporting Camden’s young creatives, through extensive educational and employability programming and the setting aside 20% of programming time for young creatives free of charge. The museum works to nurture and support Camden’s diverse communities, and support young people to fulfil their potential.



3 Supporting Camden's priorities

Local Recruitment and Supply Chain

The museum's engagement and recruitment work will focus on supporting the Camden community, through local recruitment strategy, employability training programmes, paid internships and other opportunities.

We will work in collaboration with the Economic Development team at LB Camden to:

- Provide the vacancy notification to LB Camden in the first instance on all vacancies and look to recruit locally through community outreach and local business and educational partnerships.
- Provide the council with insights into skills gaps within our sector.
- Look to support local companies into your supply chain through early engagement and tender notification.
- Develop programmes with local youth and community groups in collaboration with LB Camden to support people from underrepresented backgrounds into the culture and heritage sector.

Given that the Museum wants to maximise the Social Impact of the work we will commit to engage with LB Camden through their various departments (i.e. Good Work Camden) and partners to support marginalised and underserved communities/characteristics such as;

- Individuals receiving state benefits, such as housing or disability benefit.
- Individuals from households receiving Free School Meals.
- Minoritised ethnic individuals.
- Low-income households - as per the GLA definition.
- Members of LGBTQIA+ community.
- Disabled individuals, including those who are visually/ hearing impaired.
- Individuals with educational disadvantage.
- Care leavers.
- People in alternative residential circumstances.

Celebrating Diversity and Inclusion

The Museum of Youth Culture is committed to reflecting Camden's demographic and cultural diversity through programming, education and community outreach.

The Museum will host an extensive community programme, working across generations from teenagers and young people to the elderly, which will inform the Museum's cultural programming, including exhibitions, events, workshops, festival and music to ensure it represents and reflects Camden's diverse communities.

- Giving Back to Local Young People: At least 20% of programming time will be dedicated to support young local artists free of charge, through exhibitions, event space, mentoring and other development opportunities.
- Celebrating Key Cultural Moments: The Museum will host exhibitions and events to celebrate important cultural moments throughout the year, enhancing community engagement and cohesion. The Museum will liaise with Camden's culture team to amplify their programming and reflect their cultural priorities, and support other community and cultural organisations within the borough.
- Championing Public Art: Commissioning public art that celebrates Camden's diverse communities will be a focus, integrating these works into the Museum's spaces and exhibitions.
- Virtual Camden People's Museum Collaboration: Partnering with the Camden People's Museum, the Museum of Youth Culture will collect untold community stories and contributions from Camden's diverse communities, and share these with the Camden Borough Archive and the Camden People's Museum.

Accessibility and Inclusivity

To ensure the Museum is accessible and inclusive to all:

- **Open and Free Public Spaces:** The Museum of Youth Culture will be a free space for all Camden residents, with access to exhibitions, workshop spaces, library, and open cafe workspace hub. Through community consultation and engagement, the museum will support the local community and ensure space supports their needs.
- **Interactive Technology:** Alongside in-person space, online collections will open up the museum utilising innovative technologies such as VR and AR. Delving into Camden's public realm, QR codes and audio guides will reinterpret local history, connecting the past with contemporary narratives and champion untold histories.
- **Crowdfunded Community Projects:** Empowering local communities through the Camden Future High Streets Crowdfund and We Make Camden Kit, the Museum will support grassroots initiatives and public realm projects.

Sustainability and Future Growth

The Museum of Youth Culture is committed to sustainability and future growth by:

- Developing employability programmes in the creative and heritage sectors for local young people, including London Living Wage paid internships, schools education programme and the young ambassadors scheme.
- Creating a dedicated archive space within a controlled environment to ensure the longevity of the collections.
- Continuously evolving exhibitions to reflect contemporary youth culture and engage new audiences, supported by a wide-ranging events programme reflecting diverse narratives.

Following positive engagement with LB Camden we will support the Cultural strategy consultation and Love Camden. We will also ensure that our approach is aligned with the developing priorities of the Young people strategy and We Make Camden this will include engagement with the following groups :

- Camden STEAM and Camden Learning
- Camden Spark
- Knowledge Quarter Partnership
- Good Work Camden
- Local Youth Clubs and Networks (i.e. Young Camden Foundation and London Youth)



4 Affordable workspace strategy

Museum of Youth Culture Key Features

Permanent Exhibition Space

Showcases iconic photography, objects, flyers, ephemera, and audio-visual content. Provides a comprehensive overview of youth culture history, with a focal point on Camden stories.

Temporary Exhibition Spaces

Two temporary exhibition spaces featuring a constant rotation of exhibitions, highlighting contemporary young artists and platforming teenage voices. Keeps the gallery dynamic and relevant, encouraging repeat visits.

Library and Open Plan Working Hub

Entry level, open plan library, cafe, exhibition and events space that is free for the public to use and access.

Youth & Education Programme

Extensive youth programme around youth culture, heritage, arts, and social history, engaging youth groups, schools and alternative provision schools such as PRUs. Targets young people, including

vulnerable groups, to develop new skills and knowledge, and create pathways into the heritage & culture sector.

Talks & Events

Rolling events programme including talks, workshops and community events. Engages the community and sparks dialogue on youth culture and its impact.

Cinema & Screenings

A dedicated cinema space for regular film screenings. Focuses on films that resonate with youth culture themes.

DJ Sets & Live Music

Hosts live music events and DJ sets, celebrating the influential impact of music to youth culture. Provides a platform for emerging artists to showcase their talents.

Archive & Conservation Space

A mezzanine level specialist archiving space holding the museum's growing youth culture collections. Features a controlled environment for archiving and conservation work. Open Archive tours offer the public insight into the preservation process.

Scanning Service

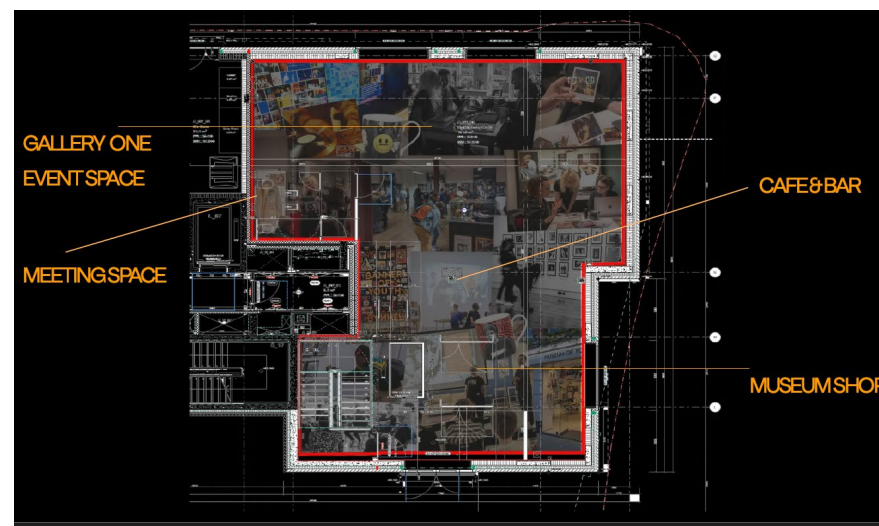
A scanning service inviting the public to submit their photographs, ephemera and memories. Regular introduction to Archiving & Digitisation days to give people the tools to do their own archiving.

Community Engagement

Extensive community engagement programme, both in the museum and within the community, focused around wellbeing and fostering relationships. Will give free workshop space to local community groups.

Subculture Bookshop

Specialises in literature and memorabilia related to youth and subcultures past and present, curated by the Museum team. Will feature a young makers area showcasing your artists and creatives, and giving them the opportunity to sell their work.



5 Conclusion

The proposal for the world's first Museum of Youth Culture aligns with LB Camden's Arts & Culture strategy by creating an inclusive, innovative, and dynamic space that champions and supports local communities across generations.

Cultural Hub meets Workspace :

The Museum will operate as an accessible, free community hub where creatives, artists, young people and cultural institutions can connect, work from and thrive. The galleries, workshop & archive space, event & cinema spaces and open access library will support and showcase local talent and foster a sense of community.

Partner with Cultural Institutions:

Forge partnerships with Camden's cultural institutions like theatres, galleries, and music venues to provide affordable spaces for workshops, events and performances. Establish residency and training programmes to open up new pathways into the heritage and creative sector for young people and the local community.

Promote Community-Led Initiatives:

Support grassroots artists and local creators by offering subsidised workspaces and resources for community-driven projects, and organising training programmes and paid opportunities. Organise regular events and activities in collaboration with local artists and cultural organisations to engage the community and attract visitors to these workspaces.

Promote Camden's Cultural Landscape:

Exhibitions, programme and content will highlight Camden's cultural landscape, from iconic venues to community stories, celebrating the diversity of the borough. With a national and international audience, the Museum will bring new people to Camden borough whilst supporting the local community. Dedicate a percentage of our online output will promote the wider local cultural landscape.

Host Cultural Events:

Collaborate with Camden's cultural organisations and community to organise festivals, markets and exhibitions that bring visibility to Camden's organisations and workspaces. Use the museum as a venue for cultural events, thus creating a symbiotic relationship between the cultural and business aspects of the community.

MOYC would constitute an appropriate affordable workspace occupier which achieves the same goals as more conventional occupiers. This affordable workspace will not only preserve the rich history of youth culture but also provide a platform for the next generation of creatives to thrive. Through its

diverse offerings and community-focused programs, the Museum will serve as a beacon of cultural celebration and education in Camden.

This proposal also aligns with the Camden Affordable workspace strategy by:

Support Diverse Business Ventures:

Encourage a diverse range of businesses, including those in the creative and cultural sectors, to set up in Camden's affordable workspaces and the museum to champion local businesses. This will provide targeted support to local communities and contribute to the cultural vibrancy of the borough.

Collaboration and Co-creation:

Promote closer collaboration between cultural institutions, academic communities, and early-stage start-ups. This will facilitate co-creation projects that combine artistic innovation with academic research, potentially leading to significant international impact. We will encourage partnerships between cultural venues and research institutions to host joint events, exhibitions, and workshops that highlight Camden's strengths in both culture and innovation.

Engage Local Communities:

Actively engage with local communities to ensure that the development of the MOYC meets their needs and preferences. Involve residents in the planning and decision-making processes to foster a sense of ownership and pride in local economic development. Ensure that the benefits of MOYC such as job creation and community enrichment, are felt by all segments of Camden's population. Support local supply chain offer, reporting towards the Councils procurement target of 10% local supplier. The Museum of Youth Culture will focus on supporting and procuring local suppliers for our services, particularly looking at the cafe and shop. We will research local suppliers and put out notices through local avenues to ensure the target of 10% is met. At least 20% of programming time will be dedicated to supporting young local artists representing and supporting local artists and young people is central to the mission of the museum. One of our temporary gallery spaces will be 100% dedicated to programming young artists, youth groups and other youth-led programming, and we will ensure at least 50% of such programming is from the Camden borough. Beyond that gallery space the wider programme will focus on and platform Camden artists and stories.

Open café workspace hub -and provide data on number of people using it as workspace

The ground floor space will act as a gallery and cafe hub which is open for people to use as a workspace, hire out meeting rooms and put on events and talks. Whilst this will be open usage, we will also collect data on people using it as a workspace, especially looking at meetings and events.

Supporting crowdfunded community projects

The Museum will use our space and outreach channels (social media, e-mails, etc) to support local crowdfunding projects and champion the Camden community. As a small-scale organisation working within the third sector, we won't be able to support campaigns through funding, but can offer in-kind support to help them reach their target.

Sign up to the Camden STEAM Pledge including taking part in Camden STEAM work experience work by offering a minimum of 10 work experience placements each year.

The museum is already in conversations with the Camden schools team to develop a programme for local schools engagement. As part of this we will look to run workshops in schools, invite schools into the museum and host work experience placements. We are passionate about the importance of arts within the curriculum and keen to support Camden's wider STEAM programming.

Work with the culture service to contribute content to the Camden Peoples Museum.

The Museum of Youth Culture will chronicle 100 years of youth culture history, with a focus on Camden stories collected through local outreach, youth and heritage projects. New stories uncovered through our heritage projects will be contributed to the Camden People's Museum to celebrate and showcase Camden's unique cultural heritage.

Participation in the Love Camden Cultural Programme via BHS, PRIDE, South Asian Heritage Month activations.

The museum will align our programming with the Love Camden Culture Programme through dedicated exhibitions, events and workshops, and archive highlights. This alignment will focus on how the museum can amplify the existing programme to reach wider audiences and offer to host Love Camden's programme when space is required. The museum looks to build an active partnership with Love Camden.

Commit to hosting artist network meeting and Love Camden Advisors

The museum will provide free space for local groups and organisations, and will commit to hosting at least 1 x artist network meeting and 1 x Love Camden Advisors meetings per year. Commit to delivery 4 x workshops across the year with community groups.

Central to the museum's work will be running programming for local community groups; we are currently already making connections with local youth organisations and local elderly groups, and will be expanding this to groups working across all ages. We will be looking to host workshops and other community programming such as reminiscing sessions, youth education programmes, local history talks and other events. We looking to do at least one community session a week.

Offer paid internships of at least 6 months to Camden Youth Mission priority cohorts (care experienced young people, young people with SEND, young people involved in the youth justice system)

The museum will develop a paid internship programme at the Museum of Youth Culture Camden site. The museum has previously hosted paid internships at London Living Wage, working with partners to recruit young people from backgrounds underrepresented within the museum sector. Both young people taken on as part of those internships are still working with the museum a year on from the programme and we would look to replicate such a successful project.

The museum's paid internship programme is funding dependent, and we will look to include costs in the museum's applications to grant-making organisations such as National Lottery Heritage Fund, City Bridge, and Esmee Fairbairn.

The museum will commit to at least one 6-month paid internship per year, recruited from the Camden Youth Mission priority cohorts, but look to secure funding for more. Employing and training young people in the museums and heritage sector is key objective for the Museum and we look to grow this internship programme over the years.

Offer 1 apprenticeship opportunities (rolling programme so that there are always 1 apprentices employed each year by the museum for 5 years following occupation)

The museum will work towards starting an apprenticeship programme by year 3 at the Museum of Youth Culture, which will specialize in opportunities not usually available such as archiving, curation and museum's management. We want to ensure that we are properly set up within the space with an active rolling programme and have time to develop an apprenticeship programme which will respond to the needs and set up of the museum and ensure apprentices are properly embedded within the museum and enable them to learn extensive and wide-ranging skills. We would look in that first year to start with one apprentice and develop from there.

Appendix 1 : Affordable Workplace Plan

The S.106 requirements in relation to the affordable workspace at the development are provided below set against our commitment on how we intend to meet these obligations:

(a) measures to ensure the Affordable Workspace shall be constructed and fitted out in an agreed location and to the Affordable Workspace Specification.

The Affordable workspace will be delivered in the proposed location within the development and the affordable workspace will be developed to the specification outlined within the S.106. The S.106 denotes that the workspace specification must be fitted out to a standard comparable with locally available space which is of a similar size and purpose so that it is fit for purpose and ready for occupation.

(b) details of any Affordable Workspace Provider (if relevant);

Following discussions with LB Camden we are in discussions with Museum of Youth Culture (MOYC) as outlined above.

(c) the rental level for the Affordable Workspace to be 60% of the market value for annual rents charged for comparable spaces within the local area of the Development for the initial 10-year period following Occupation with such rental level to be agreed with the Council in writing.

The Owner will provide the following :

Rents charged to tenants of the workspace to be 60% of the market value for annual rents charged for comparable spaces

There will be break clauses within the lease agreements.

This could include free floating desk space or annual leases.

Marketing Strategy

The Owner will work with MOYC to identify the most appropriate occupants for the space over the next two-three years. Our relationship with them will also enable us to advertise for end-users and how vacant space will be re-let. This will be set out in an Affordable Workspace marketing strategy which will be produced at least nine months prior to occupation.

(d) any service or other charges applied to the Affordable Workspace to be 60% of average service charges and fees for comparable spaces within the local area;

The Owner will provide:

60% of average service charges and fees for comparable spaces within the local area to SME tenants of the workspace

(e) the Affordable Workspace to be offered on flexible tenancy/membership/licence terms.

The Owner envisage that this will be delivered by Direct Management through the Museum of Youth culture :

Direct Management

The Owner will manage the affordable workspace direct with the affordable workspace made available to parties by way of a flexible lease on "easy in / easy out" terms. The lease arrangements, depending

on the occupier requirements, could consist of a minimum and maximum period of occupation with optionality to exit throughout the term of the lease by way of break options.

(f) measures to ensure the Affordable Workspace will be offered to a range of sizes of business including micro businesses, start-ups and scale ups.

Within the Affordable Workspace Marketing Strategy (to be agreed with Camden) there will be concise language on the varying sizes of units available within St Pancras Campus to message that all sectors and potential users across the occupational spectrum are welcomed.

(g) the Affordable Workspace shall comprise a range of unit space sizes, open and/or flexible spaces that can be expanded or contracted to suit the changing needs of occupiers.

The affordable workspace within St Pancras Commercial Centre has been designed to offer a range of units in different sizes to ensure different type of occupiers i.e. micro businesses, start-ups and scale ups are catered for. Furthermore, the affordable workspace has been designed with flexibility in mind, so the currently proposed make up of units can be made bigger or smaller depending on how prospective occupiers would like to occupy the workspace.

(f) identifying means of ensuring a provision of information to the Council.

The Owner will produce a report for LB Camden on a quarterly basis. The report will provide the number of businesses occupying the affordable workspace and also:

- i. Profile of beneficiaries of the affordable workspace
- ii. When the affordable workspace was occupied.
- iii. The amount of vacant space for affordable workspace over the year.
- iv. The amount of vacant space for affordable workspace at the time of reporting and the strategy for filling the space.
- v. The annual rent charged for the market element of the scheme
- vi. The annual discount rent charged for the affordable workspace
- vii. The cost of the service charge
- viii. In the event that the Owner fails to provide the above information within the timetable outlined, or the Affordable Workspace Plan provisions set out in the S.106 are not being met, the Owner and Camden Council will meet to jointly reassess, and ensure a plan is put in place to remedy performance.

Given the culturally significance of the Museum we will also produce a yearly Social Impact report outlining activity undertaken.

(i) and a mechanism for review and update as required from time to time;

The Owner will meet with the Council 12 months prior to occupation to discuss the Affordable workspace plan to ensure the Owner has an additional three months to agree the affordable workplace marketing plan. This plan will be updated when the marketing plan is agreed, and management arrangements confirmed. Any changes to the proposed provider or management arrangements outlined above will be made only through review and agreement with LB Camden (such agreement not to be unreasonably withheld). If changes are to be made to the provider, the Owner will also engage with LB Camden and request they provide the Owner with a list of potential providers they have a working relationship with in the first instance.

This Plan will also be updated on such occasions that subsequent changes are proposed to the management arrangements set out in this Affordable Workspace Plan. Any changes to be made only through review and agreement with LB Camden (such agreement not to be unreasonably withheld).