

CAMDEN
TOWN
UNLIMITED



103 Camley Street, London N1C

Incubator Operational Method Statement and
Marketing & Management Plan



November 2014

1.0 Background and Objectives

- 1.1 The Incubator at 103 Camley Street is nearing handover for fitting out and comprises 1,431 sqm GIA (1,593 sqm GEA) of self-contained B1 multi-use enterprise offices and media office space created as part of a comprehensive mixed use development of this site. The Incubator has entrances to Camley Street and at canal towpath level. The principal floor area comprises open plan space at canal towpath level. On grade and disabled access is provided at both Camley Street and towpath level. The accommodation is fully DDA accessible.
- 1.2 The Incubator space has been constructed by Urbanest and is leased by Regent, the owners of the commercial space, to University College London (UCL) although will be jointly operated by UCL Advances (UCLA) and Camden Town Unlimited (CTU). The premises have been produced to the pre-agreed specification.
- 1.3 CTU and UCL have worked closely together at CTU's Collective in Camden Town and elsewhere. CTU's Collective is recognised by the London Borough of Camden, the GLA and many others as an exemplar of public private working to support and promote business enterprise, start-ups and entrepreneurial activity in Camden, particularly in early stage business development. The workings of the Collective also achieve two key Camden and European Community initiatives namely in the Community and Market Place categories. The Collective initiative has been supported by the Mayor's Regeneration Fund (MRF), LB Camden and the businesses of Camden Town through CTU.
- 1.4 The Incubator represents the next stage of business enterprise development from the short term Collective and UCL Enterprise facilities. CTU currently leases its various Collective premises in Camden Town on a short term basis. The funding and short term leases on the Collectives are due to end in Q1 2015. Although CTU is investigating means to provide a more permanent Camden Town Collective facility, there is no guarantee of continuity for Collective in their existing premises especially when the funding from the MRF expires in the next four months. CTU is also researching a charging model for move on space for enterprises emerging from the first stage Collectives in Camden Town.

- 1.5 CTU's Collective has spawned many new and very diverse businesses since it was established in its original space in 2009, and has now been fully operational in expanded form under the MRF for the past 18 months. The premises and Collective initiative have been featured extensively in the media. The original Collective accommodation secured the New London Architecture best office award in 2009 even though the space has been created within a bare shell and at very limited cost. This is indicative of the cost effective and innovative working methods of both CTU and Collective. A number of the businesses created have been featured in the media, news and press articles in which the unique qualities of the Collective had been identified and promoted. UCL will separately schedule examples of their successful enterprises produced by UCL Enterprises.
- 1.6 Aside of the Collective and UCL's own facilities, there is no real alternative to nominal/low cost start-up facilities in the Borough. As a result currently new enterprises find it increasingly difficult to start or are lost to Camden and London. Other London Boroughs encourage enterprise initiatives but often do not have the ability to progress their opportunities or are seeking to tap into enterprises from Camden's knowledge base. Camden Council acknowledges that the lack of start-up facilities is a major deficiency in the Borough's business strategy, enterprise profile and pipeline. Many Local Authorities are now seeking to establish Incubator type operations but do not have the level of raw material available to Camden, or CTU's and UCL's tried and tested experience. The Incubator will have a positive impact on small enterprise opportunities and start-ups within the Borough. Some businesses starting in Collective have been forced to relocate to other areas of London due to the limited capacity at Collective. Many businesses that establish themselves in Camden stay and grow within the Borough.
- 1.7 The Collective was initially spawned out of the joint Camden Council and CTU Pop-Up Shops initiative with the economic downturn of 2008 and in response to soaring unemployment levels amongst graduates and was the first pop-up business space in London. CTU and the London Borough of Camden have worked closely together to orchestrate the funding of the Collective facility to date. CTU has additionally secured EU funding to assist with this facility that is otherwise funded by CTU's business members.
- 1.8 The success of the Collective has highlighted the plight of start-up enterprise in the Camden area and in London as a whole. A number of London based initiatives are now seeking to follow the Collective and UCL Enterprise models.

- 1.9 The GLA through the MRF has helped expand the Collectives in Camden Town where up to four Collective and three pop-up shops have been operating over the last 12-18 months. The current phase of the MRF funding finishes at the end of Q1 2015.
- 1.10 Once start-up businesses have become established, they have the opportunity to move to small business space that is being promoted locally adjacent to the Incubator (e.g. 101 and 102 Camley Street and Argent's Kings Cross Central project) for the next stage of enterprise development. Camden's own policies promote the creation of small business space. CTU and UCL both promote and support the creation of small business space for those enterprises that have been successfully established and have raised funding.
- 1.11 The missing link in creating enterprises is the tentative first stages of development when the concept evolves into an enterprise and to progress and sustain this through to a tangible and viable business capable of standing on its own feet. Small enterprises that start in an Incubator environment have been statistically proven to have a much greater chance of success and of reaching essential capital funding to progress ideas into real businesses.
- 1.12 The purpose of Incubator is to promote business start-ups to the stage they become viable entities capable of paying their own rent and overheads and can move to self-contained business space in Camden Town, Kings Cross and elsewhere in the Borough.
- 1.13 The Incubator facility is strategically located between Kings Cross and Camden Town and central to Camden's HEI's and knowledge economy to include Crick Institute and the British Library etc. The object of the Incubator is to foster enterprise and geographic links within the Borough and London as a whole.
- 1.14 The applicants to CTU's Collective facilities vary enormously and range from graduates often from Camden's Higher Education Institutes (HEIs) with strong links to UCL and the University of the Arts, LSE etc through to school leavers all seeking to advance fledgling companies/initiatives. CTU welcomes all serious enterprises who have a desire to progress their ideas to viable entities and who subscribe to the simple aims of the Collectives. UCL encourages graduates from this internationally acclaimed London University and the largest University in Camden to take the next stage in developing their ideas into viable businesses. Both UCL and CTU promote and encourage local enterprise.

- 1.15 UCL and CTU similarly promote the retention and growth of the knowledge economy within the Borough for the benefit and greater inclusivity and diversity of the business enterprises working with our stakeholder partners, for example the Camden HEIs, the British Library and Camden Council and the development of strong links to the local community. Without the facilities to be provided short term by Collective and UCL Enterprise longer term by Incubator this transition between the knowledge economy as start-up and business enterprise will continue to be lost to the Borough.
- 1.16 UCL generates over 11,000 graduates each year and is ranked as a University 4th in the UK and 17th worldwide. UCL is the second highest ranked University in London and is Camden's largest University and mainly located within the London Borough of Camden. The University has strong links with both the Council and CTU. There is cross-fertilisation as a number of individuals and enterprises currently utilising CTU's Collective space are referred by UCL. UCL has identified that viable business start-ups can be created from UCL's graduate pool. UCL has strategies for promoting and encouraging their own graduates.
- 1.17 UCL has been charged by HM Government with forging a link between the Tech Hub facilities of East London and the Silicon Roundabout at Old Street with the HEIs and funding streams of Central London. UCL has opened their Idea London facility at Old Street.
- 1.18 It is anticipated that an important element of the work of Incubator will be the creation of strong enterprise links across London as well as within the local community providing a wider range of access by new businesses and enterprises in their start-up phase. Users of the Incubator will have access to other enterprise facilities within the capital and be encouraged to forge links with other enterprises pursuing common themes as well as move between complimentary spaces and facilities. UCL also has well established links to business development funding. Both UCL and CTU have active mentoring programmes helping new enterprises to grow productively. These can be combined and expanded in the Incubator operation.
- 1.19 The Incubator will be capable of accommodating between 100 enterprises initially and 250 enterprises long term in a variety of hot-desking and semi-permanent desk positions. It is expected that the number of enterprises will be replicated every 12-18 months. Over a 10 year period the Incubator has the potential to promote, sustain and mentor over 2,000 new business ventures and make the facility a unique enterprise driver within the Camden and London economies.

- 1.20 As part of Incubator's CSR Incubator enterprises can provide outreach to the local community and Camden schools for business related knowledge sharing.
- 1.21 As enterprises expand they will also be encouraged to use Camden's apprenticeship scheme to encourage next stage employment.





2.0 Day to Day Operational Management and How the Incubator Will Be Used

- 2.1 The Incubator will be operated 24 hours a day 7 days a week and will be actively managed day to day by UCL and CTU.
- 2.2 The operation of the Incubator will be overseen by a Management Board comprising representatives of UCL, CTU and LB Camden.
- 2.3 Applicants will apply online with the shortlisted candidates engaging in a face to face meeting.
- 2.4 Access by start-up enterprises to the Incubator will be positively vetted initially by a Management Board who can in future delegate this vetting process to a Management Panel. The composition of the Management Panel will be agreed by the Board.
- 2.5 The Management Board or Panel will operate on similar grounds to those provided at CTU's Collective and UCL's Idea London.
- 2.6 The selected party will be known as a Licensee and be obliged to enter into a simple License Agreement. They will in the main have no rights to either permanent space in order that the facility can churn enterprises and find out those likely to be successful or not from quarterly monitoring and regular mentoring sessions.
- 2.7 There will be a selection of hot desks, longer term desks and communal facilities such as bookable meeting and board rooms as well as small and large facility auditorium and conference spaces. When not in use for these purposes the communal space will be capable of being used for pre-booked events by the local community, schools or HEIs with links to the Incubator. When not otherwise in use the communal areas will be used for further desk spaces.
- 2.8 The Incubator has an internal fire capacity limit of over 350 persons.
- 2.9 The central courtyard is for use exclusively by licensees and approved users of the Incubator. By arrangement with the Landlords this space can be used as break-out space for events in the main auditorium. The main purpose of the courtyard is as break-out space for the Incubator users and for planting and green initiatives.

- 2.10 Provided applicants can demonstrate that they can cover the base costs and have a genuine positive intent to advance their enterprise ideas and to work in the open plan format in a positive and co-operative basis with other users, it is envisaged applicants will be accepted up to the point of capacity. Enterprises will be required to work within pre-set ethical guidelines and sign up to an Occupational License. No one enterprise will be allowed to dominate the use of the Incubator space.
- 2.11 Local initiatives and enterprises will be positively encouraged. The Incubator will also encourage Camden residents, school leavers, HEI students and graduates.
- 2.12 The Incubator will provide wholly self-contained, bright, well lit, well ventilated, energy efficient, modern open plan office based accommodation focused around a large planted central courtyard with its own access to the canal towpath. The facility is fully DDA compliant.
- 2.13 Access to the Incubator facilities will be on a low cost basis. A typical individual entering the Incubator will be charged on current rates between nil and £75 per week inclusive dependent upon their needs. The rates for use will increase over their period of occupation to reach a cap of £300 per month per desk space.

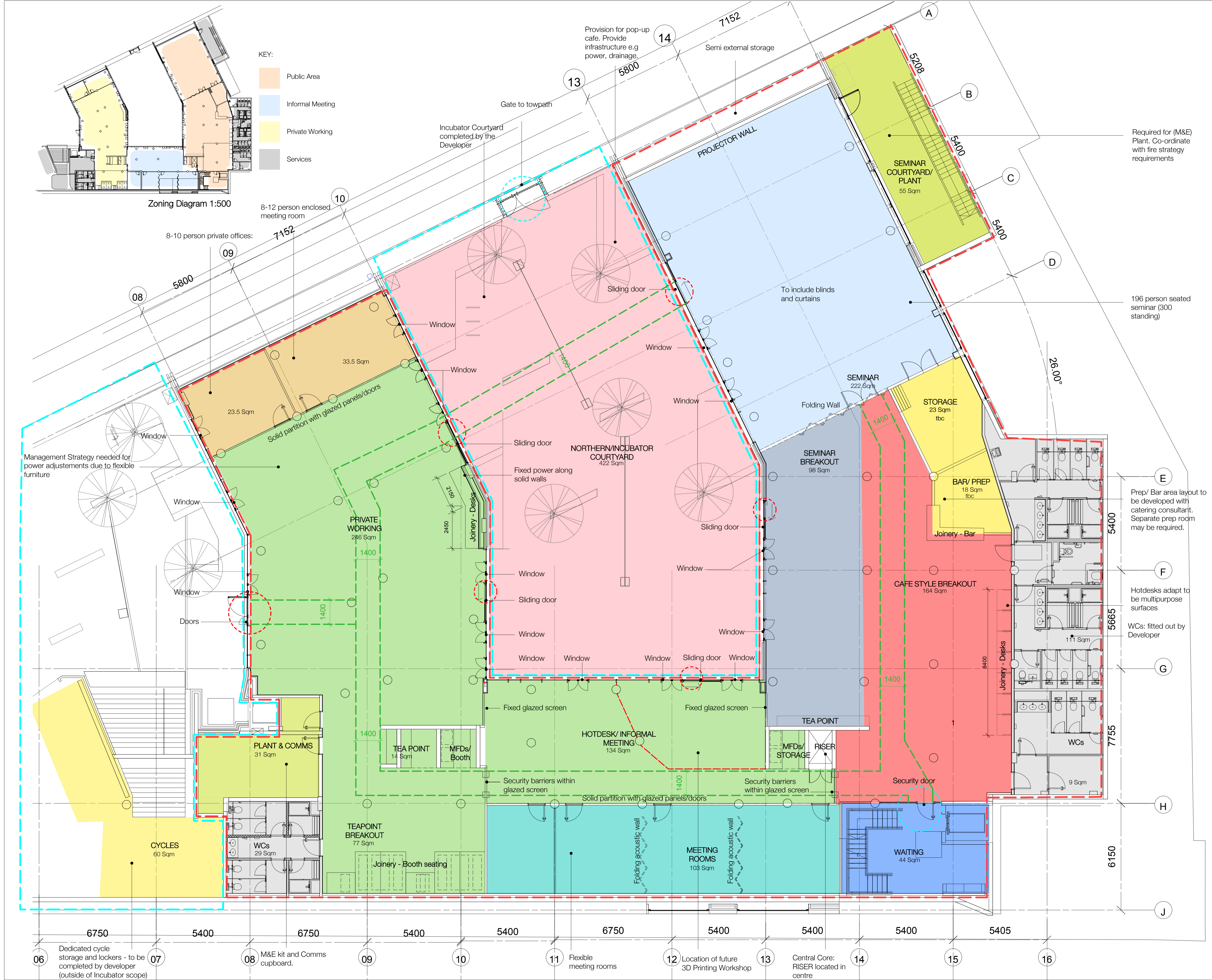
Indicative Incubator Charging Model 2015

New applicants (up to capacity of 50 desks)	Free for 6 months
Applicants 6-12 months	£150 per month
Applicants 12-18 months	£250 per month
Applicants over 18 months	Encouraged to relocate

- 2.14 The size of group enterprises will typically be limited to 5/6 persons maximum who will be charged on a multiple of the individual rates. The cost will be a single charge payable monthly. No further charges will apply in respect of:
- (i) Business rates
 - (ii) Lighting
 - (iii) Heating
 - (iv) High speed Internet access
 - (v) Hot water and showers
 - (vi) Secure cycle facilities
 - (vii) CCTV and on-site security

- 2.15 Access to the larger meeting spaces and the auditorium within Incubator will be pre-booked with the day to day management of the facility. These spaces will be used for:
- (i) Larger group meetings of the Incubator users
 - (ii) Mentoring sessions
 - (iii) Lectures and symposiums
 - (iv) Presentations by Incubator enterprises to potential backers and funders
 - (v) Local community groups
 - (vi) Schools
 - (vii) HEIs
- 2.16 Local residents will be encouraged to participate in the learning and mentoring sessions and in using the Incubator space and facilities. There will be a facility for enterprise partnering and to pathfind local schools and local groups into enterprise and business. Links have already been established between many Camden businesses with local schools under the businesses CSR programmes. The Incubator will provide for even greater business participation under CSR initiatives whilst Incubator businesses will be encouraged to participate in CSR programmes to help and feed experience skills and initiatives to the local community.
- 2.17 Start-up enterprises will generally be able to use the Incubator facility for a maximum of 12-18 months. After this time they will be encouraged to relocate as viable entities to small business space within Camden Town and Kings Cross to elsewhere in the Borough in order that the enterprises remain in Camden and to establish an Enterprise Forum within the area and Borough. It is essential that there is a churn of space and enterprises to maximise the benefits to all applicants.
- 2.18 CTU, UCL and LB Camden actively promote the provision of small self-contained business space within mixed use developments in order that smaller enterprises once viable can move to the next stage of their development and importantly remain within the Borough. It is important that links are established between the Incubator, Collectives and Idea London for users to move between facilities and with the providers of small business space within the Borough and adjacent Boroughs. The Incubator should sit at the centre of the start-up enterprise culture in London.

- 2.19 Part of CTU's and UCL's functions will be to foster relations between Incubator users and Camden's wider business community introducing the expertise of business in Camden Town and Kings Cross who will be encouraged to mentor and champion start up enterprises as part of their CSR programmes. CTU and Collective has already established these links with local businesses and mentoring partners. UCL has its own mentoring and contact base and between the two organisations a greater degree of exposure and impact will be achieved.
- 2.20 Through its founding stakeholders, Incubator will establish links and encourage inward investment to enterprises starting with Incubator.
- 2.21 The accommodation will be finished to open plan 'warm shell' standard including secure entrance, lobby, stairs, lifts (providing full disabled access), heating, lighting, hot water, wc's/showers and secure bicycle storage, polished insulated concrete floors and sanded columns, fully double glazed windows and doors with landscape courtyards and good quality common areas.
- 2.22 The proposed space plan for the Incubator after fitting out is attached. The layout and use of the spaces will vary over time to achieve optimal usage flexibility and enterprise outcomes.
- 2.23 The overall building and security including the building perimeter will be managed by Urbanest with 24/7 onsite security and CCTV.
- 2.24 LB Camden have the public realm refuse and street cleansing functions in Camley Street.
- 2.25 Canal and River Trust has the responsibility for maintenance of the Regents Canal and towpath.
- 2.26 Refuse will be separated as between general and recyclable items. Refuse storage is located to the ground floor to the rear of the street entrance and lift. Regular refuse collections will take place.
- 2.27 The aim for the Incubator is to achieve BREEAM Very Good or Excellent when the fitting out is completed.



Zoning Diagram 1:500

- KEY:
- Public Area
 - Informal Meeting
 - Private Working
 - Services

Copyright Hawkins Brown Architects LLP
 No implied license exists. This drawing should not be used to calculate areas for the purposes of valuation. Do not scale this drawing. All dimensions to be checked on site by the contractor and such dimensions to be their responsibility. All work must comply with relevant British Standards and Building Regulations requirements. Drawing errors and omissions to be reported to the architect.

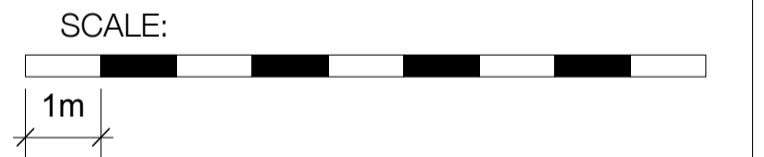
- Revisions
- P1 05.02.14 Stage C Issue
 - P1 08.04.14 Stage C Revision
 - P3 25.07.14 VE Revision
 - P4 28.07.14 Joinery desks reduced to 13m

Space Type	Area (Sqrm)
Waiting Reception LG	44
Ground Floor Reception	40
Seminar	222
Seminar Breakout	98
Cafe Style Breakout	164
Informal Meeting	134
Teapoint	14
Teapoint Breakout	77
Private Working	246
Enclosed Shared Office	57
Enclosed Meeting	103
2-4 Person Meeting	Omitted
WCs	134
Ground Floor Bin Store	19
Plants & Services	86
Storage	23
Bar/ Prep	18
Cycles	60
Courtyard	422
Total	1961

Layout based on 138 person workspaces.

- KEY:
- Incubator Site
 - Developer's Fit Out
 - Potential clear fire escape route (furniture to be coordinated).

All furniture shown indicatively. Type and layout to be developed and coordinated with fire strategy.



Hawkins\Brown
 159 St John Street London EC1V 4QJ 020 7336 8030t
 mail@hawkinsbrown.com www.hawkinsbrown.com

Project
 103 Camley Street
 University College London

Drawing
 Lower Ground Floor
 Incubator Zoning & Layout

Scale	Date
1:100	March 2014
Drawn by	Checked by
AJ	CS
Job Number	Status
HB1492	Preliminary

Drawing No. & Revision
 1492_DWG_00_200_P4