





**GERALDEVE**

Former Central St Martins College  
12-42 Southampton Row & 1-4 Red Lion Square, WC1B 4AF

On behalf of: Globalgrange Limited

Date May 2020

**Regeneration and Cultural Statement**

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## 1 Introduction

- 1.1 This statement has been prepared by Beispiel and Gerald Eve to support a Planning Application and Listed Building Consent application for the redevelopment of the Former Central Saint Martin's site in Holborn.
- 1.2 The Proposed Development is brought forward by Globalgrange Hotels Ltd, the holding company of the freehold owner Grange St Martins Limited, ('the Applicant') and presents an exciting opportunity to regenerate this important urban island block within Holborn, in the London Borough of Camden (LBC).
- 1.3 The site is located in the heart of the Holborn Growth Area defined in Camden's Local Plan 2017 and is located within the 'Holborn Gateway' of the draft Holborn Vision and Urban Strategy, 2018. The Holborn vision is defined as:

*"Holborn will build on its strengths as a gateway for business in the capital that is open to all whilst creating a more vibrant and well-connected neighbourhood in the heart of Central London. A rejuvenated public realm will create places of social, cultural and economic activity to harness the benefits of the area's world-class institutions and rich heritage. The area will be a safe place to walk and cycle that connects to key surrounding destinations. Its new high-quality public realm will be complimented by new, high quality development, homes and transport infrastructure. Holborn will be at the forefront of the Mayor's ambitious clean air targets to lead the way in delivering sustainable growth for future generations."*

- 1.4 The Holborn Vision states that the site has a key role to play in transforming the identity of Holborn Gateway. It presents an opportunity to re-establish the west side of Red Lion Square. A rich mix of uses must be delivered on this pivotal site that establishes a new identity for the area. Furthermore, it seeks the *'reinstatement of the historic diagonal route from Drake Street to Theobalds Road... to improve permeability and must seek to deliver new public space and an enlived public realm with active ground floor uses. It also requires 'ground floor uses that support more lively and active streets as part of any potential redevelopment opportunities.*
- 1.5 The site also benefits from a Site Allocation in the Camden Site's Allocation Plan, 2013 which supports a *"mixed use development suitable to a Central London location*

*including uses such as offices, hotel, other commercial uses, self-contained (C3) housing and community uses”.*

1.6 Within the draft Camden Site Allocations Local Plan (2020) the Site is allocated for *“mixed-use development including hotel, self-contained homes, retail, and creative workspace, cultural and public uses”* in Policy HCG2.

1.7 The Applicant’s vision has evolved to create an exciting new development, building on the key policy objectives for this site and taking advantage of the Site’s many strengths, namely its highly accessible Central London location, position within the Holborn Growth Area, unique characteristics, the contribution it can play to enhancing the sense of community in this part of Holborn, and the potential to create new and enhanced pedestrian links through to the surrounding districts.

1.8 Planning permission is sought for:

**External alterations and internal refurbishment to the Grade II\* Lethaby Building and the partial demolition and extensions of the existing buildings to create a new hotel facility (Use Class C1). Flexible ground floor and basements uses including retail uses (Use Class A1/A3/A4/D1), office (Use Class B1), and a range of D1 / D2 uses including exhibition hall, lecture hall, screening room, spa and swimming pool. Two restaurant spaces (Use Class A3 /A4) at first floor level and a restaurant (Use Class A3 /A4) at thirteenth and fourteenth level with access to a public terrace area. Creation of a new stand-alone block (Theobald’s building) and re-instatement of former Orange Street which leads diagonally north-westwards from Red Lion Square. The Theobald’s building will provide a cultural use (Use Class D1 / A1) at ground and first floor level and residential (Use Class C3) above, together with associated highway improvements, public realm, landscaping, cycling parking, bin storage and other associated works.**

1.9 Listed Building Consent is sought for the following works to the Lethaby Building:

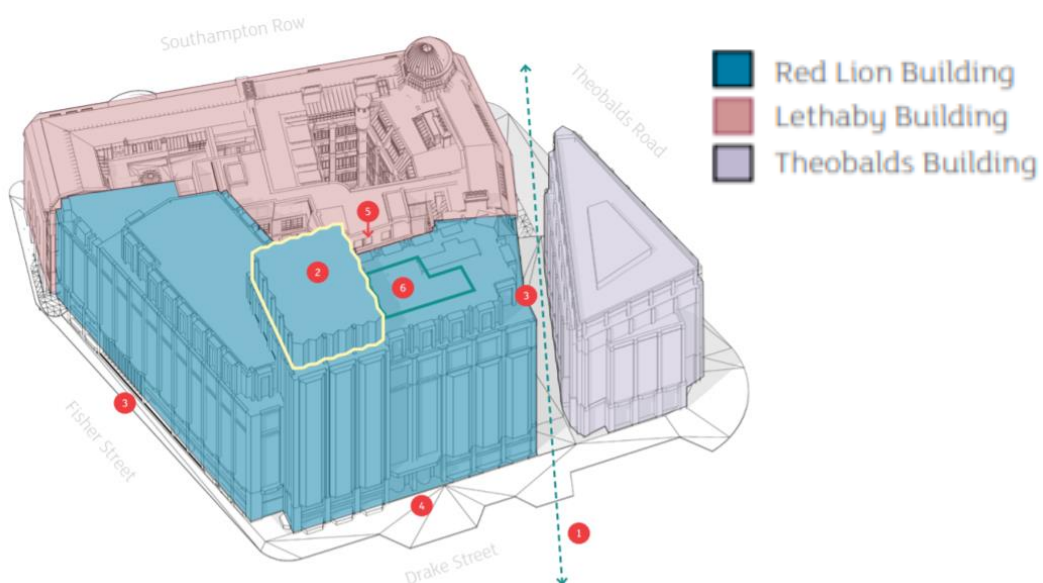
**Internal and external refurbishment and restoration of the Lethaby Building including externally: window repair / replacement and installation of secondary glazing, façade stone repairs, repair and reinstatement of roof form, new lift overruns and two new skylights; and internally: refurbishment and repair of stair cores, demolition of existing lift shaft, refurbishment and amends to doors and openings, installation of new mechanical ventilation and service routes,**

**installation of new riser access, removal of modern partitions and installation of new partitions, refurbishment and waterproofing of vaults and other associated works.**

- 1.10 The statement sets out the regeneration benefits proposed and includes:
- a) The proposed floor areas for each proposed use;
  - b) The cultural offer;
  - c) Employment opportunities; and
  - d) Proposed community benefits.

## 2 Proposed Land Use

- 2.1 The Proposed Development will provide 40,043sqm (GIA) of floorspace and an uplift of 17,603sqm (GIA) over the existing.
- 2.2 Overall, 23,132sqm (GIA) of new hotel use would be provided across the Lethaby and Red Lion Building together with will be a range of complementary uses across the basements, ground, first floor and top levels. The provision of a hotel complies with Camden Local Plan policy E1 which notes the importance of tourism as an employment generating use. Policy E3 supports visitor accommodation in this location.
- 2.3 The proposal includes 427 hotel keys comprising 104 keys in the Lethaby Building and 323 keys in the Red Lion Building. The Lethaby Building is proposed to be a boutique hotel. The Red Lion Building is proposed to be an upmarket hotel.
- 2.4 The hotel has been designed to include a rich mix of uses that establishes a new identity for the area drawing on its cultural history as a centre of arts education. Traditionally, hotels used to be exclusive and closed to the public, only welcoming their guests. Today, people are looking to collect new experiences, prioritising design, want somewhere to work and a high standard of food and drink on offer. This proposal seeks to achieve this. The hotel proposal seeks to define and improve the neighbourhood for local residents, businesses and tourists.
- 2.5 The proposal includes 34 affordable units in a standalone block referred to as the Theobald's Building.



### 3 The Cultural and Social Offer

3.1 In order to ensure that a cultural offer is viable on site, the Applicant's consultant team has conducted in depth research into the area as part of the pre application process and has developed an ambitious and robust cultural vision for the development which seeks to create long-term tangible and meaningful social outcomes for the local community.

3.2 The research conducted to inform the cultural vision included:

- a) Direct engagement with local groups, businesses and individuals to understand the area, its values and needs at the moment and the most likely changes in the foreseeable future.
- b) Gehl inspired walking studies to understand pedestrian engagement with the site and its context and how shops, cyclists and traffic impact this engagement. This also informed the potential for the site and ultimately the design proposals of the public offer (ground floor, cultural units and public F&B offer)
- c) Direct engagement with a variety of local and citywide cultural organisations to assess potential tenancies in the cultural unit, how they could flourish at the Site and create social returns for the local community.

3.3 The cultural and social vision has developed from the research and is ultimately driven by the belief that this application should create tangible and sustained outputs which benefit the local community.

3.4 The cultural components of the application include the following spaces:

- a) **A cultural space** (independent unit on the ground and first floor of the proposed Theobald's Building). This is intended to be let to an independent cultural organisation (ie independent of the hotel operator) that is beneficial to the local community
- b) **Maker Unit(s)** located on the ground floor adjacent to the proposed courtyard to allow creative start-ups to run a first retail presence on a growth trajectory. These maker units are intended to be let/run/curated by an independent body with relevant experience (e.g. Cockpit Arts) and benefit creative start-ups on their growth path. The intention is to create a mutually beneficial relationship



between the hotel and the maker unit tenants through showcasing the products of the makers in the hotel lobby.

- c) **Independent businesses** to be located on the ground floor (e.g. cafe on the re-instated Orange Street and Kiosk/cafe in the proposed courtyard). It is intended to strengthen and diversify both the local offer and the local business community through offering this opportunity as a public and independent offer.
- d) The **ground floor of the hotel** the vision for the hotel intends to create the ground floor as a space that invites hotel guests, local residents, the community and tourists as equal guests to benefit from the offer. The hotel has been designed to operate as a host; to showcase the best of local products, food, drink, music and culture. A flexible co-working space is proposed at ground floor to enable people to liaise and create together and feel like part of the community.
- e) The offer will be curated by an inhouse team and will be advertised through the local press and online. The offer will include a bar (former site office), screening room (former gymnasium), and lecture theatre (reinstated).
- f) **A spa** on the lower ground of the historic Lethaby Building will be open to the public and hotel guests on an equal basis. Local residents will benefit from discounts.
- g) On the lower grounds beneath the proposed Red Lion Building hotel block **event space** will be open to hotel guests and the general public for bookings and attendance.

3.5 The plan below illustrates the ground floor mixed use vision for the site.



3.6 The cultural space is intended to be run by a cultural body who is independent from the hotel operator who can creates tangible social and cultural output for the local community, local employees, hotel guests, Londoners and tourist.

3.7 In order to secure the cultural and social offer, a series of not-for-profit bodies have been approached for potential occupancy.

- i. Cockpit Arts (studio and maker space with ancillary retail)
- ii. Migration Museum (public displays and ancillary public workshops)
- iii. Central Saint Martins (educational exhibition space and public programming)
- iv. LB Camden library services

- 3.8 If it proves difficult to provide adequate space for a cultural body, commercial bodies could be approached to run the space for public facing and outreach programmes with a tangible and meaningful offer to the area and local community (e.g. film production company running public screenings and workshops with precise discounted or free offers for local residents and/or addressing social needs e.g. skills pathways for local young people into the film industry).
- 3.9 Should either of the above two strategies not secure a suitable cultural operator, the cultural space on the ground floor of the Theobalds Building could be used for Class A1 retail.

## 4 Employment Opportunities

- 4.1 Based on the Applicant's previous experience it is anticipated that the proposed hotel element of the scheme will provide up to 500 full and part time employment opportunities in its fully operational phase. This figure is based on the Applicant's experience of operating a similar sized 5\* luxury hotel in Central London.
- 4.2 The HCA Employment Densities Guide (3<sup>rd</sup> Edition) 2015 provides guidance on employment density which refers to the average floorspace (in m<sup>2</sup>) per full-time equivalent (FTE) member of staff. It is used as a measure of intensity of building use and an indicator of how much space each person occupies within the workplace.
- 4.3 Paragraph 5.14 of the document advises that 'The diversity of the cultural attraction sector indicates that providing a single density is impossible, and even the range provided requires significant levels of specific understanding to ensure employment estimations are accurate'. Therefore, for the purposes of this exercise, we have used the employment density for an A1/A3 use.
- 4.4 The guide provides for a range of 1 employee per bed to 1 employee per 5 beds. The proposal is for a boutique and upmarket hotel and therefore it is expected to generate 1 employee per 1 bed ie 427 employees as a minimum, excluding the other hotel floor areas.
- 4.5 Table 1 below indicates the number of full-time jobs across the proposed use classes.

**Table 1 – Proposed Full Time Employment Numbers generated from the proposal**

<b>Proposed Use</b>	<b>Proposed Number of Employees*</b>
Hotel bedrooms	427
Events space inc Lecture theatre, Screening Room, spa and pool	86.81
Retail/Café/Bar/restaurant	89.1-118.8
Maker space and co-working	1.8-11.3
Culture	17.6-23.4

<b>Estimated total</b>	<b>662.31 - 667.31</b>
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\*source - Homes and Communities Agency Employment Density Guidance, 3rd Edition, November 2015

- 4.6 It should be noted that it is anticipated that the number of employment opportunities in the events floorspace would change depending on the nature of the event. It is possible that there would be many more jobs available for an expo, launch party or wedding event. In addition, Table 1 only assesses the number of full-time jobs.

## **Employment Opportunities during the course of construction**

### **Apprenticeships**

- 4.7 During the course of construction, it is anticipated that there could be 55 construction apprentices sourced through the Kings Cross Skills Centre and Apprenticeships brokerage services. The construction apprentices would need to be employed for a period of no less than 52 weeks and paid at a rate no less than the national minimum wage.
- 4.8 The Applicant is also committed to providing post construction apprenticeships within the completed hotel. The final number is yet to be agreed but they have suggested three apprenticeships for a period of no less than 52 weeks; paid at a rate no less than the National Minimum Wage and provide appropriate day release to undertake training at a further education college.

### **Post Completion opportunities**

- 4.9 In order to maximise the employment and training benefits arising from the new Hotel, retail, office and cultural space the Applicant will seek to embed this approach within their hotel HR strategy. The Owner, tenants and licensees will use reasonable endeavours and provide in their procurement a commitment for many types of training including:
- a) Pre-employment training for entry level roles – supporting local residents to gain entry level roles.
  - b) Training to meet skills gaps. The Applicant will support individuals into the short courses which address skills gaps eg Front of House.

4.10 The Applicant will work with Camden Council's economic department to advertise job opportunities to local people in the first instance. The early identification of the workforce required to operate the Hotel scheme with its associated uses is vital to ensure that employment and training targets and objectives are achieved. By mapping the number of individuals and skill levels needed for the full operation of the Hotel scheme, interventions can be targeted to give local residents the best opportunities to gain access to employment and training.

## 5 Proposed Community Benefits

5.1 Following the Developer's Briefing held in February 2020, the Applicant has been asked to address the following questions:

**a) How will the proposal create a true mix of ground floor uses on site to ensure that it is welcoming and usable to all including the local community**

**b) How will this space be managed to ensure that it does not feel like one large hotel and can be used by the community**

5.2 Taking each question in turn:

**a) How will the proposal create a true mix of ground floor uses on site to ensure that it is welcoming and usable to all including the local community**

5.3 The proposal splits the ground floor areas into Use Classes A1/A3/A4/B1/C1/D1/D2 and this is illustrated on page 9.

5.4 In order to ensure that the proposal does not feel as if it is one large hotel, each land use would be designed to have a different look and feel to the hotel. Each land use could be operated by a different tenant.

5.5 The Applicant has worked with a hotel brand to design a new hotel concept for Camden. The ethos is to provide a rich use of uses which must be delivered on this pivotal site that establishes a new identity for the area. The vision is to create an inclusive public space for London locals and visitors to connect with ideas, businesses and each other.

5.6 Research has found that today, people want to collect experiences and are looking to prioritise design and somewhere to work from and a high standard of food and drink on offer.

5.7 The vision for the Site is to showcase the best in local products, food, drink and culture and provide a price point for all. The aim is to create a public building/space which is open and accessible to all who live and work in the area.

5.8 The Lethaby Building would include a screening room which could feature the work of established up and coming filmmakers. The Applicant is keen to partner with Central Saint Martin or other cultural bodies to provide exhibition space which could be open for public viewing and the events programme will be run by an in-house events team who will liaise with local businesses and residents.

5.9 The hotel will be managed by one operator. The ground floor uses will be managed by individual operators.

**b) How will this space be managed to ensure that it does not feel like one large hotel and can be used by the community**

5.10 To ensure the ground floor space is managed as an active and vibrant community area, the Applicant will appoint a dedicated Community Partnerships Team, as part of the hotel management team.

5.11 The Community Partnerships Team will be in regular liaison with residents' groups, community organisations and other stakeholders, and could be responsible for:

- a) Managing the co-working workspace
- b) Managing the maker space
- c) Managing Lecture Theatre bookings
- d) Arranging a programme of events and activities
- e) Curating the Exhibition space
- f) Managing events in the Courtyard area
- g) Arranging regular tours of the Grade II\* listed building and surrounding area (including Red Lion Square, Bloomsbury Square and Queen's Square)
- h) Introducing a 'Residents' Discount Card' giving residents a discount when they use the Spa, cinema/screening room (and restaurants)
- i) Communicating with residents on a regular basis with special offers, through mail-outs and emails



- 5.12 The aim would be to offer a diverse programme of events and activities that will both reflect and be of interest to the local community and would present a welcoming and open invitation to residents.
- 5.13 The proposal would be designed to be inviting to all. The ground floor of the Lethaby Building would be opened to the public for the first time and a range of events will be run throughout the year to encourage the public and the local community into the building.
- 5.14 The proposals seek to reinstate the historic route through the site (Orange Street) to improve pedestrian permeability. This route is intended to be used by pedestrians and cyclists only. The courtyard would be publicly accessible
- 5.15 The proposal would include Public Art and there could be a competition run in collaboration with local residents to choose the public art within the courtyard.
- 5.16 These economic, social and environmental benefits demonstrate that the proposal would deliver a sustainable development in line with national, regional and local policies.