INSPIRING WORKSPACES PROJECT

The Story so far

The project has explored opportunities to develop flexible workspaces in the rural Vale using underused / redundant rural buildings, as well as working with small businesses to identify their workspace needs.
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Redundant Rural Buildings

THE STORY SO FAR

1. Introduction

1.1. Background
The way in which we work is changing. More people are becoming self employed and seeking to achieve a better work life balance. This may involve moving to rural areas such as the Vale of Glamorgan and working from home. Those workers may become isolated and be seeking more opportunities develop their networks and support to grow their business.

In other rural areas of the UK and Europe, such as Somerset, Wiltshire and Catalonia, incubator / co-working spaces have become popular, offering flexible and friendly office accommodation.

1.2 Project overview
The Local Action Group (LAG) delivering the Local Development Strategy have approved a project to explore opportunities to develop new workspaces from redundant and underused buildings in the rural Vale as well as assessing the demand for different types of workspace. The project was approved by the LAG in May 2017.

The project is being delivered by Creative Rural Communities (CRC), the rural regeneration team for the Vale of Glamorgan Council. CRC support communities and enterprises across the rural Vale of Glamorgan to trial and develop new ideas for the social and economic wellbeing of the area. This is funded under our LEADER programme, which is funded by the Vale of Glamorgan Council, the Rural Development Programme for Wales and Welsh Government. The project is being delivered under the Business Innovation Theme, one of 5 themes under the LEADER programme.

The project has involved the following research / learning:

- Workspace needs in the rural Vale survey
- Redundant and underused buildings survey
- Research into different approaches to co-working space
- Inspiring new workspaces events
- Learning visits
2. Surveys
The surveys were launched at the Vale Show in August 2017. The surveys were publicised through social media, in the Gem and the website.

2.1. Workspace needs in the rural Vale survey
A survey was developed on Workspace Needs for Businesses in the rural Vale (refer to Appendix 1). This survey sought to target people who were looking for workspace and find out what their business needs were. There were 23 responses to the survey, however respondents did not answer all the questions.

- ABOUT THE BUSINESS
The majority of businesses were new start-ups within the last 3 years (64%) and less than 5% had been trading for more than 10 years.

Over 70% of the respondents are currently based in urban areas including Barry, Penarth, Cardiff and Pontypridd. Over 60% of businesses were sole traders and over a third had 1-2 employees.

There was a variety of businesses responding with the creative industries expressing the most interest (30% of respondents). The table below summarises the responses:

<table>
<thead>
<tr>
<th>Type of Business</th>
<th>Number of responses</th>
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<tbody>
<tr>
<td>Creative industries</td>
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<td>Artists</td>
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- BUSINESS SUPPORT
When asked about business support and advice, only 7 respondents answered the question - 6 respondents stated that have received business support and advice from Business Wales and only 1 have from the Vale of Glamorgan Council.
• CURRENT WORKSPACE
Over 80% of respondents have indicated that they are working from home. Given most are working from home, they currently have access to kitchen area (76%), superfast broadband (70%), parking (46%), 24/7 access (46%) and mailing address (38%). No respondents have access to meeting rooms and a gym.

• WORKSPACE NEEDS
Of the 14 responses to the question about looking for new workspace, nearly 80% stated that they were currently looking for new workspace.

Of those responding the question about floor space requirements, most businesses only required a small amount of space of up to 20m2 with only 2 businesses indicating a workspace requirement of over 50m2.

In terms of potential location of their business, the most important considerations were the cost of the accommodation (87%), flexible lease arrangements (56%) and superfast broadband (50%). The lowest priority was to have access to the airport and the coast. The middle priority was to be located within a town centre location (40%) and have good transport links both to the M4 / fast road network (31%) and train / bus network (25%).

When asked about the style of the workspace they would like to work in, nearly 60% of those responding (only 14 out of 23) indicated that they were not concerned and 20% stated they would like to work in a converted barn.

In terms of their ideal workspace, 16 respondents answered the question. The most important facilities were having parking (53%), superfast broadband (46%), workshop space (43%) and desk space (35%). A mailing address and 24/7 access was also considered important. Breakout areas (53%), meeting rooms (47%) and kitchen area / cafe (44%) were considered quite important facilities. The least important facilities were having a gym (86%) and good coffee (47%).

Only 13% of those responding (15) had worked in a co-working space before. There was a positive response to providing the following services as part of the workspace:

• Networking opportunities – 93%
• Business development advice – 87%
Social activities – 67%

When asked about their views on sharing a workspace, 15 respondents answered the question: 8 were happy to share, 5 stated it depended on the business and 2 stated that they would rather have their own space.

2.2. Redundant and underused buildings survey

A survey was developed on Redundant and Underused Building Survey in the Rural Vale (refer to Appendix 2). This survey sought to target landowners who had redundant or underused buildings but were undecided as to how to bring them back into use. There were 9 responses to the survey, however respondents did not answer all the questions.

- **TYPE OF REDUNDANT AND UNDERUSED BUILDINGS**
  Stone barns (50%) and modern barns (25%) were the most common type of buildings identified as being redundant. There were 2 other buildings noted including a World War 2 generator building. These redundant buildings ranged by 10m² – 500m². These buildings were located either in a rural settlement (40%) or in the open countryside (20%) across the rural Vale including Llantwit Major, Pendoylan, Sully and Penllyn. All buildings were owned by the respondents.
  
  There were 6 responses in relation to the question about accessible services:
  - 5 had existing or potential provision for parking
  - 4 had services (gas / electric / water / sewerage) and were within a mile of an A or B road
  - 3 were within 500m of a bus stop
  - Only 1 had access to superfast broadband.
  
  In terms of activities taking place adjacent to the building, there were 7 responses:
  - 5 were adjacent to agriculture and farming
  - 3 were adjacent to residential properties
  - 1 was adjacent to tourism related businesses

**FUTURE PLANS FOR THE REDUNDANT AND UNDERUSED BUILDINGS**

Only 6 respondents answered the question about the future use of the building:
• 67% of respondents were planning to convert into a workshop space
• 33% of respondents were planning to convert into office accommodation
• 33% of respondents had no plans
• 16% of respondents were planning either to convert in residential accommodation, holiday accommodation or a function room space.

In terms of issues regarding conversion (only 4 responses), 3 respondents indicated obtaining planning permission and 3 respondents mentioned inheritance tax as an obstacle.

Of the 4 responses to the questions regarding seeking expert advice, one respondent has sought expert land management advice.

In terms of help/advice regarding the renovation of the buildings, there were 6 responses:

• 67% of respondents expressed an interest in business advice and visits to similar developments
• 50% of respondents expressed an interest in legal advice, and planning advice
• 17% of respondents expressed an interest in land management advice.
3. Flexible Workspace Research

Given the limited workspace offer in the rural Vale, further research was undertaken into the models of workspaces that were available to developing businesses in South Wales and beyond.

Flexible Workspaces in South Wales

In Cardiff has seen a great increase in more flexible workspace available over the last 5 years, particularly co-working spaces the small businesses. Seven different work hubs were visited or interviewed in the South Wales including Tec Marina, Tech Hub Swansea, Welsh Ice, Tramshed Tech, Indycube – Trade Street and St Mary’s Street, Rabble Studio and the Sustainable Studio.

It was interesting to find that each type of workspace was unique and had a different offer to attract businesses. Most of them offered flexible terms and co-working opportunities. Some attracted particular businesses such as Rabble Studio targeted creative industries, whereas Indycube has a broader range of businesses attracted to the space.

Most of the accommodation was focused on desk based work. Only the Sustainable Studio offered workshop accommodation for artists.

All of the workspaces visited had meeting rooms, breakout areas, free tea and coffee and 24/7 access.

Larger workspaces such as Welsh Ice and Tramshed provide a more comprehensive office services (including telephone answering service, mail service and landline lines).

One of the benefits of working in these types of flexible workspaces is the networking opportunities. All of the case studies offer face to face networking events to enable members to develop their business networks. For example Welsh Ice stated that considerable business is done within the workspace with members supporting / utilising each other services.

The social aspect of working in these types of spaces is key. Penarth Tec Marina are a good example of were member’s well being is a top priority. The founder has created a modern airy and vibrant workspace with a gym for fitness and a games room for a bit of down time. Additionally there are regular social events to enable members to get to know each other.
Redundant Rural Buildings

Some workspaces focus their model on supporting start up businesses. Welsh Ice is a very good example of this model where there is a range of business mentoring and training courses available to members as well as financial support through the Welsh Government's Accelerator programme.

Given the flexible nature of this type of accommodation, there is a quite a large turnover of members/or members adjusting their membership model. Most were, however well occupied. The Tramshed and The Sustainable Studio indicated that there was a waiting list for small and large offices.

4. Inspiring new workspaces networking event

4.1 Overview

This event was organised to bring together people who are looking for new workspace with people who have redundant or underused spaces they are looking to bring back into use to inspire them into taking action to create new workspaces in the rural vale.

The event took place at St Donats Arts Centre on Wednesday 17th January 2018. There were a total of 60 attendees with a further 16 people expressing an interest in coming but unable to make it on the night.

4.2 The speakers

Marcus Goldsworthy – Head of Regeneration and Planning at the Vale of Glamorgan Council

Marcus discussed the opportunities for new workspaces in the rural vale and the details set out draft Conversion and Renovation of Rural Buildings Supplementary Planning Guidance. This was adopted in April 2018.

A few key points from Marcus:

✓ The Council was previously had a strict policy on rural barn conversions, but this has relaxed over recent years.
✓ The new SPG:
  ○ Seeks to promote alternative uses of redundant rural buildings eg. business / tourism uses rather than residential conversions.
  ○ Relates to Policy MD11 – Conversion and Renovation of Rural Buildings in the Local Development Plan
  ○ Sets out what buildings may not be suitable for conversion.
  ○ Provides advice to ensure minimum changes to the fabric of the building, the character of the countryside is retained and there is no impact on local amenity.

Gavin Eddy, Director of Forward Space and developed the Old Church School, in Frome.

Gavin spoke about how he transformed the redundant old church school into an award winning workspace for independent thinkers and creators. He advocated that if inspiring workspaces are located in regional towns, new ambitious businesses will locate there.

A few key points from Gavin:

✓ The development of the workspace had three priorities:
  ○ Workspace – physical space – doesn’t have to cost a fortune to do up or take ages to do up. Gavin did it in 4 months. Very 'unlike office like' homely workspace to encourage creativity.
- Resources – support and networking – large programme of events including business advice, mentoring programme and outreach into the town (links with local college and bath university)
- Community – most important and want to belong to a network and be a friendly place to work. In Frome there was a large influx of creative people doing interesting things but had nowhere to work. Forward space provided an opportunity to bring people together.
  - Ingredients of a co-working space – all have a café, event space for social events, meeting rooms, skype rooms (old phone boxes) and superfast broadband.
  - Letting arrangements – part time desks, full time desk (with storage), work pod (for 2 people) and studio offices (20sqm or 40sqm).

Sally Attwood, Public Health Wales (PHW)
Sally explained about PHW’s ‘Our Space Project’ which transformed an empty office unit into an attractive, vibrant workspace in the centre of Cardiff. She explained about the process of working with designers, local businesses, social enterprises and staff to develop a high quality modern office using remanufactured or refurbished office furniture providing value for the money for the public sector.

A few key points from Sally:
  - PHW wanted to be an organisation that is creative, collaborative, efficient and effective but need to create a workspace that encourages this as well as attracting millennials.
  - Located in Capital Quarter in Cardiff, lease top 4 floors.
  - Designing the space with 4 types of area: collaborative space, learning (training) space, space to socialize and space to focus.
  - In the design focused on the re-use of materials and using second hand and remanufactured furniture to create vibrant design at a minimal budget.

Chris Griffiths, founder and CEO Open Genius and founder of Tec Marina, Penarth
Chris founded the serviced office space in Penarth marina to foster true creativity and entrepreneurship and enable companies to collaborate and innovate. There are inspiring spaces ideal for co-working, meetings, events and away days to help motivate, network and spur on new ideas.

A few key points from Chris:
  - It is worth employing an architect / designer to help you visualise the space and seek investors
  - If people want to work in a space, it is easier to recruit and retain staff. There is great productivity from staff working in a happy / relaxed environment.
  - Penarth Tec is very open office space with no corridors, creating a live / work environment eg. . Good gym with nice changing rooms, games areas, good coffee
  - Co-working space takes more input and needs more resources to build the community.
  - If there is just office space with spaces for workers to socialise, it is less onerous
  - Internet is an issue and need very fast broadband for the workspace.
5. Rural workspace study visit

5.1. Background
The visit was organised as part of the redundant and underused rural buildings project, following the interest from a number of participants at the inspiring new workspaces event in January 2018.

5.2. Visit details
The study visit on Tuesday 19th June 2018 involved 9 participants:

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<thead>
<tr>
<th>Name</th>
<th>Organisation</th>
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<tbody>
<tr>
<td>Hannah Dineen</td>
<td>CRC</td>
</tr>
<tr>
<td>Phil Chappell</td>
<td>CRC</td>
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<tr>
<td>Tania Shearer</td>
<td>Vale of Glamorgan Council</td>
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<tr>
<td>John Homfray</td>
<td>Penllyn Estate</td>
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<tr>
<td>Councillor Morgan</td>
<td>Llantwit Town Council</td>
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<td>Councillor Evans</td>
<td>Llantwit Town Council</td>
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<tr>
<td>Rachel Connor</td>
<td>Glamorgan Voluntary Service</td>
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<tr>
<td>Paul Warren</td>
<td>Glamorgan Voluntary Service</td>
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<tr>
<td>Rory McLaggan</td>
<td>Merthyr Mawr Estate Office</td>
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The visit involved a tour of two rural workspaces:

- [Glove Factory Studios, Holt, Wiltshire](#)
- [The Old Church School, Frome, Somerset](#)
5.3. Nick Kirkham, Glove Factory Studios
Contact details: Nick Kirkham - nick@glovefactorystudios.com

Nick gave an extensive tour of Glove Factory Studios and explained about his background in developing workspaces, particularly in London.

GLOVE FACTORY STUDIOS
Glove Factory Studios has a range of desk spaces, individual offices and communal areas (breakout sofa area, courtyard and the Field Kitchen) set in 32 acres of pasture with two landscaped lakes with a dog walking area. The offices have views out over the surrounding countryside. The café is used as an event space and is open to the public. They also have a license to hold weddings on landscaped area by the lakes.

Most of the workspace are studios with limited coworking space. All have 24/7 access. Nick’s view that coworking requires more intensive support than letting a studio space on a 3 year contract.

They organize business breakfasts and other networking events. Rooster Talks (their own branding of TED talks) are monthly free talks for businesses from across the region.

The Field Kitchen is run by a separate catering company independent from Glove Factory Studios. The catering company pay Glove Factory Studios a percentage of the profit.

The studios is located in the village of Holt, which has a population of 4,500 people. Nearby towns include Bradford Upon Avon (9,400), Trowbridge (33,000) and Melksham (14,600).

Tenants
Nick tries to ensure a mix of businesses within the studios:

- 1/3 digital companies
- 1/3 built environment companies eg. Architects
- 1/3 creative industries

Creative industries more happy to share spaces and collaborate together.

Business organisation
There are 2 businesses:

- Operational company – responsible for the rents, lettings, overheads and staff salaries
• Property company – overseeing the actual properties and receives an income from the operational company for the rent.

Staff
Glove Factory Studios employees:

• General manager – responsible for sales and business
• Communications manager – deals with customer relations, marketing and digital on-line presence
• Finance officer

Set up of workspace
Nick worked with Wiltshire Council to set up Glove Factory Studios and managed to secure a grant for the second phase extension.

The second phase extension has been designed around a grid of units each being approximately 4m x 5m = 20sqm each.

IT has been set up on a central wifi grid, which has been outsourced to external company, Easy Space. Each company sorts out own wifi connection / ICT support with Easy Space.

Rent / lease arrangements with tenants

• Income of £160 - £250 per desk per month, plus service charge and internet connection
• All workspaces let on a 3 year contract with a 6 month rolling break, therefore you have to give 6 months notice. The rent is also set at a 3 year stepped deal and not a fixed rate for 3 years.
• Tenants give 2 months deposit, plus VAT
• Running like a business hotel
• Additional costs for meeting room hire - £10 per hour for tenant and £15 per hour for external
GREAT WESTERN STUDIOS

- Situated in northern Notting Hill, where Paddington meets Maida Vale, between the Grand Union Canal and the Westway.
- Provides studio space for the creative industries.
- Originally space rough and ready space for artists with no IT and no central heating. The original workspace was knocked down and needed to find a replacement. With the support of the Council, Nick created a new space for artists in 11 months.
- Marketing through promoting businesses in the spaces.

WESTBOURNE STUDIOS

- Situated in Portobello, London
- Situated under the Westway where an internal communal atrium created.
- Worked with Kensington and Chelsea Council who agreed a long lease on a geared ground rent of 10% on future turn over which gives the Council £300K per annum
- Paddington Development Trust wanted to support the project but couldn’t give a grant. Instead took out a 12 year lease on 1500sq.ft up front to give the funds to the project.
- 80% let with 6 months left to complete.
- New build which was authentically designed to look modern.
- Attracts creative companies working in new and emerging technologies as well as the more traditional artists, producers and designers.
- Target build cost was £60 per sq.ft. ended up costing £80 per sq.ft.
- Now managed byWorkspace plc. Workspace provides an instant network of over 4,000 businesses in 69 locations across London

FUTURE OF RURAL WORKSPACE

Fibre to door
Internet access is getting fast to people’s homes so more may prefer to work from home. This doesn’t address the issue of social isolation and opportunity to share ideas. Rural workspace needs to provide something different to attract workers out of their homes.

Rural workspace business / social club
Exploring virtual packages where Glove Factory Studios acts as a social space/ business club for smaller out posts and provides an opportunity to link up all the workspaces in an area. If you are a member of one, you can work out of any of them. The café at Glove Factory Studio could act as the ‘clubhouse’.

Nick is working with landowners to enable them to get a greater return on their buildings (15 – 20% more money) as higher quality professional finish.

He is exploring opportunities for a central website in Wiltshire to market all micro workspace to have them all marketed centrally to give a professional look.

**KEY CONSIDERATIONS IN SETTING UP RURAL WORKSPACE**

- Target age range for this type of space – 30 – 50 years
- Develop a mix of businesses to develop a good community spirit
- Remember it is a business so you can’t create a space that doesn’t break even and make money.
- Think about the type of workspace you want to create! Running coworking spaces is more resource intensive. Still many workers like to have their own desk and own office which is why the units have worked well for at Glove Factory Studios
- Critical Mass – anything under 450sq.m. is not viable
  - 20 desk spaces – not making a profit
  - 40 desk spaces – break even
  - 60 spaces – make a profit
- If you have 1,000sqft of space in rural Wiltshire:
  - Residential = rent of £800 per month
  - Commercial workspace = securing £10 per sq.ft. per month service chart – 1 desk = £260 per desk per month. You can fit 13 desks into 1000sq.ft = 76.9sq.ft. or 7.14m2 per desk = approximately £3,380 per month (therefore more than 3xs the return)
- It is a different approach to office space provision provided by large corporate companies like Regus who manage traditional office spaces, some of which have been converted into coworking spaces.

**SUPPORT AVAILABLE**

Services provided by Nick. He can provide feasibility studies exploring the deliverability and viability, market research and demand, help set the core values for the building, layout and design and support setting up a space.

**5.4. GAVIN EDDY – THE OLD CHURCH SCHOOL, FROME**

Contact Details: Gavin Eddy - gavin@forwardspace.co.uk

**OLD CHURCH SCHOOL**

Old Church School is a shared workspace which encourages collaborative working and creates an effective internal market – 70% of businesses are working together. The space available includes

- 25% coworking – rent a desk
- 75% studio offices – 20 – 40sqm – 5 – 10 people
- Café
- Meeting rooms
- Outdoor sitting areas / landscaping
The studio space is flexible space so that you can increase or decrease as the company grows / shrinks. Good mix of companies in the workspace which encourages collaboration.

The Old Church School is situated on the edge of the town centre in Frome, which has a population of 26,000. Most members live within a 10 mile radius of Frome.

OFFICE LAYOUT

- No circulation space – e.g. Corridors
- 1 desk per 5sqm.
- Gavin believes in cramming people in and not having any circulation spaces as it makes a space more vibrant, which increases revenue and makes the workspace stack up financially.
Community groups can also use the café / event space for no charge eg. Chamber of Commerce, local craft groups. The principle is that it is bringing people to the building and therefore the more people visiting the more people may be interested in the space. It also gives the space a positive, buzzing vibe.

**COMPANY SET UP**

**Property Company**
- Owns the building.

**Operating Company – Forward Space**

- Pays the property company rent, employs staff and collects the rents.

**Software company – Coherent Work**
- Oversees booking meeting rooms, leases, invoices, payments by direct debit, events (links to Eventbrite)
- Currently have 97 operators on 140 sites.
- Cost – 1% of what you collect in rent.

**MANAGEMENT OF SPACES**
- Low overheads as very few staff as using Coherent Work system to reduce administration. Only one member of staff employed per space.
- No office manager as the members do all the work themselves.
- Community builder role focused on bringing the community together and organizing events. Looking for creative people with background in events and marketing. Max. salary £30,000 with no administration roles.
- Members manage their own bookings of spaces, and have cards to log into the system, which registers their time within a building.
- Given the overheads are reduced as less staff employed, creates greater margins for profit.

**OTHER DEVELOPMENTS**
- Mendip County Council – secured a 10 year management contract taking 20% of the cut.
- Supplying and setting up workspace containers – each house 6 – 8 desks and cost £10K – interior design team deck them out. Need to link to buildings with meeting rooms, café and toilet facilities.

**BENEFITS OF THESE WORKSPACES**
20% return on investment

**WHAT MAKES THEM VIABLE?**
Under 5000sqft. – not viable – therefore 5,000 sq.ft is minimum

10,000sq.ft makes a café viable

SUPPORT AVAILABLE
Sniff Test – visiting the area to ascertain if there is potential for creating a vibrant workspace.
Financial forensic test - £5,000
6. INSPIRING NEW WORKSPACES NETWORK EVENT 2

6.1. OVERVIEW

This was the second network event to bring together people who are looking for new workspace with people who have redundant or underused spaces they are looking to bring back into use to inspire them into taking action.

The event took place at Llantwit Major Youth Centre on Wednesday 4th July 2018. There were 16 attendees and 9 non-attendees who had signed up, which was fewer than the first event but was still a valuable chance to discuss opportunities for transforming redundant or underused spaces.

6.2. THE AGENDA

Mark Hooper, Chief Executive Officer of Indycube

Mark spoke about developing Indycube over the last 8 1/2 years.

He raised the following points:

- The first Indycube premises was in a vacant office space in the ITV studios buildings.
- Indycube was originally set up as a social enterprise but is now a cooperative.
- Mark indicated that he has found it difficult to make money from coworking but equally Indycube has not received any grants from public bodies to support his spaces.
- Indycube has 2 models of managing the space:
  - Full management of the space including taking on the long term lease of the premises and pay all the bills etc. and open up to coworkers
  - Management of co-working space where the building owner will only get paid if there is someone sitting in the desk. Indycube will have the responsibility for managing bookings and will send the person responsible for the building details of who has booked into the space each week. The owner of the building is responsible for all the bills. This model has worked where a community centre / rooms in pubs eg. has had an underused spaces
- Indycube spaces are located across Wales including Barry, Cardiff, Swansea, Wrexham, Bangor as well as England including London and Wakefield.
- They are branching into different types of spaces including photographic studios and commercial kitchens.
- Membership for coworkers is £10 per month in which you get one free desk day per month, Community Benefits Pack (in term of legal support, cash flow management and a host of business and
leisure benefits) as well as access to the Indycube network of independent workers and all their spaces. Part time spaces with 5 desk days per month is £60 per month +VAT or 10 desk days per month at £100 per month +VAT. A full time desk space (including allocated desk) is £180. Meeting rooms are an additional cost of £35 per half day. If you just want to rent a desk for the day it is £12.

- Being a member enables co-workers to be part of the Indycube Community Network which is a wider network of freelancers and independent workers enabling networking opportunities with like-minded individuals from across the UK.

**Hannah Dineen, Creative Rural Communities**

Hannah gave feedback from the study visit to Glove Factory Studios and Old School Hall. Those attending the networking session who had been on the study visit shared their learning from the visit.

These workspaces were very different from the Indycube model where substantial investment had been made in the design and layout of the internal and external spaces, creating light, modern flexible places to work. (see section 5 of this report for full details.)

**Rachel Connor, Glamorgan Voluntary Service**

Rachel Connor showed those attending around the Western Vale Family Information Centre (WVFIC), a building adjacent to the Youth Centre. GVS are currently in negotiations with the Council about taking on the long-term lease of the building to deliver community and voluntary services. It is planned that offices within the building would be available rent or could potentially become a coworking space.