CO-DESIGNING SOCIAL INFRASTRUCTURE FOR RESILIENT COMMUNITIES IN POST-COVID CITIES
Granville and Carlton

Report March 2022

CO-DESIGNING SOCIAL INFRASTRUCTURE FOR RESILIENT COMMUNITIES IN POST-COVID CITIES: GRANVILLE AND CARLTON

This is the report of the research project "Co-designing social infrastructure for resilient communities in post-Covid cities: Granville and Cartlon". This is a research project, not a planning/architectural consultancy. Therefore, no professional liability is accepted by UCL, the project coordinator nor the project team for the content of this report. If you have any question about the project, please contact Dr Pablo Sendra (pablo.sendra@ucl.ac.uk). I will be happy to discuss with you the project and answer any query.

This piece of research has been developed in collaboration with users from Granville and Carlton buildings. The name of this participants is not disclosed for data protection reasons.

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EXECUTIVE SUMMARY

This research project aims to understand the importance of the community buildings Granville and Carlton for the communities in South Kilburn and surrounding areas, the different kinds of support the buildings and the organisations using them provide, and their importance a social infrastructure: spaces for creating and maintaining social connections. In particular, it aims to understand the relevance of these buildings during the Covid-19 pandemic and the subsequent periods of lockdown and restrictions, when social infrastructure and networks of mutual support have become more relevant. Since the buildings are about to go through a regeneration scheme to turn it into a mixed-use development, the research project also aims to understand how the lessons learnt during the pandemic can contribute to guide decisions on the activities, services, physical infrastructure and governance of the buildings to create more resilient social infrastructures.

The specific objectives of the project are:

- To understand how the community buildings Granville and Carlton – and the organisations using them – have provided support during the pandemic.

- To co-produce with residents and users of the buildings a collective vision on the kind of activities, services and community support they would like to see on the buildings. This will have particular emphasis on building resilient communities for future scenarios related to climate change and health crises.

- Work with the community on defining which are the main needs in terms of physical infrastructure to develop these activities, services and community support.

- To co-produce with residents and users of the buildings a community-led management governance structure for the buildings, which puts local people at the heart of decision making.

For doing so, this project has used Participatory Action Research methods in order to co-produce knowledge with communities about how they use their built environment, their social infrastructure and the aspirations for the future of their neighbourhood. The researchers have facilitated two co-design workshops with users of the buildings and surrounding residents, attended a Stakeholders Group meeting to discuss the project, and carried out semi-structured interviews with stakeholders, users and organisations. This has been accompanied by a literature review on community spaces, social infrastructure and workspaces in the context of Covid-19.

From this research, the project has produced a series of key findings on the relevance of the buildings a social infrastructure, and a set of recommendations that can inform some of the decisions on the activities, services, physical infrastructure and governance of the buildings. The following pages summarise these key findings and recommendations.

Figure 1.0 Entrance of the Rumi's Cave Centre
Source: *CPD Civic Design Exchange, May 2019*

KEY FINDINGS

1. **Lack of community spaces in South Kilburn:** The ongoing and future phases of regeneration of South Kilburn do not provide substantial multipurpose community space. While most ongoing and future phases of regeneration contemplate some community facilities, these do not include multipurpose community facilities, where residents can develop their activities. Instead, these new community spaces – e.g. 'hubs' – provide council services for residents. The planned increase of housing density contrasts with this lack of community spaces, which means there will be a substantial reduction in community space per resident.

2. **Problems of seeking efficiency in the co-presence of services:** According to the report on social infrastructure by the Mayor of London[1], concentrating community facilities and services into centralised hubs – although being efficient for providers – can result in spaces that do not provide a sense of belonging, and which do not encourage communities to take ownership of them and develop multiple activities in them.

3. **Problems with the co-presence of housing, workspace and community facilities:** the presence of housing on the site can challenge some of the community activities, which might end up not taking place because they are too noisy for the residents.

4. **The Granville is the heart of South Kilburn:** The Granville is the main community space and social infrastructure of South Kilburn, which residents and community groups can book to develop their activities. Activities such as the ones organised by Granville Community Kitchen provide a unique space for people to gather. The building is key in providing community activities for the area. The Granville have an important relevance as a place for council officers and representatives to meet local people and discuss about the area.

5. **Strong attachment to the buildings:** Participants have many memories of social activities taking place in The Granville, particularly in the former hall, currently used as enterprise hub. These included all kinds of gatherings, which ranged from private parties to open community gatherings.

6. **Covid-19 and community spaces:** Covid-19 has made evidence the relevance of multipurpose community spaces on responding to emergency situations and strengthening the social infrastructure in the area. Therefore, the future regeneration of the buildings should consider this new evidence when planning the activities of the buildings.

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1   Mayor of London (2020). Good Growth by Design: Connective Social Infrastructure. How London's social spaces and networks helps us live well together. Available at: https://www.london.gov.uk/sites/default/files/connective_social_infrastructure_0_0.pdf

7. **Importance of both the Carlton and the Granville buildings as community support during the pandemic:**
   - In the Carlton, Rumi's Cave provided food aid and kept as active as possible with community activities during the pandemic.
   - In the Granville, organisations Granville Community Kitchen carried out an essential food aid initiative, which feed many families weekly.
   - In addition to this, existing services in the Granville, such as family and wellbeing services or the nursery, provided support during the pandemic, and the enterprise hub re-opened when it was possible.
   - The Granville also operated as a Covid testing and vaccination centre.

8. **Need of more emotional and mental health support:** The Granville and Carlton was not able to provide emotional and mental health support during the pandemic, such as bereavement.

9. **Substantial loss of community space:** While Brent Council's South Kilburn Regeneration Team argues that there is only a 5% loss of community space[2], the actual loss is much greater than this. They are not counting the Carlton in their calculations, which have function as community space for the last three years. If we count the part of the Carlton used that has been used as community space, the decrease in community spaces is 76%.

10. **Substantial increase of workspace, and most of it is very rigid:** while the provision of community-based workspaces is very important in Brent, there is a substantial increase in workspace (511% in office spaces and 94% increase in studio spaces). In addition to this, most of the provision consists of closed office spaces, which are very rigid and allow little flexibility. Given the change in working patterns that have taken place during the pandemic, where a lot of people have switch to working from home, co-working spaces need to offer much more so people see the benefits of paying for it.

11. **Loss of green space:** Brent council has a very low ratio of green space per person in comparison to other London boroughs, and this scheme contributes to the reduction of green space. During the pandemic, green space became even more important. They became an essential space to be safely outdoors, with participants reporting benefits to their mental and physical health. For some, it presented also an opportunity to catch up safely with their neighbours while waiting to collect the food aid. In addition to this, food production and gardening is a very important activity at the Granville. The loss of green space can challenge the growth of these activities.

RECOMMENDATIONS

1. **No net loss of community space:** In line with the paragraph 5.1.5 of the London Plan 2021, ensure that there is no net loss of community spaces, which constitute an essential social infrastructure as this project has found. The counting of square metres of community spaces should include both the existing community spaces in The Granville, and the spaces that were used as community spaces for three years in the Carlton. This would be a total of 1288.04 sqm in contrast to the 308.4 sqm proposed in the regeneration scheme.

2. **Creative, productive and well-equipped workspaces:** Given the needs of the area, the workspaces provided should seek for alternatives to the model of entrepreneur-led workspaces. Instead, they should be community-based creative spaces that enable collaboration as well as cultural and artistic production, with open access to equipment, such as makerspaces, diverse facilities and tools for arts and crafts such as pottery, and which foster an environment of collaboration and knowledge-sharing.

3. **Address potential conflict between different uses within the site:** The co-presence of housing, workspaces and community facilities can lead to potential conflicts because they have different levels of noise. It is important to address this potential conflict to ensure that community activities are not threatened by the presence of housing. Take the different levels of noise into account when making decisions on how different spaces are used. For example, workspaces that require quietness might conflict with activities such as social gatherings that have a high level of noise.

4. **A welcoming space for socialisation:** the buildings should include a welcoming space with a café for people to gather.

5. **Provide a diversity of types of community spaces,** with different size, atmosphere, facilities and equipment, which can enable a great diversity of activities.

6. **Provide spaces for mutual emotional support**, such as discussion groups on topics that concern local communities, as well as professional mental health support.

7. **Provide activities for young people,** which lead to creating more opportunities for them. Also, services where they can share their worries and their experience. This will have an impact on the safety of the area.

8. **Flexible and equipped open green space**, which provides a place for exercise classes, events and markets. Provide facilities in the outdoor space, such as shelter or movable structures, that can provide spaces for developing a diversity of activities outside.

9. **Local food production and gardening:** Enable the expansion of food and community gardening initiatives taking place at The Granville. Prioritise green spaces at the ground level, which are accessible for everyone, instead of rooftops. Discuss with existing local organisations the green space needs for this.

10. **Inclusive process for decision making:** Engage with different interest groups, youth groups, as well as communities of different cultures and backgrounds, to co-create a vision for the future of the buildings (this can apply to future activities, services and management of the buildings). Include these groups in decision making.

11. **Involve the community in the management of the buildings:** Create a community forum that works on the activities, services, and uses of the buildings. Open the management and functioning of the buildings to a community-led approach.

12. **Resilient funding model:** The funding model for the buildings should be based mainly on cross-subsidy of activities by establishing different levels of rent of space. From free or very low-rate fees for community activities, to higher rates for private celebrations, businesses or commercial activities, which can generate income to subsidise community-based activities. However, this funding model, which heavily relies on rent, needs to be combined with other sources of income, such as the Friends of Scheme, partnership with companies for their CSR or others to ensure resilience in crises like the pandemic, when renting spaces a commercial rate is not an option.

Figure 1.1 Community garden run by Granville Community Kitchen in the outdoors garden.
Source: CPD Civic Design Exchange, May 2019

1. INTRODUCTION

1.1 BACKGROUND OF THE PROJECT

Between April and December 2021, a group of researchers from University College London (UCL) have been carrying out the research project 'Co-designing social infrastructure for resilient communities in post-Covid cities: Granville and Cartlon' in South Kilburn Estate, in the London Borough of Brent. The project has been carried out in partnership with the local organisation Granville Community Kitchen, that has acted as a link between UCL researchers and the users from the Granville and Carlton Buildings.

The aim of this project is to co-produce – with residents and users of the buildings – an assessment of the importance of the Granville and Carlton buildings as a 'resilient social infrastructure' for the local communities.

The specific objectives of the project are:

- To understand how the community buildings Granville and Carlton – and the organisations using them – have provided support during the pandemic.

- To co-produce with residents and users of the buildings a collective vision on the kind of activities, services and community support they would like to see on the buildings. This will have particular emphasis on building resilient communities for future scenarios related to climate change and health crises.

- Within this community vision, work with the community on defining which are the main needs in terms of physical infrastructure to develop these activities, services and community support.

- To co-produce with residents and users of the buildings a community-led management governance structure for the buildings, which puts local people at the heart of decision making.

For doing so, the project has carried out a series of co-design workshops with users of the buildings and surrounding residents, and semi-structured interviews with stakeholders, users and organisations.

In the process of co-producing this report, users have learnt about the future plans for the buildings and gain agency in being able to express the kind of needs they require for their activities. This report will be handed in to both users and stakeholders of the buildings so it can provide evidence that can be useful when defining the activities, infrastructural needs and management of the buildings.

This 'Community Vision for Granville and Carlton Buildings' is one of the main outputs of this project.

It includes evidence on how the buildings have provided support during the pandemic, proposals for community-led activities and uses, and a community-led management governance structure for the buildings, which puts local people at the heart of decision making.

The project team

The UCL team is composed by a multidisciplinary group of professionals and scholars with experience in co-design and participatory methods.

The project coordinator **Dr Pablo Sendra** is an ARB registered architect (reg. no. 084862J), with a MArch in Urban Design from The Bartlett School of Architecture, UCL, and a PhD in Architecture from the Universidad de Sevilla. He is an Associate Professor at the Bartlett School of Planning and the Director of the MSc Urban Design and City Planning Programme. He is the coordinator of the Civic Design CPD course and have professional and research experience on co-design and participatory projects.

Irene Manzini Ceinar is an architect with an MRes in Interdisciplinary Urban Design from UCL and professional experience on the field. She is currently carrying out her PhD about community-based coworking spaces at UCL. She previously worked on the Community Plan for William Dunbar and William Saville Houses, in South Kilburn estate.

Lili Pandolfi holds a MPlan City Planning from University College London and a BSc in Environment and Development from the London School of Economics and Political Sciences.

The project has been done in partnership with Granville Community Kitchen. This collaboration has been coordinated by **Leslie Barson**, co-founder of Granville Community Kitchen, and who has been doing community work and campaigning in South Kilburn for over 20 years.

This a research project that has followed UCL's ethics guidance and has been approved by the UCL Ethics Committee (Approval ID Number 9089/004). Since this project is done as academic research, the team does not accept professional liability on the proposals outlined in this document.

Context of this project

South Kilburn Estate is going through a major a regeneration scheme that involves a phased demolition and redevelopment of the whole estate. Following the South Kilburn SPD 2005 that came out of the New Deal for Communities, a new Masterplan Review was published in 2016, which then informed the new South Kilburn SPD 2017. This Masterplan Review and subsequent SPD identified the Carlton and Granville Site as one capable of delivering a mix of uses as part of the broader regeneration of the South Kilburn area, which has traditionally suffered from high unemployment rates[1]. The site sits within the South Kilburn Masterplan area and forms part of Phase 4 of the South Kilburn Regeneration Programme[2]. The project designed by Adam Khan Architects comprises the Carlton Centre, the Granville Centre, and various modern extensions - there is also a garden and playground space to the south of both buildings. In January 2020, the Brent Council granted permission for a 'partial demolition of existing structures on site including part of the Granville building, refurbishment of the Granville and Carlton Centres and construction of 3 buildings ranging from one to eight storeys in height, to facilitate the provision of a mixed-use development comprising 18 self-contained flats at part 1st - 8th floors and community facilities, offices and workshops at lower ground, ground and part first floors. Works include creation of play areas for the children's centre, nursery and school; additional community and event workspaces, outdoor amenity areas, secure cycle and refuse storage.' (Planning application 19/2378)[3].

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1   Brent Council (2017). South Kilburn Masterplan SPD, p.14. Available at: https://www.brent.gov.uk/media/16415950/spd_012-south-kilburn-spd-part-1.pdf

2   Adam Khan Architects (2019, June). Design and Access Statement.

3   https://pa.brent.gov.uk/online-applications/applicationDetails.do?activeTab=summary&keyVal=D-CAPR_145986

Aim of the Community Vision for Granville and Carlton buildings

This Community Vision is the outcome of a research co-produced by a group of researchers from UCL with users of the buildings, surrounding residents and organisations using the buildings. This is not a planning document nor a scheme, but an evidence-based document that aims to provide some insight on how to build a resilient social infrastructure, which stakeholders and organisations using the buildings can consider when defining the details on the activities and services that could take place of the building, the necessary infrastructure for developing these activities and services, and a community-led manage of the building that put local people at the heart of the decision making process.

This document acknowledges that the local authority already has a regeneration scheme for the site, which has been regularly reviewed by a stakeholder's group, which was granted planning permission in January 2020, and which is currently going through the contractors' procurement process. However, this regeneration scheme was done before the Covid-19 pandemic, and therefore does not fully consider the importance of community spaces and the organisations using them in addressing the ongoing health crisis or other challenges that cities and communities can face in the 21st century. There are many lessons to learn from how communities, grassroots organisations, institutions and community spaces have provided support to people at risk during the Covid-19 pandemic. This piece of research aims to learn from these lessons in order to create social infrastructure for resilient communities.

The results of this report can inform some of the decisions of the stakeholders group on the activities and services that should go in the site, the necessary infrastructure to develop them, and the management of the buildings. There, the objectives of this Community Vision are:

- Support during Covid-19: To understand how the Granville and Carlton – and the organisations using them – have provided support during the pandemic.

- Community-led activity and uses: To co-produce with residents and users of the buildings a collective vision on the kind of activities and community support they would like to see on the buildings. This will have particular emphasis on building resilient communities for future scenarios related to climate change and health crises.

- Community-led management governance: To co-produce with residents and users of the buildings a community-led management governance structure for the buildings, which puts local people at the heart of decision making.

This document is an independent study carried out by UCL researchers. Granville Community Kitchen and users of the Granville and Carlton buildings can, if they consider it appropriate, present it to Brent Council to show a community vision for the future of the two buildings.

Figure 1.2 the Granville front garden
Source: CPD Civic Design Exchange, May 2019

1.2 INTRODUCTION TO THE LOCAL CONTEXT

Socio-demographic composition of South Kilburn Estate[4]

The initial analysis informs the project on the urban dynamics and location patterns on the area. It emerged that, in terms of accessibility, the Granville and Carlton buildings are 8 minutes walking from Queen's Park Station. The area is in Zone 2 and well connected with public transport, with a very high Public Transport Accessibility Level (PTAL): 5-6a[5]. It responds to the concept of "superdiversity"[6], which means its diversity is complex since "residents vary in religion, ethnicity, legal and employment status, sexuality, and class"[7]. One of the biggest threats to areas with these characteristics is gentrification, the increasing displacement of working-class and migrant communities further from the unaffordable city centre. There is a strong contrast between different parts within the area. Areas that are just a few streets apartvary from being among the 2% most deprived in the country to the 50% least deprived, which in part due to the diversity of housing provision.

In fact, Kilburn is the third most deprived ward within the Brent Council based on Indices of Deprivation 2019 (ID2019), with 21.3% of income deprivation domain, 13.2% employment deprived, and 14.7% of Index of Multiple Deprivation (IMD). In 2010 it was ranked 13 in the highest SOA rank for London (Indices of Deprivation 2010 (issued 24 March 2011, GLA).

The data below corresponds to the whole South Kilburn Estate, where the Granville and Carlton buildings are located.

Population: size, gender, age and households

South Kilburn Estate records a population of 7667 people, with a gender split configured by 3841 men and 3826 women and one quarter of residents aged under 16, configuring a younger population compared to both Brent and London average figures. 2011 Census recorder 3300 households, where the 42% is represented by one-person households, a higher proportion compared to the rest of Brent.

Diversity: ethnicity and language

South Kilburn has a highly diverse population, where the Black ethnic group counts for the 40%, doubling the average proportion in Brent Council, and with the White British population is 17%. Typically, the Black population is younger (40% of Black local residents are aged under 25), while the White groups are older (29% of them are aged over 50). Also, half of South Kilburn population are born outside the country. According to the 2011 census, Brent Council is the Council with the highest number of migrants in London, both long established and recently arrived, where one third of residents migrated from African countries. South Kilburn

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4   Most of figures and data shown in this paragraph have be retrieved and re-elaborated from: South Kilburn Area Profile: An equality and socio-economic profile of residents living in South Kilburn. Brent Council, November 2018 (data based on 2011 census).

5   https://tfl.gov.uk/info-for/urban-planning-and-construction/planning-with-webcat/webcat, accessed 8 February 2022.

6   Vertovec, Steven (2007). Super-diversity and its implications, *Ethnic and Racial Studies*, 30:6, 1024-1054.

7   Stansfeld, Katherine (2017). *Mapping superdiveristy.* London: The Royal Holloway Centre for Geohumanities, 15.

cultural diversity is displayed also in the variety of languages spoken in the local area, to the extent that almost one third of residents use a foreign language as their main language, such as Arabic, Somali and Portuguese, some of which have difficulties communicating in English.

Disadvantaged groups: disability and unemployment

17% of residents living in South Kilburn are affected by disability or long-term health diseases, exceeding the Borough average proportion of 14%. Also, this proportion in South Kilburn strikingly grows in the oldest age range (over 50). Disability is shown to be a consistent barrier to employment, since only 11% of disabled residents are employed, a figure which contributes to local employment levels below the Borough average (54% against 60%). Unemployment in South Kilburn represents multifaceted inequalities: employment rate for women is lower than for men, while residents from BAME groups have lower employment rates compared to the White British population.

Deprivation

In 2019 South Kilburn was ranked 3.943 out of 32.844 small areas of England where 1 is the most deprived, which means it falls among the 20% most deprived neighbourhood of the country[8], with an Index of Multiple Deprivation (IMD) score of 41.111[9]. Key indicators of deprivation concerns low incomes, high unemployment rate, low educational levels, high incidence of crime, poor health and poor housing conditions. South Kilburn IMD has improved in 2019 compared to 2015, where the area was ranked 2719. However, this data does not necessarily means that socio-economic conditions of residents have improved over the years, but it can be caused because of the arrival of new higher income residents as a result of the regeneration process, which has led to significant increases in housing prices[10].

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8   Index of multiple Deprivation 2015 and 2019, accessed from "London datastore" (gov.uk): https://data.lon-don.gov.uk/dataset/indices-of-deprivation.

9   Browse the IMD map at parallel.co.uk, based on Statistics on relative deprivation in small areas in England published by Ministry of Housing, Communities & Local Government: Publication September 2019.

10   Brent Council (2017). *South Kilburn Supplementary Planning Document: Introduction*. Available at: https://legacy.brent.gov.uk/media/195108/South%20Kilburn%20SPD.pdf

Spatial analysis and community asset

The new project for Granville and Carlton buildings consists in new 18 new homes (1704 sqm) – which came down from the initially proposed 95 homes[11] at the beginning of the process – an increase of over 600 sqm of affordable workspace from what currently exists, more than 50% decrease of multi-purpose community space and a substantial decrease in green spaces (20%) – see Chapter 4 Results for detailed calculations.

In terms of community spaces, Figure 1.3 and 1.4 show the current and future distribution of community and service facilities around South Kilburn.

Currently, the Carlton and Granville Centres are recognised as the core of the social life and community infrastructure for people living in the estate, as there is a very short provision of other community spaces nearby.

However, some of the existing community facilities are located in buildings which are planned to be replaced under the scheme of Brent Masterplan 2017. In fact, from the figures it emerges that Brent Housing Community Room, Community Consultant ltd, and William Dunbar tenant Hall will be replaced or demolished. Moreover, Carlton building – where now is located Rumi's Cave on temporary lease, and lately extended – will be transformed in workspaces /office building as part of the Granville and Carlton regeneration.

To re-balance the loss of those community spaces, the scheme only envisages the Unity Place[12] is located in Kilburn Park Road, opposite to St. Augustine Church which was formally known as Gloucester House & Durham Court. This place will offer support to residents at the early stage by addressing any sort of problems they have with their homes, and any other type of support, such as Universal Credit. However, the space cannot be rented by the local community for events or activities, but it is more a drop-in place with appointment with the Council and partners. The Unity Place will also host the hub which is now located in William Dunbar, but not Brent's regeneration team offices.

As new housing will increase the number of people living in South Kilburn, this leads to a significant reduction in community facility space per person. The Carlton and Granville Centres provide a large portion of that space. Consequently, keeping or expanding these uses could play a vital role in the long-term provision of sufficient community space for the area, especially in light to the fact that the regeneration scheme plans to duplicate the density of South Kilburn Estate.

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11   Brent Council (2016). *Joint Report from Strategic Director of Resources and Strategic Director for Regeneration and Environment.* Available at: https://democracy.brent.gov.uk/documents/s42545/reg-enterprise-carlton-granville.pdf

12   https://www.brent.gov.uk/media/16416663/sth-kilburn-newsletter-10-spring-2020.pdf

EXISTING COMMUNITY ASSET MAP

● To be retained
● To be replaced or demolished

Legend:
- ■ Gyms and sport structures
- ■ Health and retirement centres
- ■ Religious buildings
- ■ Community support / space to hire
- ■ Affordable workspace
- ■ Nurseries
- ■ Primary Schools
- ■ Secondary Schools
- ⬚ To be replaced or demolished

Community support / space to hire:
1. Carlton & Granville + Rumi's cave
2. Brent Housing Community room
3. St Mungo's Association
4. Vale Community Centre
5. Beethoven Community Centre
6. Lydford Community Hall
7. Kilburn Library
8. Gorefield House Tenant Rooms
9. Kilburn Library Centre
10. Community Consultants Ltd
11. William Dunbar Tenant Hall

Youth centres:
12. The Tabot Centre
13. The Oxford-Kilburn Club
14. Queens Park Children's Centre
15. The Otherwise Club
16. Salvation Army Kilburn Corps
17. Maida Vale Children's Centre

Religious buildings:
18. St Augustine Kilburn Church
19. Fearnhead Road Methodist Church
20. St Luke's Church
21. West Kilburn Baptist Church
22. Carlton Vale Mosque Albanian
23. New Life Bible-Presbyterian Church
24. Queen's Park Central Mosque
25. Immaculate Heart of Mary Catholic Church

Health and retirement centres:
26. Carlton Dene Residential Care Home
27. Kilburn Park Medical Centre
28. Park House Medical Centre
29. Brondesbury Medical Centre
30. Belsize Priory Health Centre
31. Maida Vale Medical Centre
32. Queens Park Health Centre
33. Park House Medical Centre

Affordable workspaces:
34. Carlton & Granville Site
35. Global Skills Centre

Gym and sport:
36. Paddington Recreation Ground
37. Iyengar Yoga Maida Vale
38. Bannatyne Health Club Maida Vale
39. Anytime Fitness Kilburn
40. Energie Fitness Gym Kilburn
41. St Augustine's Sports Centre
42. Queens Park Tennis Courts
43. DW Fitness First London Queens Park
44. Yogaloft, Lonsdale Road
45. Jubilee Sports Centre

Nuerseries
46. Granville Plus Nursery School
47. Queen's Park Community Nursery
48. Dorothy Gardner Centre
49. Mary Paterson Nursery
50. Sunrise Day nursery
51. Rainbow Montessori Queens Park Nursery
52. Villas Nursery
53. Abacus Ark Nursery
54. Immaculate Heart of Mary Catholic Church

Primary schools
55. Iranian Cultural and Educational Centre
56. St Mary's Catholic Primary School
57. Naima Jewish Preparatory
58. Essedine Primary School
59. St Luke's Church of England Primary School
60. Queen's Park Primary
61. Wilberforce Primary
62. Salusbury Primary School
63. Carlton Vale Infant School
64. The Kilburn Park School

Secondary schools
65. St Augustine's CE High School
66. The School of the Islamic
67. St George's Catholic School
68. Islamia School for Girls'
69. Al-Sadiq and Al-Zahra
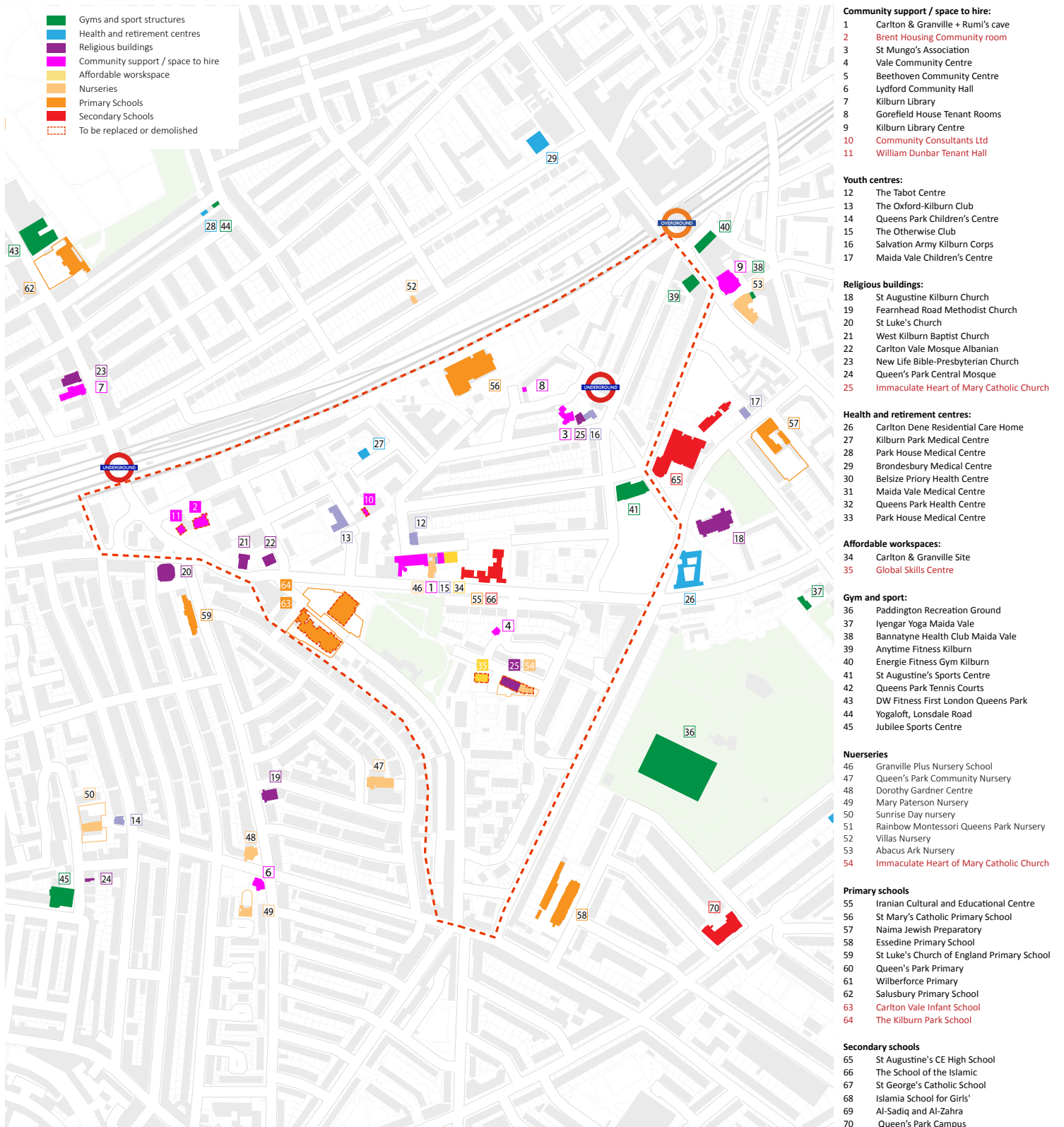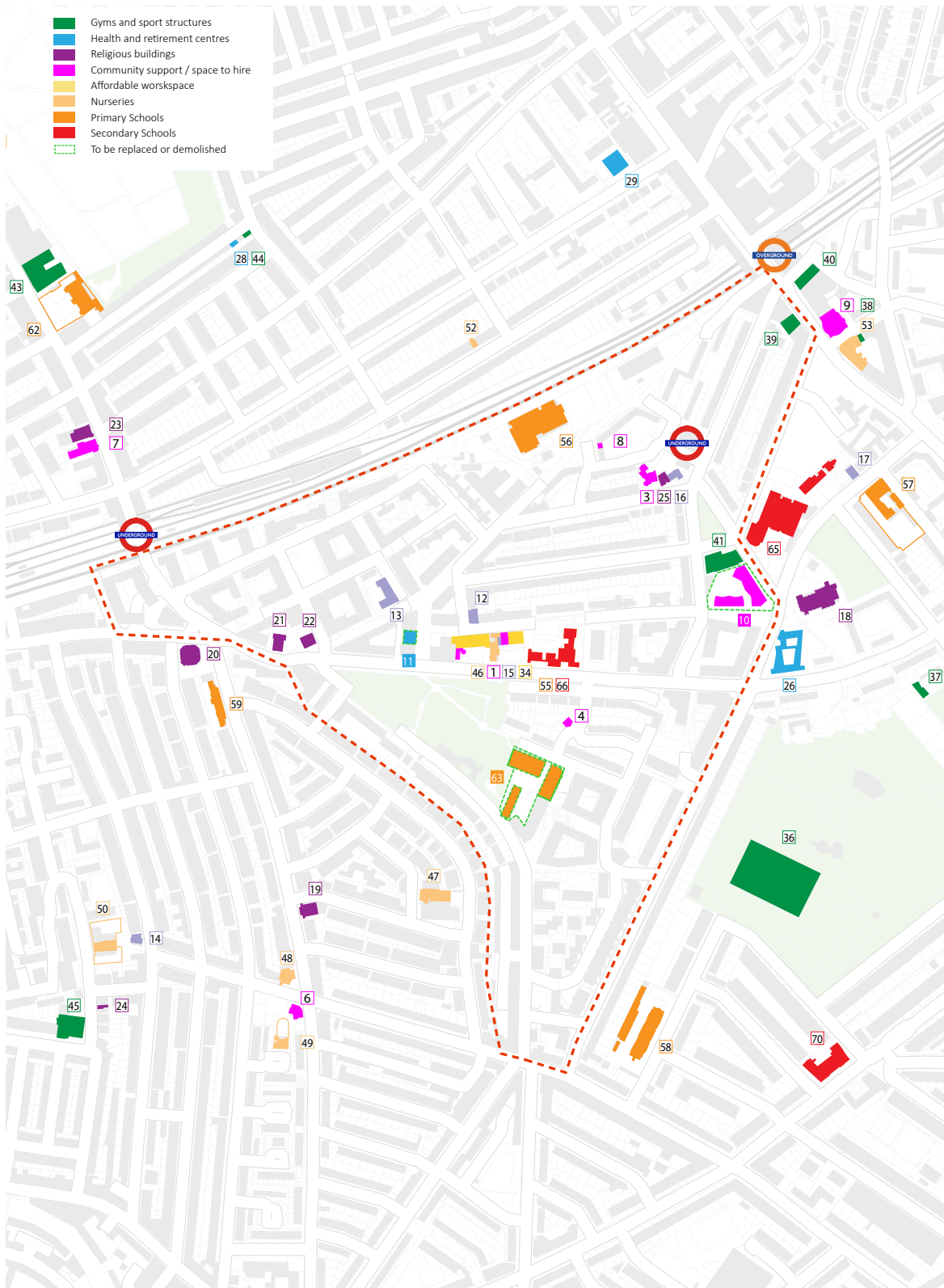70. Queen's Park Campus

Figure 1.3 Existing provision of community and service spaces around Granville and Carlton buildings

FUTURE COMMUNITY ASSET MAP

● To be retained
● Planned new

Legend:
- Gyms and sport structures
- Health and retirement centres
- Religious buildings
- Community support / space to hire
- Affordable workspace
- Nurseries
- Primary Schools
- Secondary Schools
- To be replaced or demolished

Community support / space to hire:
1 Carlton & Granville + Rumi's cave
3 St Mungo's Association
4 Vale Community Centre
5 Beethoven Community Centre
6 Lydford Community Hall
7 Kilburn Library
8 Gorefield House Tenant Rooms
9 Kilburn Library Centre
10 The Unity Place

Youth centres:
12 The Tabot Centre
13 The Oxford-Kilburn Club
14 Queens Park Children's Centre
15 The Otherwise Club
16 Salvation Army Kilburn Corps
17 Maida Vale Children's Centre

Religious buildings:
18 St Augustine Kilburn Church
19 Fearnhead Road Methodist Church
20 St Luke's Church
21 West Kilburn Baptist Church
22 Carlton Vale Mosque Albanian
23 New Life Bible-Presbyterian Church
24 Queen's Park Central Mosque
25 The Salvation Army church

Health and retirement centres:
26 Carlton Dene Residential Care Home
28 Park House Medical Centre
29 Brondesbury Medical Centre
30 Belsize Priory Health Centre
31 Maida Vale Medical Centre
32 Queens Park Health Centre
33 Park House Medical Centre
11 Health Centre Hub on Peel Develop.

Affordable workspaces:
34 Carlton & Granville Site

Gym and sport:
36 Paddington Recreation Ground
37 Iyengar Yoga Maida Vale
38 Bannatyne Health Club Maida Vale
39 Anytime Fitness Kilburn
40 Energie Fitness Gym Kilburn
41 St Augustine's Sports Centre
42 Queens Park Tennis Courts
43 DW Fitness First London Queens Park
44 Yogaloft, Lonsdale Road
45 Jubilee Sports Centre

Nuerseries
46 Granville Plus Nursery School
47 Queen's Park Community Nursery
48 Dorothy Gardner Centre
49 Mary Paterson Nursery
50 Sunrise Day nursery
51 Rainbow Montessori Queens Park Nursery
52 Villas Nursery
53 Abacus Ark Nursery

Primary schools
55 Iranian Cultural and Educational Centre
56 St Mary's Catholic Primary School
57 Naima Jewish Preparatory
58 Essedine Primary School
59 St Luke's Church of England Primary School
60 Queen's Park Primary
61 Wilberforce Primary
62 Salusbury Primary School
63 Kilburn Park Junior school

Secondary schools
65 St Augustine's CE High School
66 The School of the Islamic
67 St George's Catholic School
68 Islamia School for Girls'
69 Al-Sadiq and Al-Zahra
70 Queen's Park Campus

Figure 1.4 Future provision of community and service spaces around Granville and Carlton buildings, based on the proposed regeneration scheme of Brent Masterplan 2017

The Granville and Carlton

Both the Granville and the Carlton buildings are a 2-storey heigh buildings located in Carlton Vale.

Those are currently managed by the South Kilburn Trust, which was registered as an independent charity in 2009, after the end of the New Deal for Communities (NDC) programme. Brent council assigned the South Kilburn Trust the remaining NDC funding, the spending of which is overseen by a board of trustees. The trustees are generally local residents with experience in the fields of regeneration, housing, and at least one of them is a Brent Council representative.

Their purpose is two-fold: to manage the buildings for the local residents, organisation and businesses who use them, and to provide services to the local community, either directly or through partner organisations. For instance, they run many classes (most of them free) in partnership with local residents and businesses, such as singing, yoga, dance and graphic design. Many of these classes have been moved online during the pandemic, through software such as 'Zoom'. The South Kilburn Trust also runs community events such as summer fun days, and a South Kilburn walking group for all ages, involving a walk around the neighbourhood every Saturday. The South Kilburn Trust generates income by renting out venues in the Granville and Carlton. In 2018, their income was £252,467, and their expenditure was £725,523, meaning they used £473,956 in legacy funding.

The Granville was built in 1888 by the St Johns Wood Presbyterian Church as a Mission Hall for the poor of Kilburn, a neighbourhood in Brent, West London. During the 1950s, the building was sold to the local authority and thereby became the Brent Youth and Community Service Centre throughout the 1990s and 2000s. Currently, The Granville is a mixed-use community centre and workspace in South Kilburn, London. It is run by the South Kilburn Trust who lease the building from Brent Council for a 'peppercorn rent' (LB Brent Affordable Workspace Strategy 2020, p.96).

The Carlton is located on the same site, to the right of the Granville. It was built in 1910 as a primary school, and then became an adult education centre until 2017. Currently, the Carlton Centre has been partly let out to the charity ULFA Aid on a temporary basis, who run Rumi's Cave there.

Today, the Granville and Carlton are the only two stand-alone community buildings in South Kilburn, besides schools, nurseries, health centres and religious spaces. Currently, the Granville and Carlton buildings contain:

- the Concord café,

- the Granville Plus Nursery School, that is a maintained nursery school funded by the government via Brent Children and Young People Department. Currently, it is based at the ground floor of the Carlton Centre and adjoining extension.

- the Granville Plus Children's Centre, Bernados, that provides health and social care services for children and families. Currently, it is based on the upper floor of the Carlton building extension and partially in the upper ground floor of the Granville building.

- the Granville & South Kilburn Trust is currently housed within the Granville building – relocated from its former premises in November 2017.

- the Otherwise Club, which is a charity and community centre for home-educating families. It shared the space with Granville Community Kitchen for lunches and has access to a classroom space.

- the Granville Community Kitchen (who are working in partnership for this project), that is a community food hub empowering community through food related activities and enables the South Kilburn community to access nutritious, affordable, and sustainable food. The GCK is based in the lower ground floor of the Granville building with access to the neighbouring dining room for large dinners and events. Both the GCK and the Otherwise Club use the garden during their operating hours for play and events The GCK offers free meals every Friday to anyone who walks through its doors, although they are usually residents of the local community. The organisation tears down the psychological barriers of going to a foodbank by creating the atmosphere of a dinner party rather than one of food aid. The Granville Community Kitchen model is '*a model that goes beyond the strictures of the food banks and soup kitchen" by portraying food as something that is not "given by a well-meaning saviour but created with and by the community*'[13].

- Flexible workspace. In fact, at the Granville there are 15 studios available and a small coworking and hotdesking area – Studios typically rent for £500-600 per month and desks are available for £175 per month making them accessible to small enterprises. The rental income from the workspace is also used to cross-subsidise other free community focused activities in the building. These include a youth programme, creche and well-being services[14].

- The Granville also hosts creative community initiatives such a K2K radio, a community radio station[15] relocated in 2017 from South Kilburn Studios to the Granville centre[16].

- At the time of conducting this research, the Carlton hosted Rumi's Cave on a temporary lease, '*an alternative community hub, arts and events venue (...), presenting a diverse range of cultural and social programmes*'[17].

South Kilburn has "*higher than average levels of unemployment, poverty, and health concerns, as well as lower incomes*"[18]. In this context, the Granville and Carlton can be considered flexible community space that offer event space, coworking space, offices, and sports and cultural activities for people of all ages, and no or highly reduced rates.

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13   Tandoh, R. (2020). The Granville, and other stories of South Kilburn. Vittles. Photograph by Emmott, E. Vittles.

14   Brent Council (2020). Affordable Workspace Strategy Report, p.96. Available at: https://legacy.brent.gov.uk/media/16419071/affordable-work-space.pdf

15   K2K Radio (Kilburn to Kensal) was set up in 2012 by community radio lovers, broadcasting initially from the pop-up at The Albert in South Kilburn, then to South Kilburn Studios and now at the Granville

16   https://ktokradio.com

17   https://www.rumis.org/cave

18   South Kilburn Trust, 2019. southkilburntrust.org

1.3 PLANS FOR REGENERATION: THE BRENT COUNCIL MASTERPLAN

Phase 1

South Kilburn Estate is going through a major a regeneration scheme that involves a phased demolition and redevelopment of the whole estate. Following the South Kilburn SPD 2005 that came out of the New Deal for Communities, a new Masterplan Review was published in 2016, which then informed the new South Kilburn SPD 2017.

Early in 2016, Brent Cabinet voted for Option 1 to demolish the Carlton buildings, but this was contested by the community through a campaign[19]. Therefore, in July 2016[20] the Cabinet approved Option 2 of a 2-stage programme with a stakeholders group involved for redeveloping the Carlton & Granville Centres, to deliver **95 new homes**, an **Enterprise Hub** and **3274sqm of additional community use space**.

Now the buildings are no longer considered for demolition, but for a 2-phase regeneration process. There will be a partial demolition of the newer parts of the Granville and an extension built in the early 2000s.

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19   Granville and Carlton: For Us By Us! Keep Granville and Carlton site for multi purpose community activities run by the community. Available at: https://www.forusbyus.org/

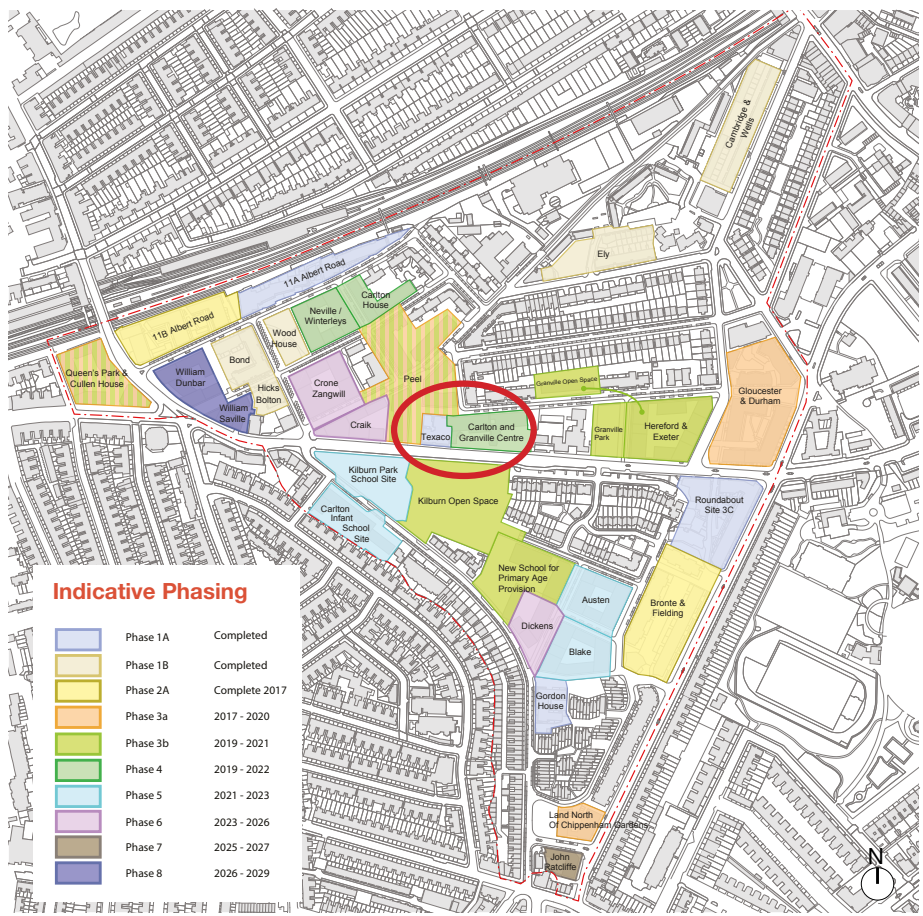20   https://democracy.brent.gov.uk/documents/s42545/reg-enterprise-carlton-granville.pdf

Figure 1.5 Indicative phasing plan, South Kilburn SPD, 2017

In the first Phase, the South Kilburn Masterplan Review (2016) allocates £2.15 million '*to the creation of a permanent community and Enterprise Hub space in South Kilburn*'[21] which will be in the Granville for a minimum of five years –before the completion of the project presented in the planning application–as well as additional housing built on top of the community spaces (as part of Phase 2). This, again, is highly contested by the community, who want the Granville and Carlton to remain purely community-based spaces.

Subsequently, the Supplementary Planning Document of 2017 identified the Carlton and Granville buildings as part of **Phase 4 (2019-2022) of the South Kilburn Regeneration Programme**[22] (see Figure 1.5), justify by the fact they are currently '*under-utilised*' but they can '*provide an opportunity for reinvigoration as an Enterprise Hub, Education/Community Space and Residential*'[23].

The main priorities of the regeneration programme for the area are:

• Secure a permanent enterprise hub

• Secure the future of the Nursery school

• Secure the future of the Barnardo's Youth Centre

• Secure the future of the Granville Kitchen and Otherwise Club as being incorporates into the Enterprise Hub space.

• Secure space for the South Kilburn Studios by the South Kilburn Trust (which will be displaced by the Peel development).

The first Phase ended up with the creation of a new Enterprise Hub and Community Space in the Granville Centre, officially opened in May 2018, to accommodate South Kilburn Trust offices and South Kilburn Trust Studios. Moreover, within Phase 1, Brent Council entered into a lease agreement with the South Kilburn Trust to monitor, manage, and maintain the building going forward.

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21   Brent Council (2016). *South Kilburn Masterplan Review*. Available at: https://legacy.brent.gov.uk/media/16408201/161223-sk-masterplan-review-2016-booklet-final.pdf

22   Adam Khan Architects (2019, June). Design and Access Statement.

23   Brent Council (2017). *South Kilburn Supplementary Planning Document: Part 4*, p.132. Available at: https://www.brent.gov.uk/services-for-residents/planning-and-building-control/planning-policy/supplementary-planning-documents-and-guidance/
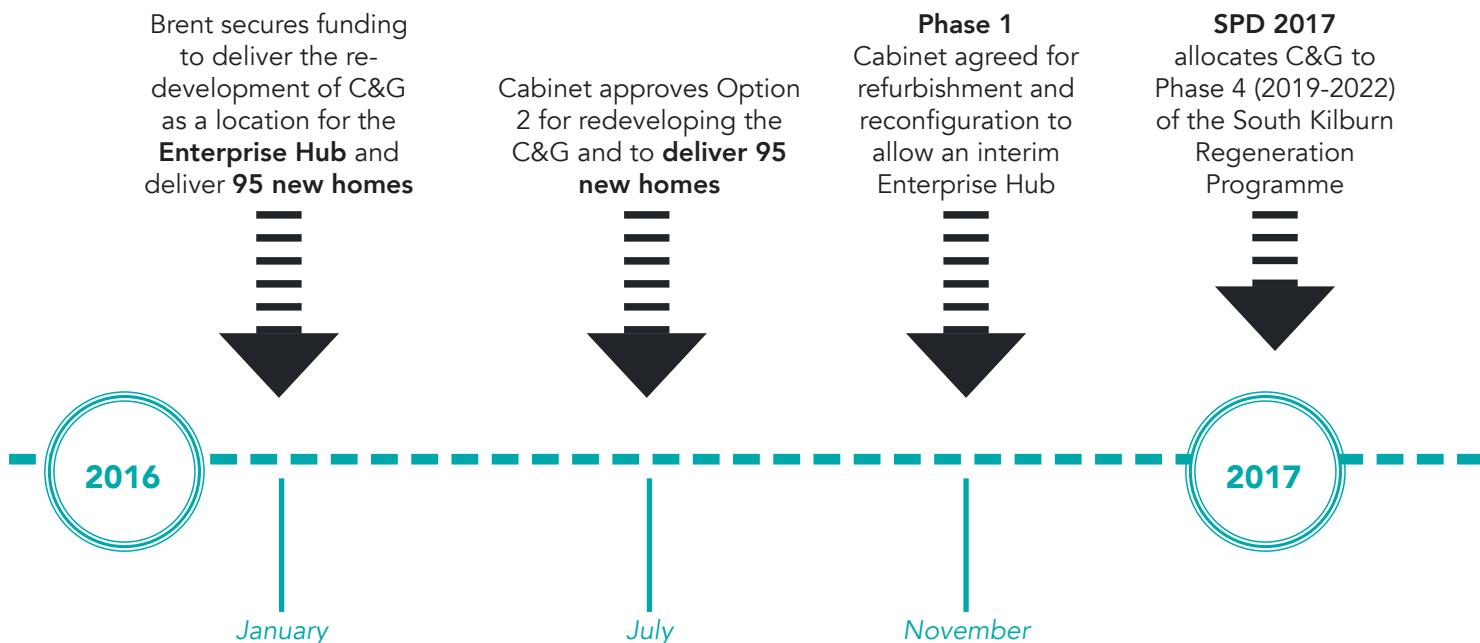
Phase 2

Subsequently to Phase 1, Phase 2 began with the appointment of Adam Khan Architects in 2017, to lead the design team of the regeneration process led by Brent Council in consultation with local key stakeholders via the Key Stakeholders Group. The objective throughout has been to maintain, secure and improve spaces for the key partners currently on site[24].

The redevelopment project designed by Adam Khan Architects is the second phase of a process started back in 2018 with opening of the interim (5 years lease) Community & Enterprise Hub, designed by RCKa as The Granville. This initial phase has been partly funded by South Kilburn Trust, London Borough of Brent and the Greater London Authority to accommodate and support start-up' businesses, providing community spaces.

Some tenants including K2K radio moved directly from South Kilburn Studios into the Granville Centre in Spring 2018.

The second phase of the redevelopment process for the area envisions the long-term future of this site.

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24   https://www.brent.gov.uk/your-community/regeneration/south-kilburn-regeneration/the-development-pro-cess/carlton-and-granville/
    https://pa.brent.gov.uk/online-applications/applicationDetails.do?activeTab=summary&keyVal=DCAPR_145986

Brent secures funding to deliver the re-development of C&G as a location for the **Enterprise Hub** and deliver **95 new homes**

Cabinet approves Option 2 for redeveloping the C&G and to **deliver 95 new homes**

Phase 1
Cabinet agreed for refurbishment and reconfiguration to allow an interim Enterprise Hub

SPD 2017
allocates C&G to Phase 4 (2019-2022) of the South Kilburn Regeneration Programme

2016   **2017**

January   *July*   *November*

The aims of Brent Council are:

• To ensure the provision of long-term, sustainable community space for the South Kilburn neighbourhood.

• To ensure the provision of new housing and make the most efficient use of their land.

The redevelopment project designed by Adam Khan Architects includes a partial demolition of existing structures on site including part of the Granville building, refurbishment of the Granville and Carlton Centres and construction of 3 buildings ranging from one to eight storeys in height, to facilitate the provision of a mixed-use development comprising **18 new housing units** (1st to 8th floors) – all of which will be council housing – and community facilities, offices and workshops at lower ground, ground and part first floors. Works include creation of play areas for the children's centre, nursery, and school; additional community and event workspaces, outdoor amenity areas, secure cycle and refuse storage, and the activation of the Carlton Vale and Granville Road frontages.

The scheme won two awards at the prestigious New London Architecture Awards 2019, including Mixed Use (unbuilt) and Community Prize. The proposed project granted permission in January 2020 (Planning application 19/2378)[25].

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25   https://pa.brent.gov.uk/online-applications/applicationDetails.do?activeTab=summary&keyVal=D-CAPR_145986

Phase 2 Design begins by Adam Khan Architects

Interim Enterprise Hub opens

Phase 2 Planning Application submission

Planning Permission (19/2378), with a final amount of **18 new homes**

2018   2019   2020
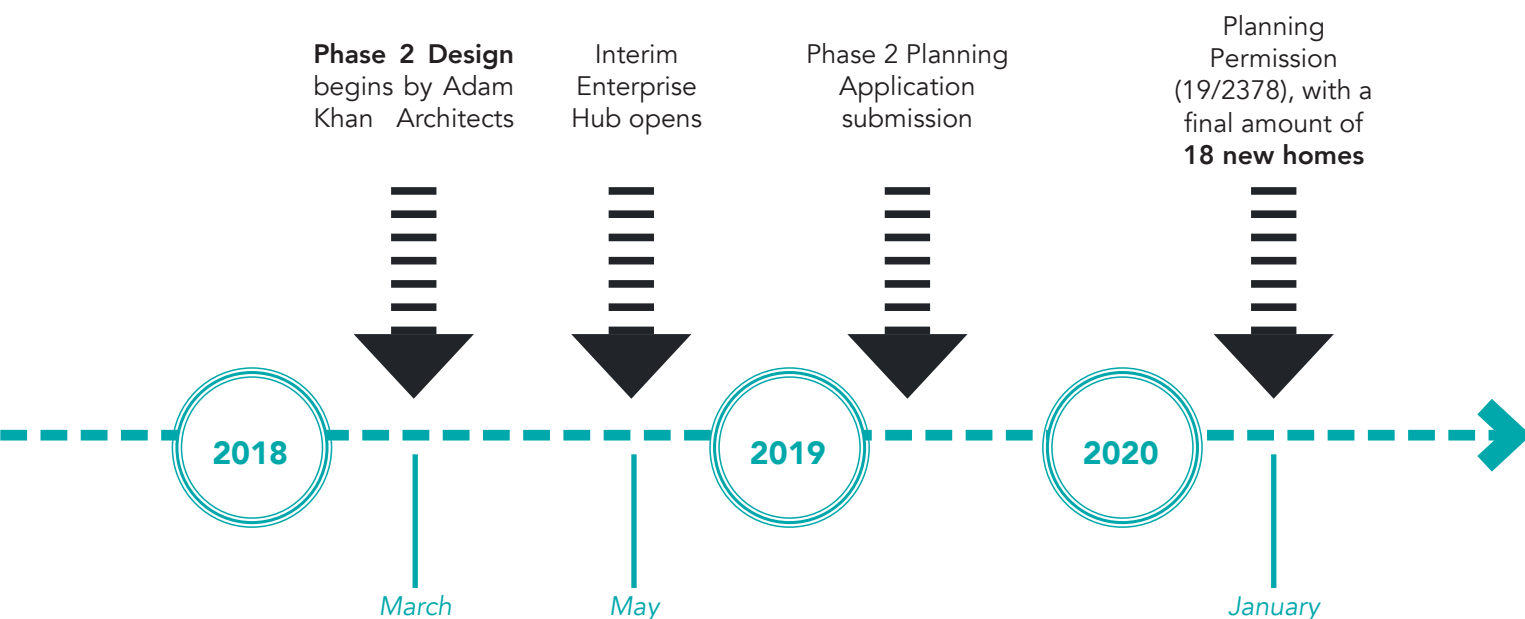
March   *May*   *January*

Figure 2.1 Granville workspace
Source: Pablo Sendra, October 2021

2. METHODOLOGY

CO-DESIGN BY RESEARCH

This project has used Participatory Action Research methods[26] in order to co-produce knowledge with communities about how they use their built environment, their social infrastructure and the aspirations for the future of their neighbourhood. The project is framed within the Civic Exchange initiative at the Bartlett School of Planning, UCL, through which we establish partnerships with community groups to develop projects with them through teaching, research and knowledge exchange.

We started our collaboration with Granville Community Kitchen through the Civic Design CPD course. In May 2020, students from the Civic Design CPD at UCL carried out a series of workshops with users of the Granville and Carlton buildings and South Kilburn residents to assess the impact of the regeneration scheme and collect ideas of future aspirations for the buildings.

In 2021, after being awarded funding from the Roddick Foundation, Granville Community Kitchen and University College London partnered up to carry out a piece of research on the importance of the buildings as social infrastructure, particularly during the pandemic, and on co-producing ideas for future activities, services and a community-led management of the buildings.

For achieving the objectives of the project, we carried out the following methods:

- **Review of findings from the previous Civic Design CPD** course run in May 2020 with UCL students.

- **Review of the existing literature** on social infrastructure, community spaces and affordable workspace to inform the methodology

- **Two online workshops** organised by the UCL team with the support of the Granville Community Kitchen between May and June 2021 to understand how the buildings and the organisations using them responded during the Covid-19 pandemic, their importance as social infrastructure, and to co-produce a Community Vision on the activities, services and community-led management of the buildings.

- Presentation of preliminary findings and discussion at the **Key Stakeholders' meetings**

- **Semi-structured in-depth interviews** with 10 participants (including the local authority, the South Kilburn Trust, users of the buildings, residents living nearby, and local groups using the buildings) run between September and December 2021 as supporting evidence for the results of this project.

2.1 BEFORE THE PROJECT: CIVIC DESIGN CPD COURSE

This research follows on from previous work carried out by Pablo Sendra through the Civic Design CPD Course in May 2020 at the Bartlett School of Planning, UCL, where students worked with community members on the co-production of evidence on topics such as memories around the buildings, along with co-designing a proposal for the future use, activities, and management for the two buildings. The course adopts an engaged pedagogy approach, with the aim to equip students with methods and tools to run co-design processes, enable civic engagement and involve communities in decision-making, and to expose

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26   Fals Borda, O. 1987. 'The application of Participatory Action-Research in Latin America'. International Sociology, 2 (4), 329–347.

them to the direct experience of working in collaboration with community groups[27].

During the CPD Civic Design Course, UCL students collaborated with community members for developing the coursework through a 4-day interactive workshops. This included designing a route map of how a co-design process should be conducted to ensure it represents the voices of residents and community organisations in the decision-making process. Secondly, they worked with community members on the co-production of evidence on topics such as memories around Granville and Carlton buildings, activities that have taken place and the current governance structure, assessing the importance of the two buildings as a 'resilient social infrastructure' for the local community.

PRELIMINARY ENGAGEMENT EXERCISES

Task 1: Co-design route maps

The co-design route map was created in collaboration between UCL students and community members, who collaborated in two groups on the qualities and content of a fair and inclusive co-design process.

The aim was to map out how a co-design process should be conducted, co-constructing a 10-step approach map of how to collaboratively work towards deciding on the spatial design of the community buildings, the activities to be held there, and on a community-led management proposal.

Task 2: Mapping memories

Using a version of the Civic Realm Canvas[28], UCL staff and students facilitated a discussion with local community members with the aim to gather an oral history of the buildings to understand their meaning for the community. Community members were asked specific questions in a structured manner initially, with the subsequent conversations taking an unstructured format. The expected output was to create a collection of testimonies and build a comprehensive account of people's sense of place, belonging and attachment to the Granville and Carlton buildings. The information gathered would be used to form an evaluation of how the proposed demolition and refurbishment can impact people's life and well-being.

Task 3: Understanding the current uses and activities

Using a version of the Civic Realm Canvas, UCL staff and students facilitated a discussion with community members with the aim of defining uses and activities run in the Granville and Carlton buildings. The expected output was to create a collection of testimonies and build a comprehensive account of the organisations associated with the buildings, the activities that take place there, the users of the buildings, and the facilities they need. The information gathered would be used to form an evaluation of how these activities may be affected by the proposed regeneration.

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27   Sendra, P. & Di Siena, D. (Forthcoming). *Adapting the Civic Design Method to digital learning and collaboration with communities.* In Natarajan, N. & Short, M. *Engaged Pedagogies.* London: UCL Press.

28   https://civicdesignmethod.com.

Task 4: Understanding the existing governance

Using a version of the Collective Intelligence Canvas[29], UCL staff and students facilitated a discussion with local community members with the aim to understand the current governance structure of the Carlton and Granville buildings, how decisions are made, and how they envision the buildings will be managed once proposed regeneration is completed. Again, the initial questions were scripted and structured, but the subsequent conversations took an unstructured interview format through which course members explored the experiences of management of the community groups, organisations and residents. They sought to understand the relationships between the different actors in the decision-making process and management of the buildings.

2.2 REVIEW OF THE LITERATURE

The review analyses literature on i) the concept of social infrastructure, and the value of both ii) community spaces, and iii) affordable workspaces during Covid-19.

A literature review is an excellent way of synthesizing research findings, to show evidence, and to uncover areas in which more research is needed, which '*is a critical component of creating theoretical frameworks and building conceptual models*'[30] . The literature review can broadly be described as '*a more or less systematic way of collecting and synthesizing previous research*'[31] on specific topics, and inform the methodology to use to fill gaps in what is missing. For these reasons, the review of the existing literature has been used in this project to inform the methodology of this research project and provide robust framework to support the importance of community spaces as resilient places of social infrastructure, especially in post-pandemic times.

What we experienced with Covid-19 since March 2020 has raised the awareness on the importance of some concepts, spaces, and actions, that people value of primary importance for their livelihood and well-being in the current uncertain situation. Knowing about other case studies, and what has been done so far in terms of approaches and research can help to uncover hidden sides of the redevelopment process and predict future dynamics.

Therefore, analysing the existing discussion on some topics of specific relevance for the purpose of the research can potentially inform the Granville and Carlton Community Vision, with the aim to support and engage the local community through the regeneration process.

2.3 CO-DESIGN AND COMMUNITY WORKSHOPS

Between May and June 2021, the UCL team together with the Granville Community Kitchen facilitated two community workshops with users of Granville and Carlton buildings and residents in South Kilburn. Due to

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29   https://civicdesignmethod.com.

30   Snyder, H. (2019). Literature review as a research methodology: An overview and guidelines. Journal of business research, 104, 333-339.

31   Ibidem

Covid-19, all the workshops were carried out online using digital tools such as Zoom[32] and Miro.com[33], which facilitate collaborative work and collective thinking.

The main two aims of the workshops were:

- The collection of both qualitative data through other means than the more standardised use of surveys and interviews, which promotes collective reflections rather than individual opinions.

- The induction of collective intelligence and collective thinking, to contribute to the empowerment of the collective of users; stimulate participants to think about what they collectively need and aspire, as well as about what the neighbourhood needs.

In general, exercises run during both workshops have been elaborated to be flexible and easily rearranged during sessions, according to the quantity of participants. Being flexible and open to modify exercises according to participants' suggestions or request supported our attempt to stimulate as much as possible residents' creativity and collaboration. In fact, the workshop's methodology has been developed to generate empathy and build trust between the UCL team and participants, but also amongst participants themselves. Indeed, workshops were also aimed at creating a platform for participants to tighten their community, by fostering their listening skills, their capability to dialogue and their capacity to collaborate.

The format of each workshop was a presentation via Zoom to briefly introduce the key findings from previous workshop, followed by breakout sessions with the workshop activies. In the breakout sessions, UCL teams, supported by Granville Community Kitchen, used Miro.com to run the activities. The duration was approximately 2 hours.

The recruitment of workshop participants was done through printed flyers and through our partner Granville Community Kitchen. Both workshops included residents, users of the buildings and people from some of the organisations using the buildings. We proposed a workshop for the members of the Stakeholders group, but various members declined the invitation. Instead, the Principal Investigator Dr Pablo Sendra was invited to explain the project and the preliminary results on the Stakeholders meeting of the 3rd of August 2021. Following this meeting, various members of the Stakeholders group were interviewed, including Brent Council and the South Kilburn Trust. The first workshop on the 17th of May 2021 had 12 participants. The second workshop on the 7th of June 2021 had 9 participants. Both workshops were approximately 2 hours long.

The workshops included the following activities:

Workshop 1 – 17 May 2021

The first workshop aimed to understand the role that the Granville and Carlton buildings and the organisations using them played during the pandemic, in order to understand lessons to learn for the future plans for these spaces. Participants were guided through four activities aiming to answer the following questions:

- How did the users' relationship with the Granville and Carlton buildings changed throughout the pandemic?

- How did the buildings and the organisations using them supported the South Kilburn communities during the pandemic?

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32   https://zoom.us/

33   https://miro.com/apps/

- What services did users wish had been provided by the Granville and Carlton throughout the pandemic?

- Are there any initiatives from other London community centres that can serve as inspiration for the future of the buildings?

- Looking to the future, what functions are least and most important to users?

Activities took place through Civic Realm and Collective Intelligence canvases on the interactive website Miro.com.

1. The UCL Team revisited the answers given by users during our previous work in May 2020.

2. Using main themes from the previous work, the UCL team facilitated a discussion with participants to establish what services had been provided by the Granville and Carlton and which services were lacking during the pandemic.

3. The UCL team facilitated a discussion with the participants to understand their hopes and desires for the future of the buildings, using case studies of other community centres for inspiration.

4. The UCL team facilitated a discussion with participants to understand which potential uses of the buildings were undesirable and which were considered high priority.

The activities also aimed to understand how Covid-19 may have changed the need for different types of spaces and uses on the Granville and Calrton building, with the aim of providing evidence that can support decision-making for the Key Stakeholders Group on the activities that should go on the buildings. For this reason, the research heavily focused on the effects of Covid-19 on the:

- Activities that were offered by the Granville and Carlton

- Relative importance of the buildings compared to other sources of aid during the pandemic

- Whether the experience of the pandemic had altered what the community requires from the community centres.

Workshop 2 – June 2021

The second workshop aimed firstly to understand the users' desired activities and services in the buildings and in the outdoor spaces, as well as where these activities could take place and the facilities needed for them. Secondly, the workshop aimed to collect ideas about a potential community-led management governance. For the management part, users were asked about their ideas on governance and funding, helped by case studies.

Participants were guided through four activities by the UCL team.

2.4 STAKEHOLDERS MEETINGS

Furthermore, the Principal Investigator of the project, Dr Pablo Sendra, attended one of the Key Stakeholders meeting on the 3rd of August 2021, which was attended from representatives from Brent Council, the South Kilburn Trust and the various organisations and services that use the buildings, including Granville Community Kitchen. During the meeting Dr Pablo Sendra presented the preliminary results of the project, which mainly came from the workshops hosted in May and June 2021. After the presentation, the members of the Stakeholders Group gave feedback on the findings and the project.

This was an important point in re-framing some of the methods. Some of the members of the Stakeholders Group felt that the findings did not include some of the activities that take place in the buildings and did not reflect the vision of the different stakeholders. Therefore, in the meeting, Dr Pablo Sendra agreed to carry out interviews with those stakeholders interested.

Following the meeting, the UCL team arranged interviews with key stakeholders such as Brent Council and the South Kilburn Trust, as well as with organisations and people using the buildings.

2.5 IN-DEPTH SEMI-STRUCTURED INTERVIEWS

In addition to the review of the published academic literature, community workshops and stakeholders' meetings, we carried out in-depth semi-structured interviews to collect information on Carlton and Granville buildings, the activities that take place there, their role during the pandemic, and their future regeneration. We carried out a total of 10 semi-structured interviews, which ranged between 30 and 90-minute long. The interviewees included key Stakeholders such as Brent Council's regeneration team and the South Kilburn Turust, as weel as residents, people and organisations using the buildings.

A topic guide for semi-structured interviews was based on both the review of the existing literature, as well as on preliminary findings from previous workshops.

3. LITERATURE REVIEW

The review of the existing literature on the specific topics outlined in the diagram below has been used to inform the methodology of this research project and provide a robust framework to support the importance of community spaces as social infrastructure that build resilience towards future and ongoing health, social, economic and environmental crises.

The review analyses literature on **i) the concept of social infrastructure,** and the value of both **ii) community spaces,** and **iii) affordable workspaces** during Covid-19.
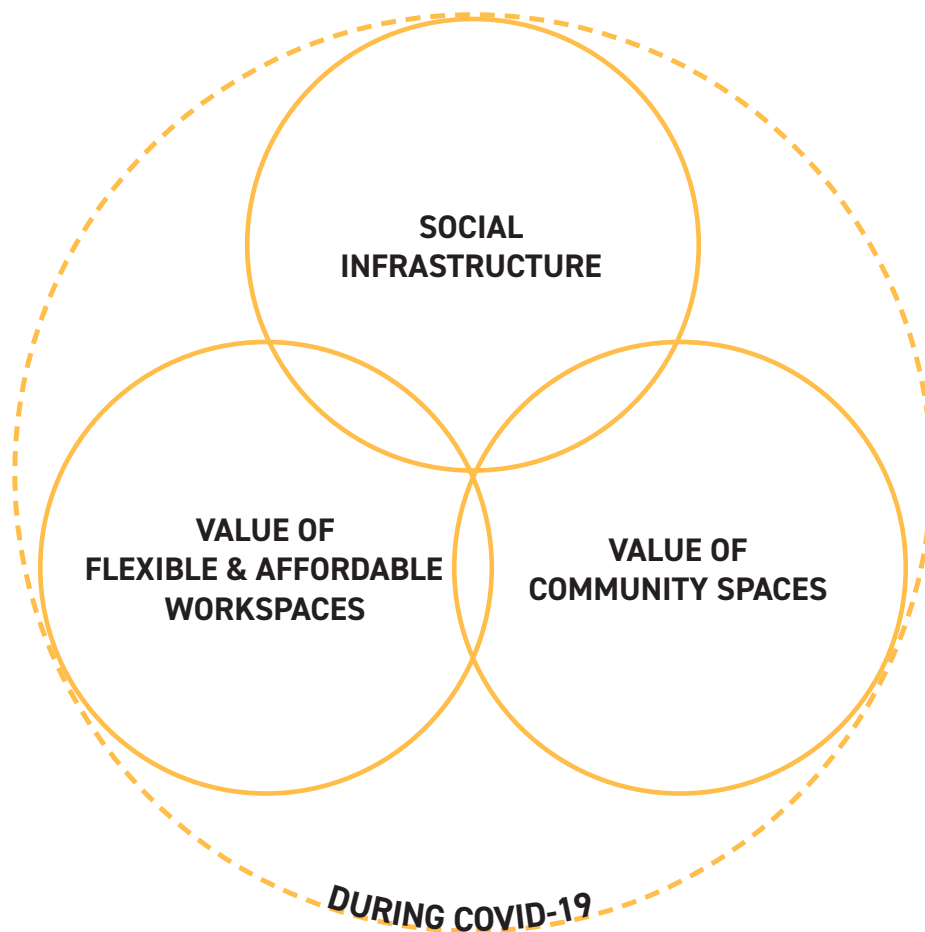
3.1 SOCIAL INFRASTRUCTURE

The concept of social infrastructure is defined by scholars as those spaces with a collective public character, which 'contribute to the public life of cities'[34] and which enable social connections, including public buildings such as libraries and schools, as well as other spaces where people gather, such as cafés, playgrounds or small community gardens. In addition to this, civic organisations using a space where people gather together and establish social connections act also as social infrastructure[35][36].
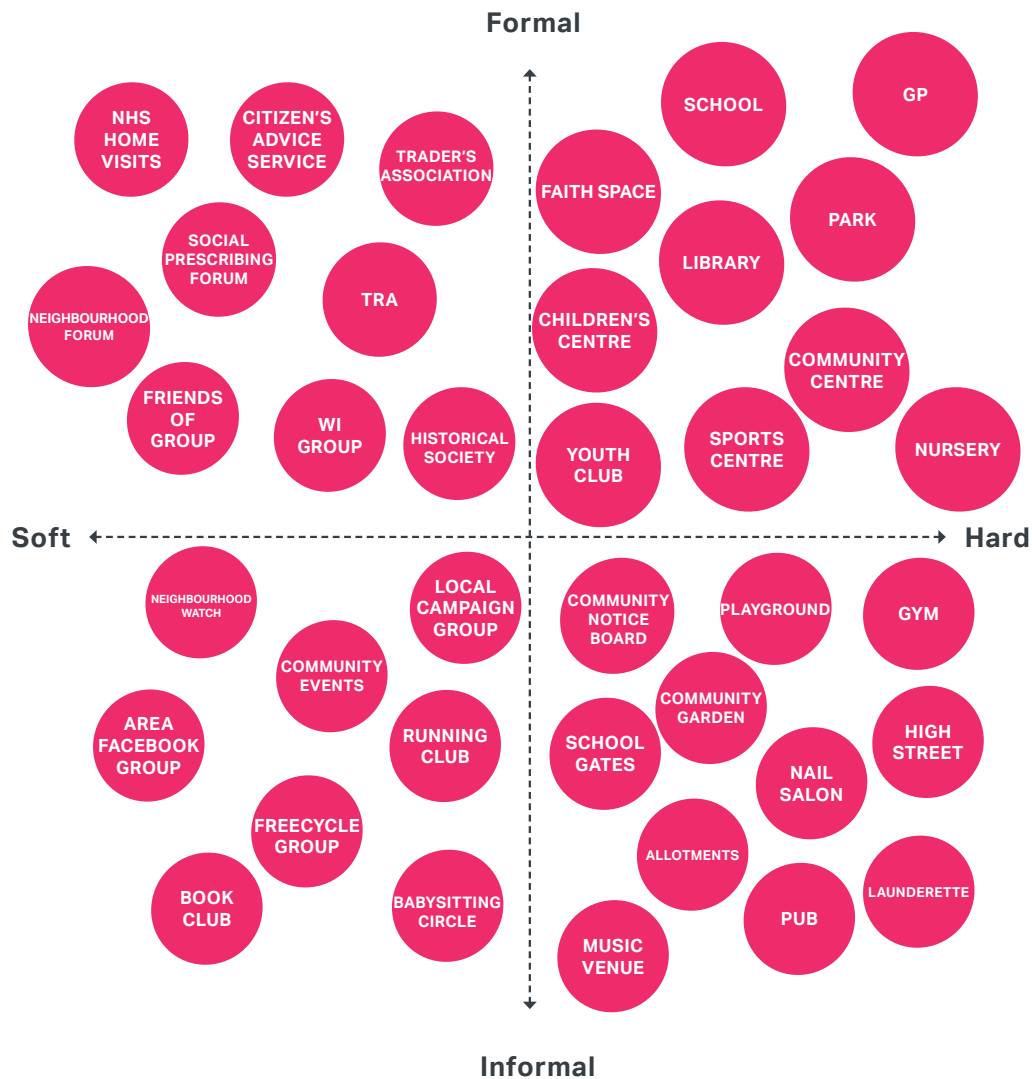

Figure 3.2: Understanding different types of social infrastructure. Image: Mayor of London, 2020, Connective Social Infrastructure Report, Good Growth by Design.

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34   Latham, A., & Layton, J. (2019). Social infrastructure and the public life of cities: Studying urban sociality and public spaces. Geography Compass, 13(7), e12444.

35   Ibidem

36   Klinenberg, E. (2018). Palaces for the people: How social infrastructure can help fight inequality, polarization, and the decline of civic life. London: Penguin.

Amin argues that '*these forms of urban sociality are reliant and entangled with the design and provision of material elements*'[37], such as firstly, the kinds and qualities of facilities that allow social life to happen. Secondly, the type of sociality that is afforded by them, and how this can be recognised as collective public life, including thinking about the social dimensions of functional spaces. Thirdly, the management of relationships within spaces, such as civic culture, tolerance, collective life. The relationships' management is also defined "*social surplus*", which is generated by '*the social connections and socialities that are built and maintained through accessing social infrastructure*'[38][39].

Interpreting community spaces as places characterised by informal socialisation where people can gather and interact on a neutral ground, Oldenburg associates community spaces to 'Third Places'[40]. According to Oldenburg[41], third places are '*neither workplaces (Second place), nor private homes (First Place)*', but they '*represent the heart of a community's social vitality, conviviality and inclusion*'[42]. In developing the term social infrastructure, Ray Oldenburg's work on 'Third Place' diverts the focus on "inclusively sociable" spaces like, cafés, hair salons, new workspaces, and community spaces for building trust and community[43]. This study itself connected with a long tradition of studies, particularly American studies on neighbourhoods and community life where social infrastructure refers to the network of collective spaces and groups that create affordances for social connection.

In May 2020 the Mayor of London publicly declared that '**social infrastructure is key to supporting inclusive and thriving neighbourhoods**'[44] and, with the London Plan 2021[45], he '*sets out policies that require boroughs to undertake a needs assessment of social infrastructure (including community, youth, recreation, and other facilities), to ensure boroughs fully understand existing and future needs and plan appropriately for them*'[46]. The London Plan 2021 dedicates the whole Chapter 5 to social infrastructure. The London Plan also says that

37   Amin, A. (2002). Ethnicity and the multicultural city: Living with diversity. *Environment and Planning A, 34,* 959–980.

38   Amin, A. (2008). Collective culture and urban public space. *City, 12,* 5–24.

39   Ibidem

40   Oldenburg, R. (1989). *The great good place: Cafés, coffee shops, community centers, beauty parlors, general stores, bars, hangouts, and how they get you through the day.* Paragon House Publishers.

41   Oldenburg, R. (Ed.). (2001). Celebrating the third place: Inspiring stories about the great good places at the heart of our communities. Da Capo Press.

42   Migliore, A., Ceinar, I. M., & Tagliaro, C. (2021). Beyond coworking: from flexible to hybrid spaces. In *The Flexible Workplace* (pp. 3-24). Springer, Cham.

43   Oldenburg, R. (1989). *The great good place: Cafés, coffee shops, community centers, beauty parlors, general stores, bars, hangouts, and how they get you through the day.* Paragon House Publishers.

44   Mayor of London (2020). *Good Growth by Design: Connective Social Infrastructure. How London's social spaces and networks helps us live well together.* Available at: https://www.london.gov.uk/sites/default/files/connective_social_infrastructure_0_0.pdf

45   Mayor of London (2021). *The London Plan: The spatial development strategy for Greater London.* Available at: https://www.london.gov.uk/what-we-do/planning/london-plan/new-london-plan/london-plan-2021

46   Granville and Carlton: For Us By Us! Keep Granville and Carlton site for multi purpose community activities run by the community. Available at: https://www.forusbyus.org/

boroughs should protect the existing social infrastructure, '*and where a development proposal leads to the loss of a facility, require a replacement that continues to meet the needs of the neighbourhood it serves*'[47].

Moreover, the protection of social infrastructure at the local level is fundamental as those spaces can also facilitate —even if by commercial entities— shared use and collective experience, while enhancing a range of often under appreciated and overlooked spaces not often thought of as public but which nonetheless have distinct public dimensions[48].
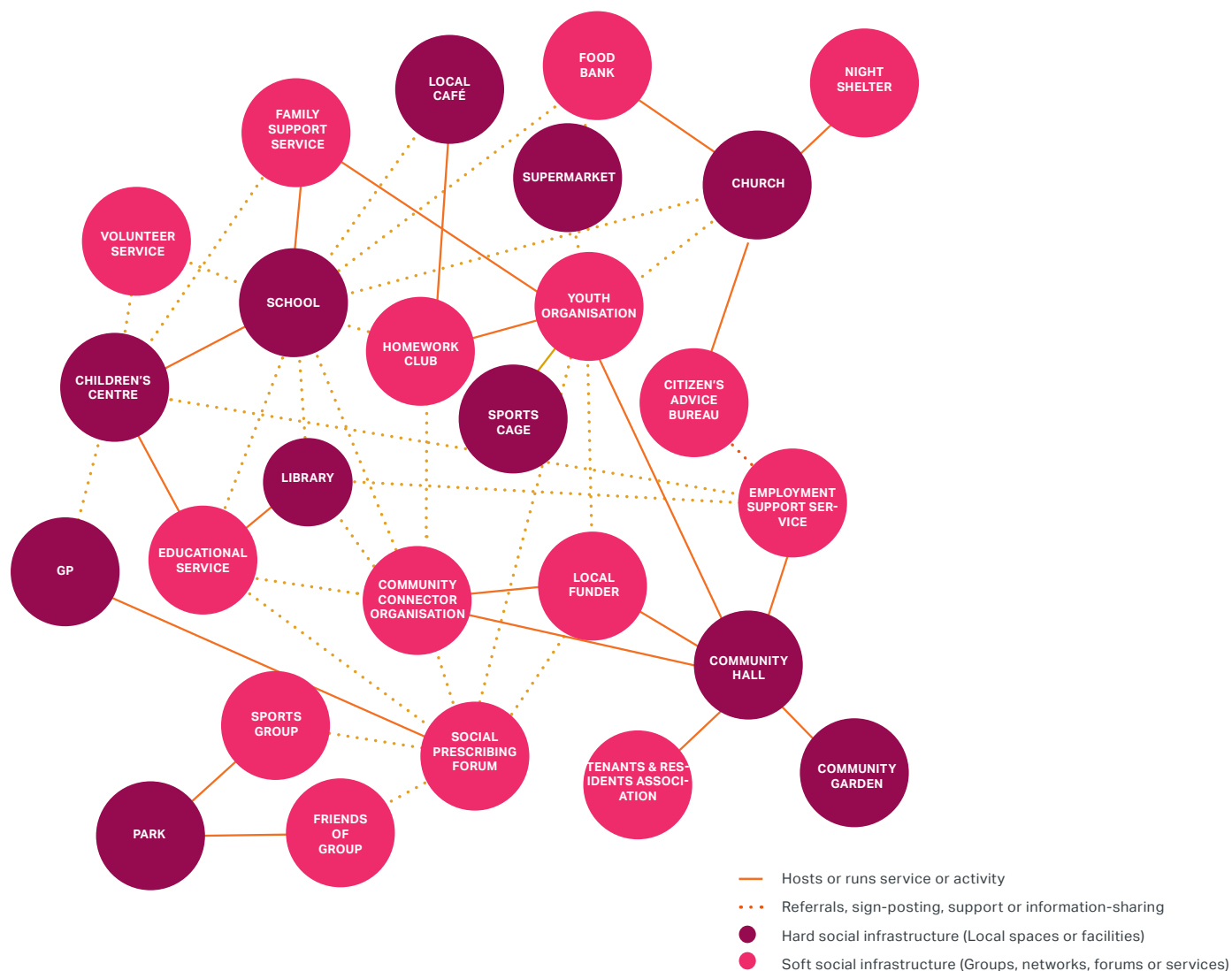

Figure 3.3: An illustration of local infrastructure ecosystem. Image: Mayor of London, 2020, Connective Social Infrastructure Report, Good Growth by Design.

47   Mayor of London (2021). *The London Plan: The spatial development strategy for Greater London.* Available at: https://www.london.gov.uk/what-we-do/planning/london-plan/new-london-plan/london-plan-2021, p.217

48   Latham, A., & Layton, J. (2019). Social infrastructure and the public life of cities: Studying urban sociality and public spaces. *Geography Compass, 13*(7), e12444.

As part of the Mayor's Good Growth by Design programme[49], Hawkins Brown and Social Life define that:

> *social infrastructure covers a range of services and facilities that meet local and strategic needs and contribute towards a good quality of life and to social connections. This includes both* **formal** *social infrastructure including health and education provision, community, faith, play, youth, recreation and sports facilities; and* **informal** *spaces and services, such as barbershops, pubs, shops and cafés which can be key to the social networks that also support community life*[50].

Relationships and social contact can reduce unconscious bias and discrimination

Greater equality means people can relate to each other as equals

RELATIONSHIPS

Relationships facilitate access to participation opportunities

Participation creates opportunities to build meaningful relationships

EQUALITY

PARTICIPATION

Tackling inequalities and barriers can enable more Londoners to participate

Increased participation means more people are involved in decision making for a more equal city
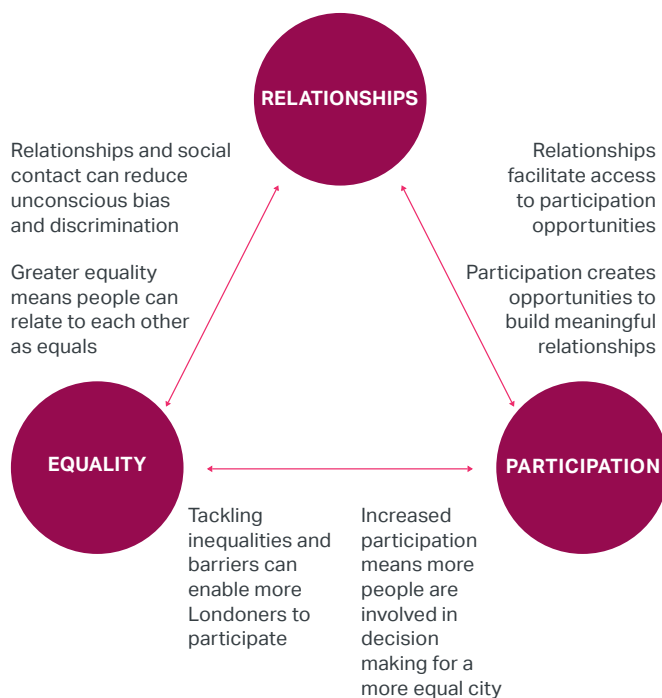
Figure 3.4: The Mayor's definition of social integration brings together three pillars: relationships, participation and equality. *All of Us: the Mayor's strategy for social integration*, Greater London Authority (GLA)

Moreover, '*alongside with more tangible provision of services, there are intangible networks and community support that play an important role in the lives of Londoners*'[51]. In the definition of social infrastructure it emerges the concept of '***social infrastructure ecosystem***', '*which recognises the relationship between formal and informal social infrastructure, and the importance of the relationships within communities in supporting social integration*'[52].

49   Social Life & Hawkins Brown (2021). *Social infrastructure: enabling social inclusion.* Good Growth by Design, Available at: http://www.social-life.co/media/uploads/social_infrastucture_and_social_integration_project_description.pdf

50   Mayor of London (2020). *Good Growth by Design: Connective Social Infrastructure. How London's social spaces and networks helps us live well together,* p.16, Available at: https://www.london.gov.uk/sites/default/files/connective_social_infrastructure_0_0.pdf

51   Mayor of London (2020). *Social Infrastructure: Enabling social integration & inclusive growth,* p.2. Available at: https://www.london.gov.uk/moderngovmb/documents/s68867/03b%20Appendix%20A%20-%20Item%2004%20Social%20Infrastructure%20PowerPoint%20presentation.pdf

52   Mayor of London (2020). *Good Growth by Design: Connective Social Infrastructure. How London's social spaces and networks helps us live well together.* p.15, Available at: https://www.london.gov.uk/sites/default/files/connective_social_infrastructure_0_0.pdf

'Social integration is the extent to which communities positively interact and connect'[53]. This is determined by the degree of equality, the nature of the relationship and the level of engagement of people living the communities. The GLA's definition of social integration has three key dimensions: **relationships, participation, and equality**[54]. As also mentioned by the Mayor, this plays a fundamental role as:

- *Successful social spaces depend on the individuals or groups that give them meaning. The social and support networks within communities are as vital to the resilience of a place as the facilities provided.*

- *Community participation in governance, decision-making or consultative forums can be a powerful way of giving people control over facilities and services, and of boosting social integration.*

- *When social integration is not considered in decision making and development, there is a risk that valuable local strength, existing assets or networks are lost through redevelopment[55].*

Social infrastructure plays an important role '*in supporting the three core aspects of social integration. It supports relationships within communities and between people from different backgrounds by providing places for people to meet friends and to make new connections*'[56]. Moreover, it has been proved that during Covid-19 social infrastructure has been necessary for nurturing neighbourhood's trust[57] and social ties[58], which may directly '*affect individuals' mental health by providing resources and support and facilitating collective action to address critical challenges*'[59]. In fact, '*successful social infrastructure depends on complex networks of relationships, which take time and care to build up – and that can be difficult to restore once lost*'[60], especially during development and renewal planning processes.

To preserve and embed social infrastructure in regeneration and redevelopment schemes it is vital to support participation by engaging people in management and governance of places of social infrastructure, such as flexible – and affordable – workspaces and community spaces, which are vital places for local resilience.

53   Mayor of London (2021). Social Integration Measurement Toolkit, p.18.

54   Bacon, N. (2021, March). *Towards A New Resilience: The Value Of "Social Glue" Through Covid And Beyond.* Available at https://www.qolf.org/towards-a-new-resilience-the-value-of-social-glue-before-during-and-after-covid/

55   Mayor of London (2020). *Social Infrastructure: Enabling social integration & inclusive growth,* p.7. Available at: https://www.london.gov.uk/moderngovmb/documents/s68867/03b%20Appendix%20A%20-%20Item%2004%20 Social%20Infrastructure%20PowerPoint%20presentation.pdf

56   Mayor of London (2020). *Good Growth by Design: Connective Social Infrastructure. How London's social spaces and networks helps us live well together,* p.20, Available at: https://www.london.gov.uk/sites/default/files/con-nective_social_infrastructure_0_0.pdf

57   Zangger, C. (2021). Help thy neighbor. Neighborhood relations, subjective well-being, and trust during the COVID-19 pandemic.

58   Chen, X., Zou, Y., & Gao, H. (2021). Role of neighborhood social support in stress coping and psychological wellbeing during the COVID-19 pandemic: Evidence from Hubei, China. Health & Place, 69, 102532.

59   Miao, J., Zeng, D., & Shi, Z. (2021). Can neighborhoods protect residents from mental distress during the COVID-19 pandemic? Evidence from Wuhan. Chinese Sociological Review, 53(1), 1-26.

60   Mayor of London (2020). *Good Growth by Design: Connective Social Infrastructure. How London's social spaces and networks helps us live well together,* p.20, Available at: https://www.london.gov.uk/sites/default/files/con-nective_social_infrastructure_0_0.pdf

3.2 VALUE OF AFFORDABLE FLEXIBLE WORKSPACES DURING COVID-19

In general terms, flexible, or open, workspaces host people who are looking for *'facilitative milieu in order to create or join collaborative community'*[61]. Specifically, the name "*open workspace*" is an umbrella term used by the Greater London Authority[62] and London Enterprise Panel to identify the macro group including coworking spaces, incubators, accelerators, artists' studios, maker spaces, and community and business hubs[63]. Fuzi defines workspaces as spaces '*designed to encourage collaboration, creativity, idea sharing, networking, socialising, and generating new businesses opportunities for small firms, start-ups and freelancers. They are flexible, shared, rentable and community-oriented workspaces occupied by professionals from diverse sectors*'[64].

In order to construct a definition, some common key features are recognised: '*Open workspaces are localised spaces of collaboration*'[65] curated physical spaces managed by a provider who decides the criteria for '*using space, with the consequence of enabling and facilitating interaction between users*'[66].

Open workspaces have flexible access compared to the conventional office market, due to their shared nature, which is particularly helpful for small or early-stage businesses[67]. Because the space is shared, and used by different people at different times, rent is lower than the market price for the equivalent floorspace in the conventional, less flexible market[68].

To describe open workspaces, we use the three key aspects provided by Capdevila[69] in the definition of localised spaces of collaboration. Specifically, open workspaces should i) be open to the public; ii) focus on goals collectively agreed by their users; iii) promote open attitude towards free sharing of information, knowledge, information and tools among users.

Considering the complexity situation and the difficulties in distinguishing clear boundaries between spaces, it is possible to define open workspaces or new working spaces as '*a real physical permanent or temporary (both formal and informal) micro-clusters which enable collaboration, mutual learning and knowledge*

61   Moriset, B. (2014). Créer les nouveaux lieux de la ville créative Les espaces de coworking.

62   GLA (2014). *Supporting Places of Work: Incubators, Accelerators and Co-working Spaces.* URS and London Enterprise Panel on Behalf of the Greater London Authority. Available at: https://www. london. gov. uk/sites/default/files/supporting_places_of_work_-_iacs. pdf

63   Roberts, C. (2016). *Start me up: The value of workspaces for small business, entrepreneurs and artists in London.* IPPR

64   Fuzi, A. (2015). Co-working spaces for promoting entrepreneurship in sparse regions: the case of South Wales. *Regional studies, regional science, 2(*1), p.462

65   Capdevila, I. (2013). *Typologies of localized spaces of collaborative innovation.* Paris School of Business.

66   Brown, J. (2017). Curating the "Third Place"? Coworking and the mediation of creativity. *Geoforum, 82*, p.115.

67   GLA (2014). *Supporting Places of Work: Incubators, Accelerators and Co-working Spaces.* URS and London Enterprise Panel on Behalf of the Greater London Authority. Available at: https://www. london. gov. uk/sites/default/files/supporting_places_of_work_-_iacs. pdf

68   Roberts, C. (2016). *Start me up: The value of workspaces for small business, entrepreneurs and artists in London.* IPPR

69   Capdevila, I. (2013). Knowledge dynamics in localized communities: Coworking spaces as microclusters. Available at SSRN 2414121.

sharing. These knowledge-related interactions are organized in a working-friendly environment' [70] including three different typologies:

1. Collaborative and creative space as localised spaces that offer open access to resources, such as machines and prototyping tools, and that is characterized by a culture of openness and collaboration concerning knowledge-sharing, skills and tools, with dominant role of 'do-it-together' idea;

2. Localised space of collective innovation which puts a stronger emphasis on invention and technology sharing, with dominant role of 'do-it-yourself' idea (i.e. Fablabs, open workshops);

3. Other new workspaces which include informal spaces, such as coffee shops, pop-ups and libraries, and hybrid recently born spaces (i.e. hacker spaces, living labs, corporate labs).

Of a relevance for the this study, the first typology including collaborative and creative space, links with the concept of social infrastructure and all the ethos and relationships behind it – "social surplus"[71]. Despite the increasing commercialization of entrepreneur-led workspaces, those '*collaborative spaces, should still be regarded as mutual survival platforms of precarious employment and community development and that they can play a wider social role in the local area*'[72]. Based on Latham & Layton' idea of social infrastructure[73], dimensions to the provision of collaborative spaces are abundance, diversity, both physical and social maintenance, accessibility, responsive to peoples' wants and needs, and democratic. This reminds to questions on social justice – '*the concentration of social infrastructure in affluent neighbourhoods becomes a question of social justice*' opening-up perspectives on ownership and provision of community spaces, that for some should be regarded a kind of **'community good'**[74].

Flexible workspace in London and Brent

Already in the 1980s around two-thirds of open workspace in London was directly provided by local government, which shift to a purely private provision in the last couple of decades. This change has occurred partly because the private sector has independently increased provision, with local government planning provisions also encouraging open workspaces to grow. However, large property transfers from the public to the private sector occurred in the late 1980s and early 1990, as well as public funding, brought positive benefits for increasing growth of open workspaces[75]. In particular, in the 2000s, the London Development Agency invested in open workspaces as innovative centres supported by the Great London Authority

70   Akhavan, M., Vita, S. D., & Mariotti, I. (2021). Introducing the Worldwide Phenomenon of Flexible Workplaces. In New Workplaces—Location Patterns, Urban Effects and Development Trajectories, p.1. Springer, Cham.

71   Amin, A. (2008). Collective culture and urban public space. *City, 12*, 5–24.

72   Avdikos, V., & Merkel, J. (2020). Supporting open, shared and collaborative workspaces and hubs: recent transformations and policy implications. Urban Research & Practice, 13(3), p. 348.

73   Latham, A., & Layton, J. (2019). Social infrastructure and the public life of cities: Studying urban sociality and public spaces. *Geography Compass, 13*(7), e12444.

74   Avdikos, V., & Merkel, J. (2020). Supporting open, shared and collaborative workspaces and hubs: recent transformations and policy implications. Urban Research & Practice, 13(3), p. 348.

75   Roberts, C. (2016). Start me up: The value of workspaces for small business, entrepreneurs and artists in London. IPPR

framework through the City Fringe Opportunity Area[76] with the aim to support and encourage the business cluster to continue to grow as a mix of large corporations, SMEs, micro businesses, and start-ups.

The 2018 Brent Workspace Update by Hatch Regeneris, PRD and We Made That '*identifies around 59 flexible workspace premises within the borough. Managed workspace accounts for 68% of all workspace premises, followed by creative studio provision and individual desks let in existing office or studio arrangements. Makerspaces and IAC provision is still limited in the borough, although both these typologies are bespoke and would be expected to be a less common form of provision in any location*'[77].

Two studies (the Brent Workspace Study, 2017 and Update, 2018) looked at the demand and supply of workspace in the borough. The 2018 Brent Workspace Update identified three affordable IAC spaces, six creative studios and three makerspaces[78]. At the time, there were no lab space or affordable kitchen space provision. In September 2020, LB Brent together with Hatch Regeneris, PRD and We Made That published the LB Brent Affordable Workspace Strategy[79], highlighting some key observations regarding the current provision of workspaces within the Council. In particular, they found out that '*the provision of Incubator, Accelerator and Coworking space (IAC) is relatively limited and recent, with two of the three IACs having opened in the last two years. These are the first secured and permanent affordable IAC-type spaces within the borough, providing workstations and private studio spaces to support emerging businesses. Although the three IACs have different models and offers, all have a strong social or community focus*'[80].

1. The independently run **Grange Business Hub (Neasden)**[81] is the oldest co-working space in the borough and provides specialist support targeted to its tenants.

2. **SEIDs Hub (Wembley)**[82] received public funding from LB Brent, and it is managed by the charity Caritas Westminster and provides a coworking space, meeting, and training rooms as well as business support programmes targeting start-ups social enterprises.

3. **The Granville (Kilburn)**[83] also received public funding from LB Brent, and it is accommodated within a council-owned building, with a multi-purposed community space offering around 80 low-cost workstations for start-ups and small businesses together with specialist support services.

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76   GLA (2015). City Fringe Opportunity Area Framework. Available at https://www.london.gov.uk/sites/default/files/city_fringe_oapf_adopted_dec_2015.pdf

77   Brent Council, Hatch Regeneris, We Made That, PRP (2020) LB Brent Affordable Workspace Strategy, p.106 Available at https://democracy.brent.gov.uk/documents/s101267/12a.%20Appendix%201%20-%20Affordable%20Workspace%20Strategy%20Action%20Plan.pdf

78   Hatch Regeneris (2018) Brent Workspace Update, p 10-11

79   Brent Council, Hatch Regeneris, We Made That, PRP (2020) LB Brent Affordable Workspace Strategy, p.106 Available at https://democracy.brent.gov.uk/documents/s101267/12a.%20Appendix%201%20-%20Affordable%20Workspace%20Strategy%20Action%20Plan.pdf

80   Ibidem

81   http://www.grangebusinesshub.co.uk/

82   https://www.seids.org.uk/

83   https://thegranville.org/

3.3 VALUE OF COMMUNITY SPACES DURING COVID-19

> *'We know that successful community responses are much stronger and more effective in areas with established social networks and greater provision of social infrastructure. The recent years of austerity have hit social infrastructure and local services hard. While investment in provision has fallen, demands on services that support local communities remain high.'*
> (Mayor of London, Good Growth by Design Report, 2020)

Alongside with flexible workspaces that serve local community with affordable place to work, community spaces –also called neighbourhood centres– represent a core place of social infrastructure – '*The infrastructure provided by neighbourhood or community centres through the administrative structure, local knowledge and networks is a valuable community asset*'[84]. This has been demonstrated by several authors, in terms of both direct services they provide – activities, events, space to hire, etc. – and indirect benefits, such as enhancing social networks and social capital. Brown and Barnes (2001)[85] categorise the support services provided by the community centres in:

- Instrumental support – direct service provision

- Informational support – sense of commonality with other people who share a common interest or physical location.

- Emotional support – sense of feeling valued and understood by others

'*The importance and value of the indirect benefits that are provided by community centres is increasingly understood as reflected by the greater emphasis being placed on social inclusion and building social capital across the world. It is also well-known that community centres provide a non-stigmatising, soft entry point into the service system*'[86] [87], as well as '*being recognised as psychological first aid station*'[88] for the local community, where '*those centres provide a walk-in help and support*'.

This is of a particular relevance in relation to what everyone experienced globally since Covid-19 started. In fact, as the Covid-19 pandemic has demonstrated, '*community centres as social infrastructure have been crucial to local collective resilience in times of crisis*'[89].

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84   Izmir, G., Katz, I., & Bruce, J. (2009). *Neighbourhood and Community Centres: results for children, families and communities.* p.5, Social Policy Research Centre.

85   Brown, P., & Barnes, K. (2001). *Connecting Neighbors. The Role of Settlement Houses Building Bonds within Communities. United Neighborhood Houses of New York.* p.9, Chaplin Hall Center for Children at the University of Chicago.

86   Izmir, G., Katz, I., & Bruce, J. (2009). *Neighbourhood and Community Centres: results for children, families and communities.* p.5, Social Policy Research Centre.

87   Yan, M. C., & Lauer, S. (2008). Social capital and ethno-cultural diverse immigrants: A Canadian study on settlement house and social integration. Journal of Ethnic & Cultural Diversity in Social Work, 17(3), 229-250.

88   Riessman, F., & Hallowitz, E. (1967). The neighborhood service center: An innovation in preventive psychiatry. American Journal of Psychiatry, 123(11), 1408-1413.

89   Mayor of London (2020). *Good Growth by Design: Connective Social Infrastructure. How London's social*

> *'In recent years* (before the Covid-19 pandemic) *there has been an understandable tendency towards rationalising community spaces into centralised hubs, with stakeholders accessing them on a timetable basis. Whilst these may appear efficient from the providers and developers' perspective, they can also result in bland spaces with little feeling of place or belonging where the community feels 'fragmented'*[90].
>
> (Mayor of London, Good Growth by Design Report, 2020)

Although this process of rationalisation was already ahead of the game before Covid-19, the pandemic raised the need for a hybrid space between home, a workspace, and facilities, aiming at providing a community environment, support and 'safe place' firstly to local people. The situation of crises we experienced during Covid-19, '*make clearer the effectiveness of community-led solutions to local challenges*'[91], grounded in mutual support and sense of belonging to a specific community.

However, due to their bottom-up nature, and less stable economic sources of funding, community spaces have been mostly affected by the Covid-19 impact. Most of the formal and informal actions that communities adopted to thrive were based on community spaces, which occasionally have been transformed and adapted to host informal activities of local resilience, such as food banks and safe place for one-to-one emotional support. In fact, since Covid-19 started, some experimental actions have been put in place during the three phases of the pandemic in 2020[92] by community-led centres to support the local community.

In terms of **location patterns and activities**, a new model of '*diffuse community space*' emerged in urban areas: existing private and worship places offered their space to de-densify public services, becoming a sort of 'community centre' for the local area. It concerns, for instance, primary schools and public administrations' offices in Italy, or public libraries in Finland[93]. In London, the concept of ''diffuse community space' is boosted and promoted by several communities, and many local affordable workspaces have spread in residential areas, such as the Good Club Neighbourhood Work Club[94], which has been created by residents to support their community in pandemic times.

Regarding **services**, several local workspaces and community centres adopted community-led approaches

spaces and networks helps us live well together. Available at: https://www.london.gov.uk/sites/default/files/connective_social_infrastructure_0_0.pdf

90   Ibidem

91   Mayor of London (2020). *Good Growth by Design: Connective Social Infrastructure. How London's social spaces and networks helps us live well together,* p.80, Available at: https://www.london.gov.uk/sites/default/files/connective_social_infrastructure_0_0.pdf

92   Phase I coincides with the lock-down phase experienced by the majority of countries worldwide around March-June 2020, phase II corresponds with summer 2020, while phase III corresponds with fall 2020.

93   Di Marino, M., Lilius, J., & Lapintie, K. (2018). New forms of multi-local working: identifying multi-locality in planning as well as public and private organizations' strategies in the Helsinki region. European Planning Studies, 26(10), 2015-2035.

94   https://goodspace.work/good-news-blog/what-is-a-neighbourhood-work-club

to support residents of the local area, such as online training workshops for local businesses that focus on digital skills to sell goods online, i.e. Space4 Tech[95] in Finsbury Park, or food aid and delivery, i.e. The Granville Community Kitchen in South Kilburn.

Regarding **economic support**, government and local authorities supported community and affordable workspaces through public funding, such as the Workplace Accreditation Pilot Covid-19 (London), while the municipality of Milan (Italy) has sponsored 65 workspaces where people can book workstations via an app, transforming the city into a widespread office during the months of the pandemic. Also, several affordable workspaces provided economic support to users through strategies, such as lower prices, such as *pay-what-you-can* or *payment-in-kind* formula, or discounts to local residents (i.e. The Good Neighbourhood Club in Brent, London). All the above-mentioned reactions – or experimental trends – are still ongoing and constantly adapting to the changing situation and new government directives.

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95   https://space4.tech/

3.4 SUMMARY

Figure 3.5 provides a summary of the main key findings emerged from the literature review, based on the three main topics: social infrastructure, the value of flexible and affordable workspaces, and the value of community spaces.
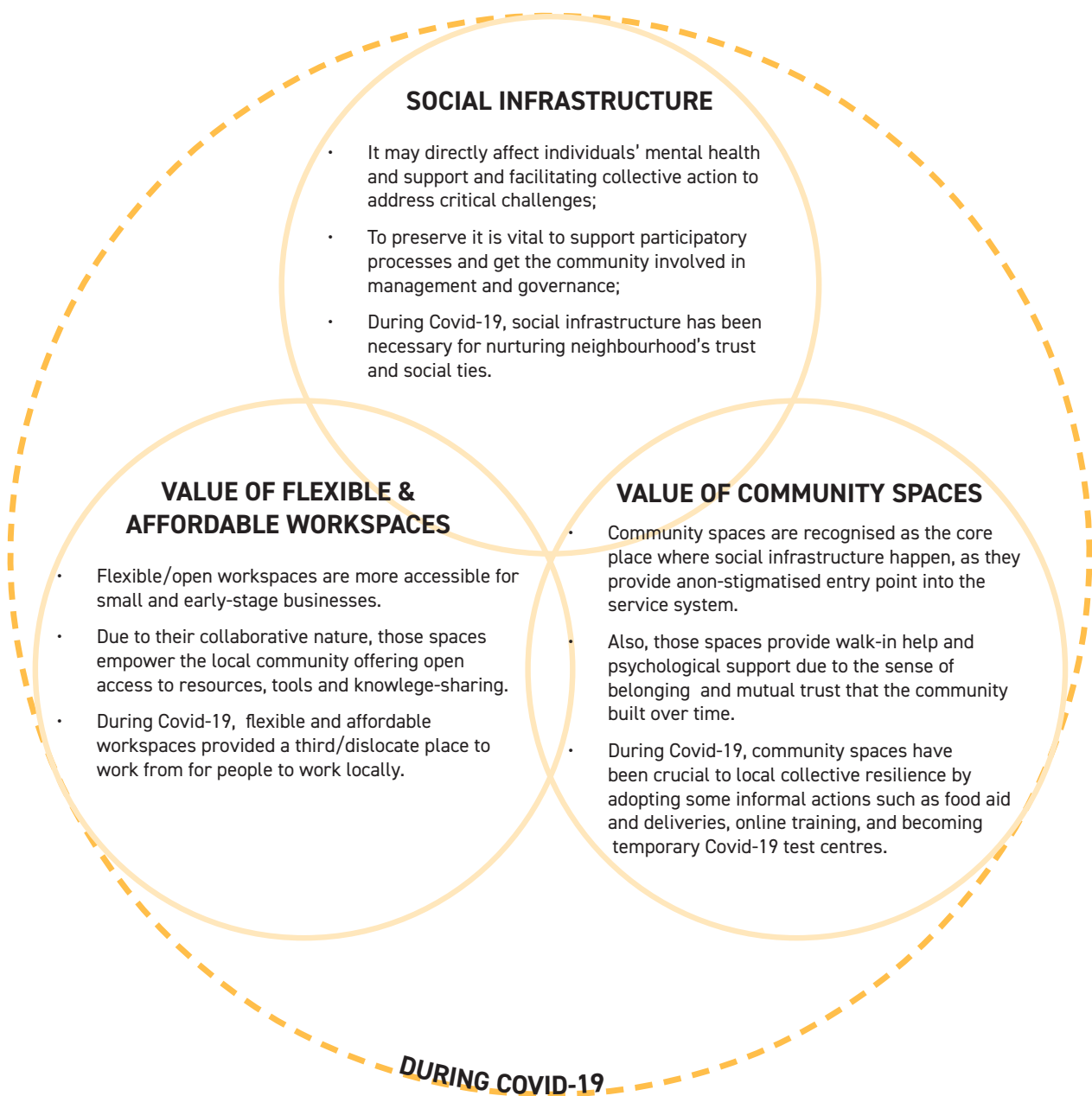

SOCIAL INFRASTRUCTURE

- It may directly affect individuals' mental health and support and facilitating collective action to address critical challenges;

- To preserve it is vital to support participatory processes and get the community involved in management and governance;

- During Covid-19, social infrastructure has been necessary for nurturing neighbourhood's trust and social ties.

VALUE OF FLEXIBLE & AFFORDABLE WORKSPACES

- Flexible/open workspaces are more accessible for small and early-stage businesses.

- Due to their collaborative nature, those spaces empower the local community offering open access to resources, tools and knowlege-sharing.

- During Covid-19, flexible and affordable workspaces provided a third/dislocate place to work from for people to work locally.

VALUE OF COMMUNITY SPACES

- Community spaces are recognised as the core place where social infrastructure happen, as they provide anon-stigmatised entry point into the service system.

- Also, those spaces provide walk-in help and psychological support due to the sense of belonging and mutual trust that the community built over time.

- During Covid-19, community spaces have been crucial to local collective resilience by adopting some informal actions such as food aid and deliveries, online training, and becoming temporary Covid-19 test centres.

DURING COVID-19

Figure 3.5 Summary of literature key findings

4. RESULTS

4.1 INTRODUCTION TO KEY FINDINGS

The purpose of the project is to

- Co-producing evidence on the importance of the buildings and the organisations using them in supporting communities in the area during the pandemic.

- Co-producing proposals of the activities and services that the buildings could provide, the support that it could provide to the community, the physical infrastructure needed for these, and how the community could be involved in the management of the buildings.

The ultimate aim is to co-design a social infrastructure to communities in South Kilburn more resilient, focusing on the Granville and Carlton as the purveyor of social services. We are therefore focusing on aspects of the Granville and Carlton that have supported local communities during the pandemic, such as access to healthy food.

4.2 FINDINGS FROM PREVIOUS Project: Civic Design CPD Course

This research follows on from previous work carried out by Pablo Sendra through the CPD Civic Design Course in May 2020 at the Bartlett School of Planning, UCL, where students[96] worked with community members on the co-production of evidence on topics such as memories around the buildings, community activities and services that have taken place in the past and present, along with co-designing a proposal for the future use, activities, and management for the two buildings.

This preliminary study, carried out as an engaged pedagogy project, produced some relevant results that have helped to frame this piece of research. These results included:

- **How to carry out co-design processes:** When discussion how a co-design process should be with community members, participants discussed the relevance of engaging with different interest groups, youth groups, as well as communities of different cultures and backgrounds, to co-create a vision for the future of the buildings.

- **Memories about the buildings:** Participants have many memories of social activities taking place in The Granville, particularly in the former hall, currently used as enterprise hub. These included all kinds of social gatherings and community activities.

- **Shift from community to workspace:** the Granville building has changed in the last few years from being mainly a building for community use to having an enterprise hub as primary purpose. While workspaces, are important, because they can be rented out and generate income, they should not exist in detriment of community spaces.

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96   Students involved are: Afag Ahmadova, Norah AlOmair, Alice Anderson-Gough, Elizabeth Awoyemi, Mary-Anne Cooper, Carlos Peraita, Chris Rea, Dolors Vila, Deirdre Woods

- **Impact of the regeneration scheme:** participants discussed with students the potential impact that the regeneration scheme could have on residents and users. This included:

    1. Reduction of community spaces, which reduces the possibility of having gatherings and therefore the ability to raise money through renting the spaces for gatherings.

    2. Reduction of garden and lack of accessibility of rooftop gardens.

    3. Potential conflict between the noises of community uses and the new homes.

- Involving communities in the governance and management: participants felt that communities were excluded from decision making. Together with students, they proposed a community-led governance model where people are directly involved in making decisions about the buildings and the activities that take place in them.

Conclusions from previous work

From this initial phase, it emerged that residents and users fear that the addition of housing would cause tensions with community uses due to noise levels, which is already an issue for flats across the road. They also fear that no sufficient community space would remain for events and celebrations if other uses were prioritised such as workspaces or housing. Users also believed that workspaces are important but should not exist at the detriment of community spaces, especially as they can be profitable when rented out. Finally, users and residents feared that open spaces would cease to be accessible as the Council's masterplan places them on the roof of the buildings.

4.3 SPATIAL ANALYSIS COMPARISON

Initially, the UCL team worked on the comparison between the existing situation of the Granville and Carlton buildings and the one proposed by Adam Kahn Architects. In the Design Access Statement part 18 produced by Adam Kahn Architects, table 4.1 shows the existing versus proposed provision and uses, and the total amount of the community uses which appears hugely increased in the proposed scheme. However, the table does not consider that Carlton centre has been used as community space for the past three years, temporary managed by Ulfa Aid[97].

Moreover, in table 4.1 includes in the 'total community uses' workspace, community/event space, nursery school and children' centre. We agreed that those spaces are for the community use, but those cannot be all considered community spaces where local people can organise events, mostly because are not flexible enough to be re-arranged based on the community's needs (i.e. standard offices), and partly because not the whole community can benefit from them (i.e. the nursery and the children spaces).

This, plus the fact that 1012 sqm of the Carton buildings are currently used as community space, significantly change the total amount of current community space, which increase from 289 sqm (NIA community/ Event space in table 4.1, to 1288.04 sqm (see table 4.2).

Therefore, the spatial analysis comparison has been re-calculated taking in consideration different uses (community, studios, standard offices, nursery, children's centre, health, training/consulting/activities rooms, kitchen/dining, green and housing) by different spaces (the Granville centre, the Carlton centre and Nursery and Children centre). Tables 4.2 and 4.3 show the calculation of existing amount of sqm for each purpose, based on the plans provided on planning application 19/2378, and without including circulation, staircases, toilets and storage areas. Based on those calculations, it has been possible compare the actual current uses of the centres with the future one, and some substantial differences have been emerged (Table 4.3), in particular, in the new scheme there is:

- an increase of around 200 sqm of space dedicated to nursery and children's centre.
- an increase of over 600 sqm of standard office spaces from what currently exists.
- around 70% decrease of multi-purpose community space.
- 20% decrease of green spaces.

Furthermore, the new project for Granville and Carlton buildings consists in new 18 new homes (1704 sqm) – which came down from the initially proposed 95 homes[98] at the beginning of the process.

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97   https://www.ulfaaid.org.uk/

98   Brent Council (2016). *Joint Report from Strategic Director of Resources and Strategic Director for Regeneration and Environment.* Available at: https://democracy.brent.gov.uk/documents/s42545/reg-enterprise-carlton-granville.pdf

EXISTING:

		Workspace (SKT Management)		Community / Event Space (SKT Management)		Nursery School		Children's Centre	
		GIA	NIA	GIA	NIA	GIA	NIA	GIA	NIA
Carlton Building (inc. West extension)	LG								
	GF					403	242		
	GF Mez.					49	22		
	1F								
	1F Mez.								
	2F								
	Total					452	264		
Post 2000 Nursery & Children's Centre Bldg	GF					190	144	55	3
	1F							258	173
	Total					190	144	313	176
Granville Building	LG			258	171				
	GF			187	118			79	46
	1F	89	60						
	2F	47	21						
	Total	136	81	445	289			79	46
Granville Old Hall	LG	268	174						
	GF	272	176						
	Total	540	350						
Total		676	431	445	289	642	408	392	222
Total community uses				2155					

PROPOSED:

		Workspace (SKT Management)		Community / Event Space (SKT Management)		Nursery School		Children's Centre	
		GIA	NIA	GIA	NIA	GIA	NIA	GIA	NIA
Bldg A_Carlton Retained	LG								
	GF	48		139	96	535	386		
	1F	706	477						
	1F Mez.	97	24						
	2F	295	191						
	Total	1146	692	139	96	535	386		
Bldg A_Carlton Extensions	GF			7	7	150	117		
	2F	40							
	Total	40		7	7	150	117		
Bldg B_Carlton New Build	GF			100	76				
	1F								
	2F								
	3F								
	4F								
	5F								
	Total			100	76				
Bldg C_Granville New Build	LG							179	138
	GF							176	134
	1F								
	2F								
	3F								
	4F								
	5F								
	6F								
	Total							355	272
Bldg D_Granville Retained	LG	268	199						
	GF	272	170						
	Total	540	369						
Bldg E_Community Event Space	LG								
	GF			230	187				
	1F			73	43				
	2F			39	11				
	Total			342	241				
Total		1726	1061	588	420	685	503	355	272
Total GIA community uses				3354					

Table 4.1 Existing versus proposed provision and uses as per Approved Planning Application 19/2372 – Design Access Statement part 18, pp. 86-87

BEFORE		*ALL THE DIMENSONS ARE WITHOUT CIRCULATION, STORAGE AND TOILETS'S AREA			
		*ALL THE DIMENSONS ARE Net Internal Area (NIA) sqm			
		COMMUNITY SPACE	STUDIOS	OFFICE	NURSERY
CARLTON BUILDING	LG				
	GF	309.07			
	1F	494.98			
	2F	208.39			
	total	1012.44	0	0	0
NURSERY & CHILDREN CENTRE	GF			81.1	205.8
	1F			38	
	total	0	0	119.1	205.8
GRANVILLE BUILDING	LG	176.3	176.8		
	GF	99.3	172.7		
	1F		12.8	34.9	
	2F		21.1		
	total	275.6	383.4	34.9	0
TOTAL		1288.04	383.4	154	205.8

Table 4.2: Calculation of existing amount of sqm for each purpose, based on the plans provided on planning application 19/2378
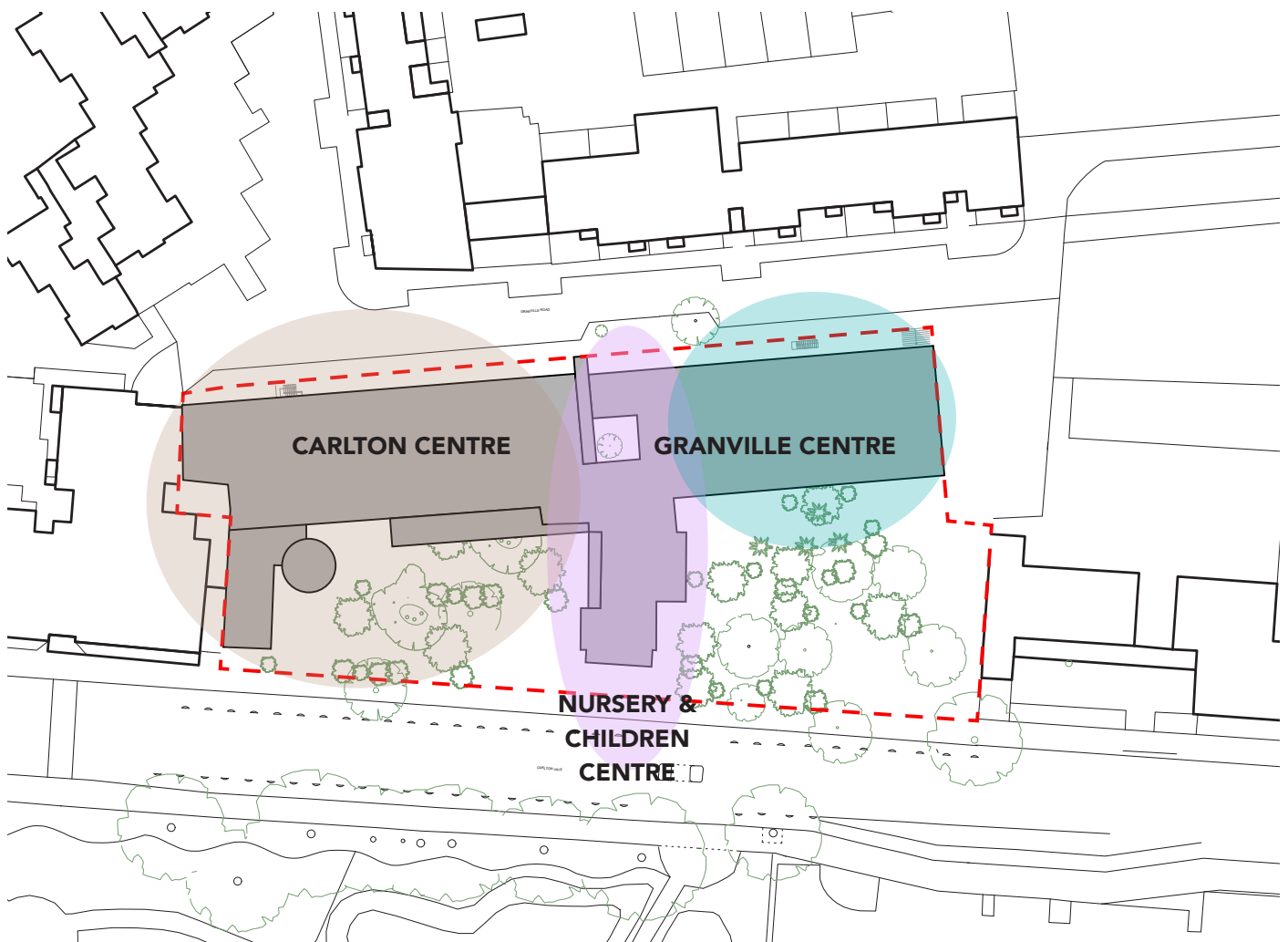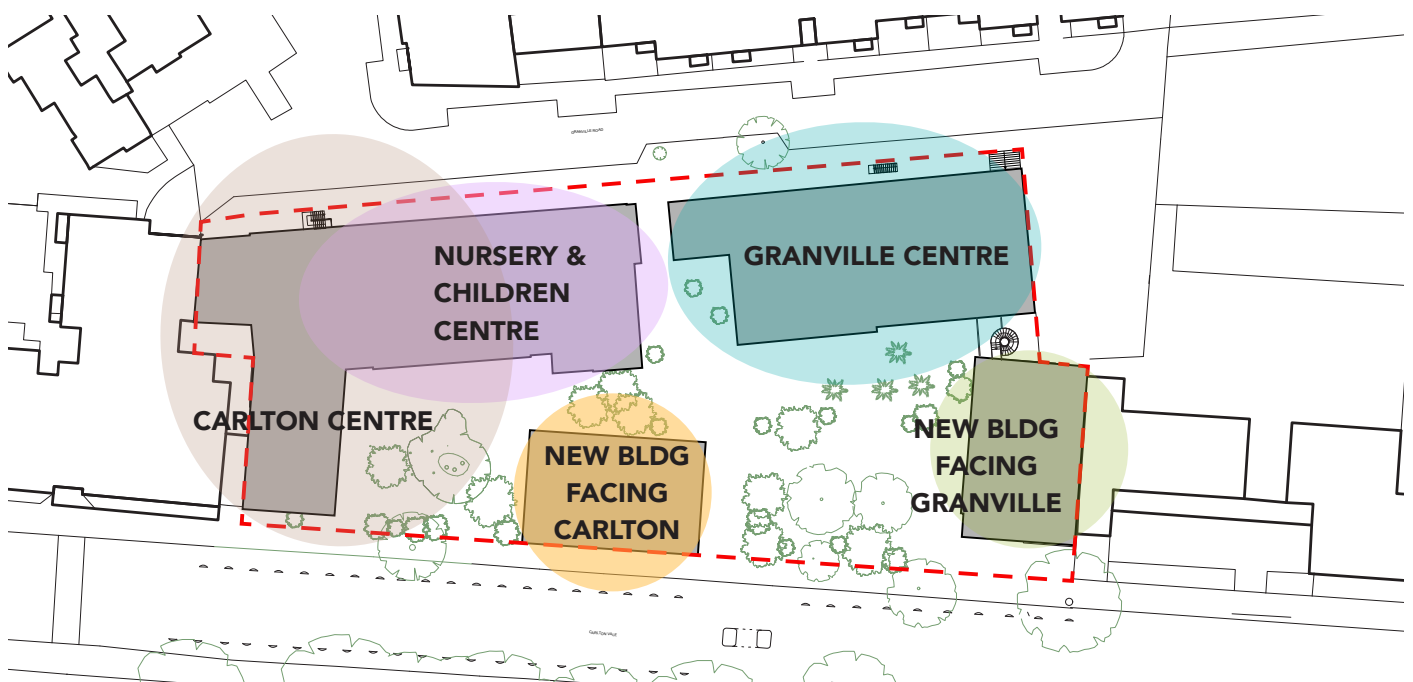

Figure 1.6 Existing view plan

CHILDREN'S CENTRE	HEALTH CENTRE	TRAINING/CONSULTING/ ACTIVITY ROOM	KITCHEN/DINING	GREEN SPACES
				121.15
0	0	0	0	121.15
46		33.9	68.1	651.52
	28	104	6	
46	28	137.9	74.1	651.52
				962.32
			12	
0	0	0	12	962.32
46	28	137.9	86.1	1734.99

Figure 1.7 Existing bird eye view looking North East

AFTER		*ALL THE DIMENSONS ARE WITHOUT CIRCULATION, STORAGE AND TOILETS'S AREA *ALL THE DIMENSONS ARE Net Internal Area (NIA) sqm			
		COMMUNITY SPACE	STUDIOS	OFFICE	NURSERY
CARLTON BUILDING	LG				
	GF				
	1F			462.9	
	2F			189.4	
	total	0	0	652.3	0
NEW BLDG FACING CARLTON	LG				
	GF	78.1			
	1F				
	2F				
	total	78.1	0	0	0
NURSERY & CHILDREN CENTRE	LG			48.7	
	GF	92.7		85.2	372.8
	1F				
	total	92.7	0	133.9	372.8
GRANVILLE BUILDING	LG		188.6		
	GF		172.7		
	1F				
	2F				
	total	0	361.3	0	0
NEW BLDG FACING GRANVILLE	LG				
	GF	175.9			
	1F	28.2			
	2F	11.6			
	ROOFTOP				
	total	215.7	0	0	0
TOTAL		308.4	361.3	786.2	372.8
% of new sqm spaces compared to the existing		24%	94%	511%	181%
DIFFERENCE – decrease (+) or increase (-) of the amount of sqm in the new proposal compared to the existing		76%	6%	-411%	-81%

Table 4.3: Calculation of existing amount of sqm for each purpose, based on the plans provided on planning application 19/2378

Figure 1.6 Existing view plan

CHILDREN'S CENTRE	HEALTH CENTRE	TRAINING/CONSULTING/ ACTIVITY ROOM	KITCHEN/DINING	GREEN SPACES	HOUSING
			16.7		
0	**0**	**0**	**16.7**	**0**	**0**
				65.62	
					437.9
					437.9
0	**0**	**0**	**0**	**65.62**	**875.8**
41.4	34.4		8		
54.3		71.3	30.8	465	
		104	6		
95.7	**34.4**	**175.3**	**44.8**	**465**	**0**
			10.7		
				713.31	
			12		828.8
0	**0**	**0**	**22.7**	**713.31**	**828.8**
				203.73	
0	**0**	**0**	**0**	**203.73**	**0**
95.7	**34.4**	**175.3**	**84.2**	**1382.04**	**1704.6**
208%	123%	127%	98%	80%	
-108%	**-23%**	**-27%**	**2%**	**20%**	
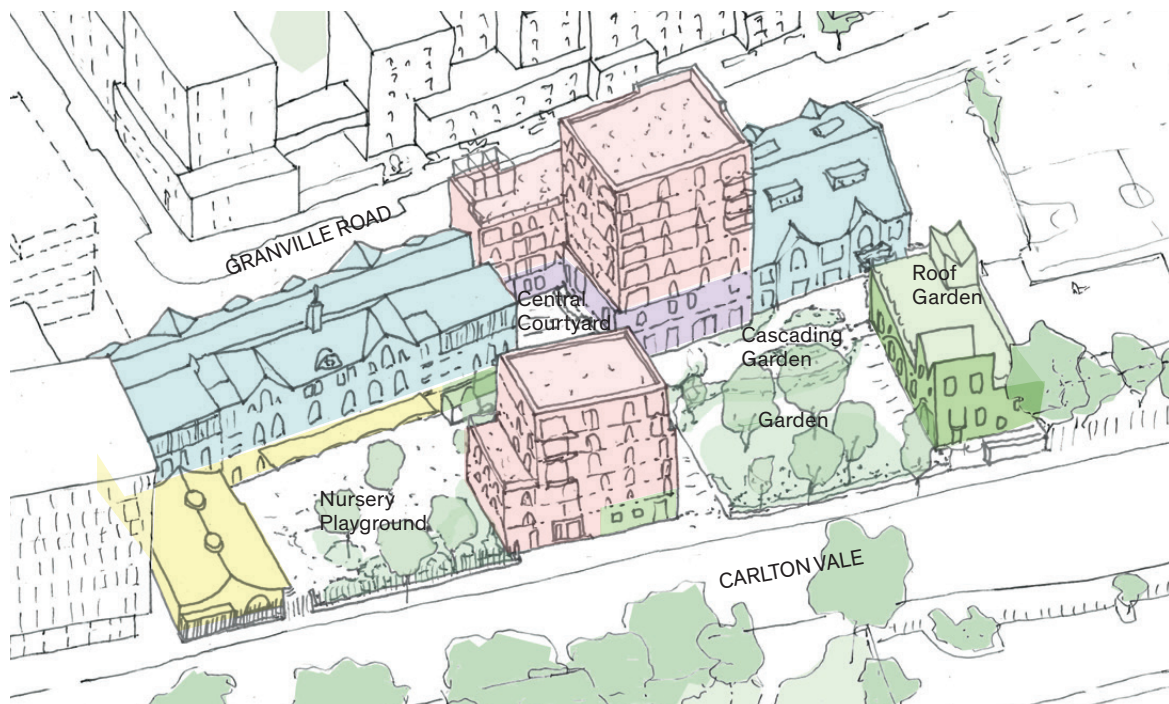
Figure 1.9 Proposed bird eye view looking North East

4.4 CO-PRODUCTION AND COMMUNITY WORKSHOPS

Between May and June 2021, the UCL team together with the Granville Community Kitchen had a series of online meetings and some engagement with users of Granville and Carlton buildings and stakeholders in South Kilburn, but only in outdoor settings. Due to Covid-19, all the workshops have been online, and then elaborated following an online format using digital tools such as Zoom[99] and Miro.com [100] which facilitate collaborative work and collective thinking. These are important learning activities, where the UCL researcher can learn how to co-produce evidence with users in a digital environment, experimenting with digital tools.

In general, exercises have been elaborated to be flexible and easily rearranged during sessions, according to the quantity of participants. Being flexible and open to modify exercises according to participants' suggestions or request, supported our attempt to stimulate as much as possible residents' creativity and collaboration. In fact, the workshop's methodology has been developed to generate empathy and build trust between the UCL team - as civic designers - and participants, but also amongst participants themselves. Indeed, workshops were also aimed at creating a platform for participants to tighten their community, by fostering their listening skills, their capability to dialogue and their capacity to collaborate.

In the breakout sessions, UCL teams, supported by Granville Community Kitchen, used Miro.com to run the activities. Duration was approximately 2 hours. The workshops and meetings include the following activities:

Workshop 1, May 2021

The first workshop aimed at understanding the effects of Covid-19 on the use of the Granville and Carlton, and how this may affect future plans for these spaces. Participants were guided through four activities aiming at answering the following questions:

- Have users' relationship with the Granville and Carlton changed throughout the pandemic?
- What services did users wish had been provided by the Granville and Carlton throughout the pandemic?
- Are there any initiatives from other London community centres that can serve as inspiration for the future of the buildings?
- Looking to the future, what functions are least and most important to users?

Activities took place through civic realm canvases and collective intelligence canvases on the interactive website Miro.

1. The UCL Team revisited the answers given by users during our previous work in May 2020.
2. Using main themes from the previous work, the UCL team established what services have been provided by the Granville and Carlton and which services were lacking during the pandemic.
3. The UCL Team uncovered users' hopes and desires for the future of the buildings, using case studies of other community centres for inspiration.

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99   https://zoom.us/

100   https://miro.com/apps/

4. The UCL Team prioritised amongst a variety of uses to see which were undesirable and which were considered high priority.

The effects of Covid-19 on the local community have exacerbated the importance and need for the Granville and Carlton community centre, making the pandemic a main reason why Brent council may choose to amend its masterplan. Indeed, the first workshop seeks to establish the level of importance of this social infrastructure on the well-being of its users and of South Kilburn residents. For this reason, the research heavily focused on the effects of Covid-19 on the:

- Activities that were offered by the Granville and Carlton

- Relative importance of the buildings compared to other sources of aid during the pandemic

- Whether the experience of the pandemic had altered what the community requires from the community centres.

Main findings

Activities during lockdown centred on food aid, community aid, outdoor spaces and gardening, and the enterprise hub (for those who work for the Granville and Carlton only). In terms of the services provided by the centres, the Granville Community Kitchen was the greatest source of support during the pandemic, providing food aid but also opportunities to socialise as well as emotional support. The Granville and Carlton failed to support people in terms of providing interactions centred on mental health and emotional support, particularly on topics like bereavement.

From April to August 2021, the Granville and Carlton housed the only organisations running in South Brent besides Mutual Aid i.e. an organisation created at the start of the Covid-19 pandemic to help those who had to self-isolate. Residents and users noted a lack of support from the local authority that had projects running but these were not straightforward.

Hopes for the future

a.   Local food production and gardening

Social distancing has taught us the importance of having enough space, and particularly outdoor space, to meet. Brent council has some of the least green space per person in Greater London, making this space ever more important. Indeed, on a list of boroughs most deprived of green space in England, Brent is 13th out of 1,108 (Friends of the Earth, 2020). Residents of the area noted the high density of the area and the fact that the local authority has plans to add housing in the community centre. This is estimated to cause even greater demand for green space. Finally, a vision for the future of the Granville and Carlton for it to become a hub for learning about gardening. This can help the area become more resilient in the climate emergency, whilst fitting into the vision of the Granville and Carlton as a space where adults can learn new skills.

b.   Workspaces

Some workspaces were found to be desirable in the Granville and Carlton particularly because hiring them out funds the buildings and can also help locals start their businesses. Training support would therefore be useful to help these businesses take off. This is also in the interest of the buildings themselves as it ensures a continued source of income for workspaces let out to these businesses. Indeed, it was also noted that these workspaces must become profitable. Moreover, during Workshop 1, some participants mentioned that the Granville centre must include art and community spaces, which is what it used to be in the 1950s. This means having artist studios instead of businesses. As it stands currently, those businesses that are renting out these spaces are starting their business and by default, may not be able to afford workspaces yet and/or their business may fail, making this an unreliable source of funding for the buildings. Training support is also important for members of the community who are vulnerable or at risk, such as women who are victims of domestic violence.

c.   Social uses and support

Members of the community would like the Granville and Carlton to hold discussion groups to encourage exchange on topics that are relevant or important, such as islamophobia. There is a particular need for emotional support for the post-pandemic community, particularly due to bereavement. This support is unintentionally provided by the Granville Community Kitchen throughout the pandemic, but there should be activities that actively seek to provide emotional support. There should also be activities for the elderly, as they are often cooped up in their homes, especially during the pandemic. It was also lamented that the activities that used to take place at the Carlton's adult education centre were stopped due to budget cuts following austerity measures. There used to be free language classes and other learning opportunities. Such services are usually quite expensive and inaccessible to the local community, so receiving them from a public provider for free would be extremely valuable to the community.

d.   Youth

The residents of the surrounding area noted the increasing crime rates committed by youth and stated that having more activities for young people could help decrease this. The OK club used to provide these services for young, but these services were unavailable during the pandemic. There is also increased anxiety

amongst young people caused by the pandemic as they currently have fewer life opportunities due to the job market and job opportunities for them, so they need to be supported during this difficult period. It is also important to have spaces where children can feel safe, particularly from gang violence in the area. They should have a safe space to share their worries and experiences.

e.   Mix of uses and activities

Lively activities that involve laughter and loud noises (especially by children) can conflict with other uses such as workspaces. Additionally, we must keep in mind members of the public that are sensitive to noise due to disabilities. Therefore, when designing the buildings, we should be mindful of clashes between different needs and expectations for the space. On the other hand, the Carlton is a large building so there is the possibility of the two uses coexisting if they are kept to different floors. For instance, lower floors could be used for loud activities involving children whereas upper floors could house workspaces.

f.   Management

The ideal governance structure mentioned by several participants was a community forum. It would map out activities and assign spaces and times for these in the buildings. It must meet regularly to go over concerns from community members. Overall, a larger number of people should be involved in the management and fundraising for the Granville and Carlton. Our second workshop will uncover what this involvement would look like; voting, participating in events or other forms of engagement. It was noted that managing the buildings means paying the bills and utilities, so we must find ways to make the Granville and Carlton financially self-sustained.

Several case studies from other community centres in London were presented to the participants as potential inspiration. The first was from Acton Gardens Community centre and offered the idea of hosting a mix of online and offline activities. The response to this proposal was negative for several reasons. There is a lack of technological knowledge in the community, particularly for youth and the elderly. There is also the issue of low internet access and/or connection. It should also be noted that people have been cooped up in their homes, so they need movement and face to face interaction more than ever. There is a particular need for outdoor activities which should not be overlooked.

Another case study presented types of workspaces that could be implemented into the buildings. There is an increasing demand for workspaces as a lot of residents feel anxious and lonely whilst working from home and want dedicated spaces for work. They may be willing to pay to share workspaces with others, however workspaces should be provided at subsidised fees.

Workshop 2, June 2021

The second workshop aimed firstly at understanding the users' desired uses and layout per building and priorities for outdoor space layout. Secondly, the workshop aimed at collecting information on community-led management brought up by participants. For the management part, users were asked to arise their ideas on governance and funding, helped by case studies.

Participants were guided through four activities by the UCL team.

Main findings

a.   PART 1: DESIGN

SINGLE USE SPACE: users were asked which spaces can be considered/allocated to a single use activity

- Workspaces and studios: should be located where there is enough space that allows flexibility (especially for studio spaces), and where people working can have privacy from the social and noisy activities.
- Kitchen
- Safe spaces for children to play
- Community Garden (x2) not enough space for allotments, should remain a community garden that is accessible for the whole community.

FLEXIBLE SPACE: users were asked which spaces can be considered flexible enough to be used temporary for different uses – and with different arrangements.

- Main hall: For funerals, weddings, anniversaries, performances, theatre, hustings, conferences, rehearsal spaces – Activities that can be a source of revenue.
- Classrooms: can be hired for uses smaller than those in the main hall
- Garden: should be flexible space, for exercise classes, events, and markets
- Café in Granville should become a more flexible space where people can meet, like a living room. (Can have newspapers, free tea, and coffee).

MULTIPLE SET OF USES: users were asked which spaces can be adapted to host multiple and diverse uses – with different arrangements – at the same time.

- Low-cost rooms for specific activities like yoga classes
- Garden used for food growing community. Should not be allotments for individuals but community allotments.
- Indoor space where people can go, sit, talk, eat, play, gather socially. Not a café but a dedicated space where these activities can take place.

GREEN / OUTDOOR SPACE: users were asked which priority, in terms of importance, have different outdoor spaces.

High Priority

- Learning about organic food and growing
- Family activities
- Communal space for events: important to be a flexible space where events can be run
- Space for socializing (keep benches and tables)

Medium Priority

- Outdoor workspaces, but only medium if they are ONE of the many uses

Cafe should become somewhere people could meet, like a living room. More flexible

newspapers, open and welcoming space

Get main hall back in Granville

Or maybe free tea and coffee

Proper soundproofing needed

workspaces in granville should more to Carlton

Food growing, community garden, not individual allotments

Playground

nursery's space is quite shaded

Should be single use because cafe users may be put off by having workers there

No housing

Strong oposition to housing on site.

The kitchen is very important

Need for space for low cost or free activities. Like yoga classes.

Funerals, weddings, anniversaries

Multipurpose space in the main hall that residents can hire for parties

In the second floor, there is water damage because of the problems with the roof

A proper kitchen that is attached to the hall. Kitchen improved for all community projects.

Performances, theatre, hustings, conference centre, rehearsal spaces or things that can bring money into the site and subsidise other things.

Having an indoor space that people can come and sit and talk to people. Room that people can come and eat, talk to each other or play, or gather socially.

The community garden is very important and should stay rather than having the housing on top and having the garden removed

The classrooms are very flexible, people hire classrooms if they do not need such an spaces as the hall

Facilities for children to play. Safe space for children

Not big enough for a lot of allotments. Better a community garden.

Food activities like Rumi's cave and GCK

Figure 4.5 Maps showing users' thoughts emerged during Workshop 2

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- Sheltered space: must be temporary, like a sail.
- Producing food for sale to local people and businesses: Good Food box initiative should be maintained. But this cannot be scaled up, so it is also Low Priority
- Installing bee houses

Low Priority

- Allotments: site is too small of individual allotments, but should exist community garden elsewhere in South Kilburn, as it exist right now.
- Existing paved outdoor space is sufficient

Undesirable

- Playground on the green communal space

b.   PART 2: MANAGEMENT

GOVERNANCE AND STAKEHOLDERS: participants focused on two approaches (real community input / community-led organisation that makes democratic decisions with the local community in mind) to answer the question: *Are there any goals that you hope for regarding how the buildings are governed?*

Some key ideas emerged:

- Main goals: transparency, priority for community when voting in form of 1 voice 1 vote system. Not just one resident representing all residents.
- This should include people who work and study in the wider community/area.
- Not only voting on proposals but having the power to make their own proposals. Bottom up, not top-down.
- Board should meet with the public every now and then should have working groups
- Have a community forum that discusses what activities should take place in the G&C.
- But it was noted: there is a difference between managing activities and managing a building and its utilities: explore the relationship between management of the buildings and management of activities.
- Goal should be to build confidence and employability in the community through the buildings.

Talking about the case study of Westway Trust, some key concepts emerged:

- More than 50% of board should be residents
- Decrease the involvement of the council in the trust

FUNDING: Through some examples of funding sources for other community centres in London, participants were guided to represent whether each funding option is i) Useful; ii) Somewhat Useful; iii) Not Useful in the context of the Granville and Carlton.
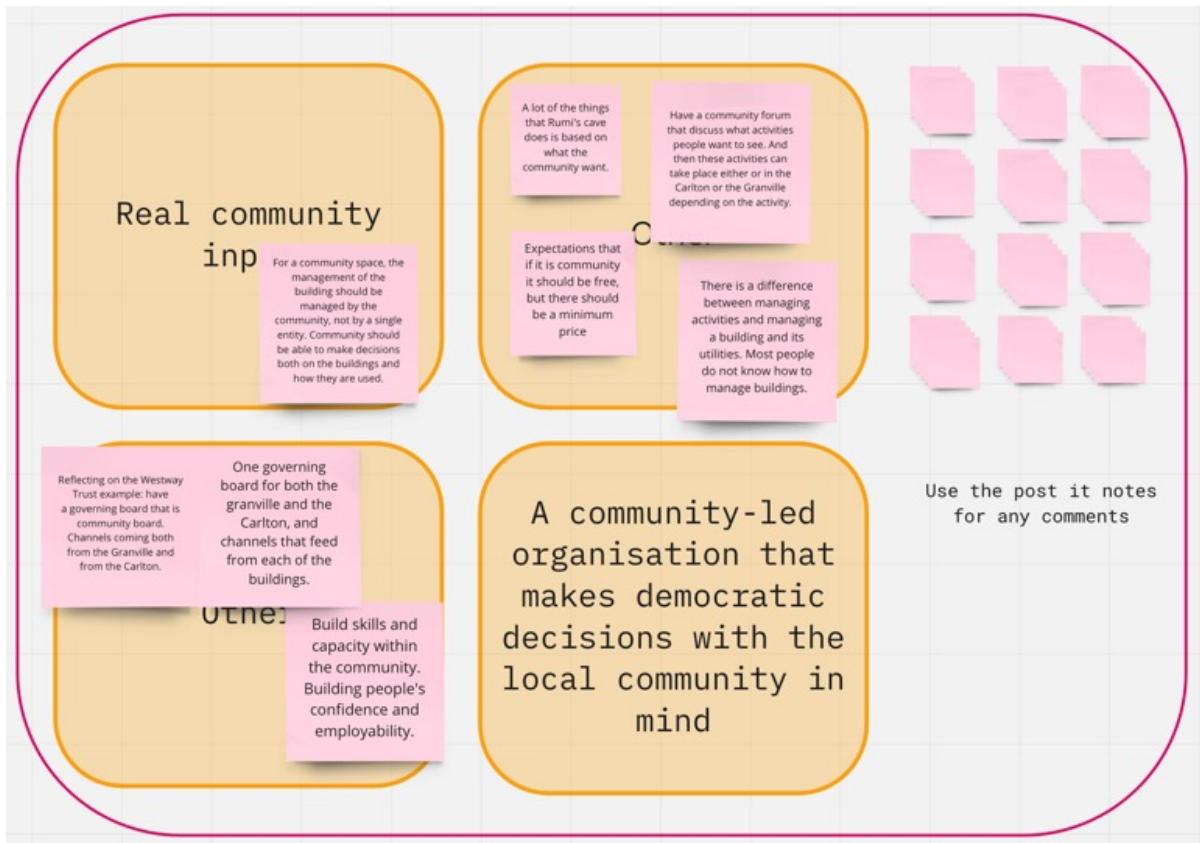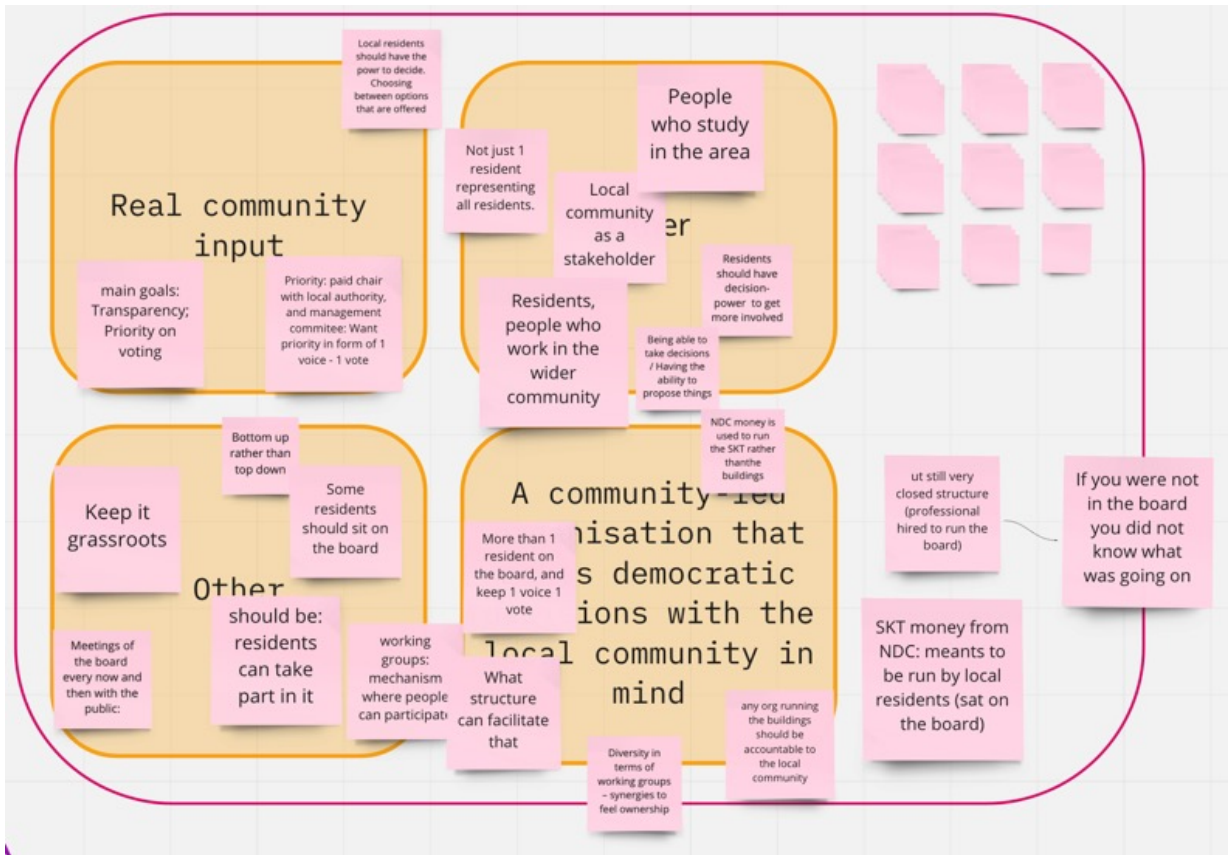
Figure 4.6 Canvas showing users' thoughts about governance emerged during Workshop 2

Establishing a trading arm: not useful. The building can pay for itself if managed properly. Some say a market could exist to occasionally create funding. Could be a small Christmas market showcasing local artists, or a small daily market as well as a special occasion market.

- However, it was noted that as soon as you think about selling things, you have to think about how you are going to get footfall there.

Partnering with companies for Corporate Social Responsibility (CSR):

- This was already done at Granville with B Corp. But need to think more long term. It is a "full on" activity that is short term. Question should be: How do we build solidarity between groups in the community long term, not one-off charity.

- Some say this could be further developed as an ideal

Potential for a Friends of scheme is noted, however high opposition to this by one participant, stating:

- They have had some of their worst experiences with Friends of schemes.

- Schemes can be exclusive, discriminatory, not open to any new ideas as can have overblown sense of ownership.

- They can still be useful as a way of getting people involved and in getting a lot of people's helps.

Case of partnering with local authorities

Participants had reservations about partnering up with the council because of a level of distrust. There were also reservations about doing free labour for the local authority. Remove the one about SKT

Importance to have a **mixed model** to be more resilient to issues like the pandemic.

But at the end of the day, the main asset is the space, so renting it should be a great part of the income. Current model is to rent out to small businesses and entrepreneurs.

- Spaces should be flexible so that they can survive lockdown, for instance, hiring out to the NHS to provide health services etc.

- Pop ups may be interesting, but the area is very diverse, so who is the market for these pop ups?
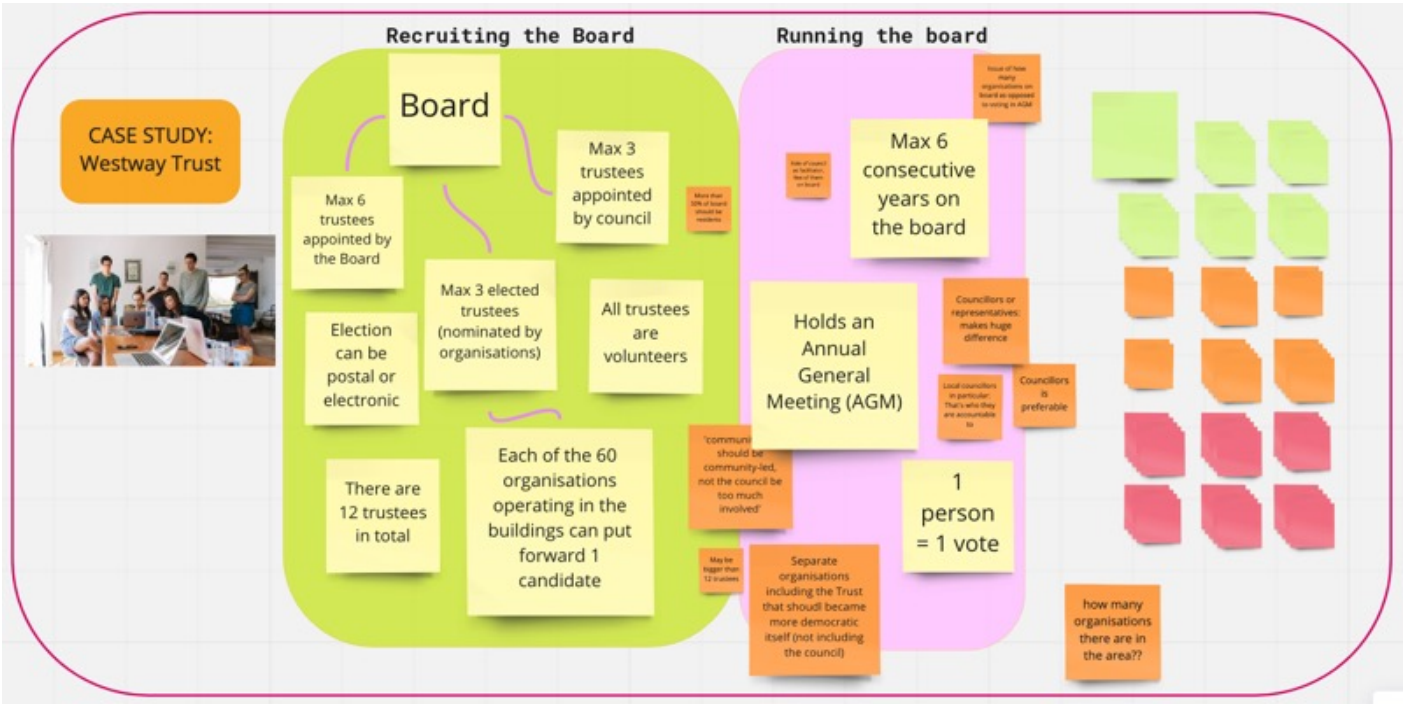
Figure 4.7 Canvas showing users' thoughts about some case studies presented during Workshop 2
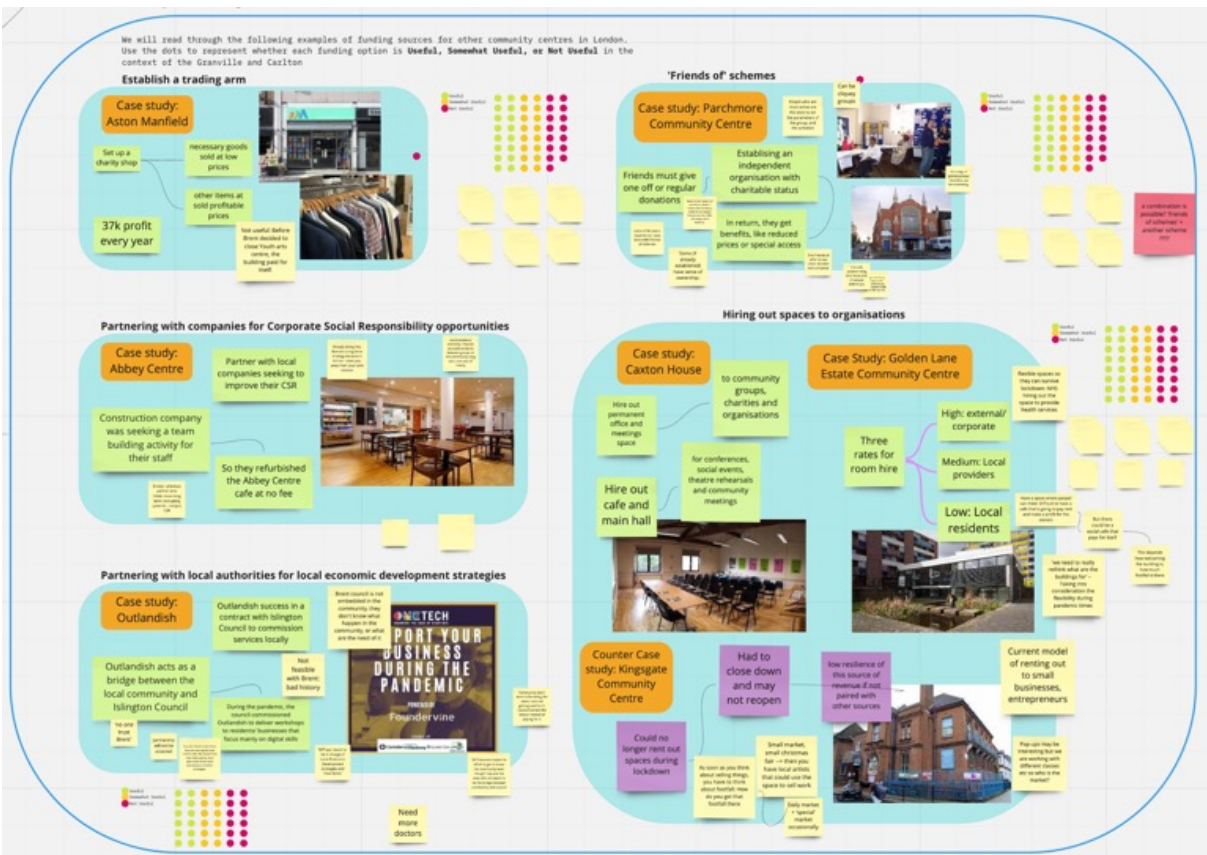
Figure 4.7 Canvas showing users' thoughts about funding emerged during Workshop 2

4.5 STAKEHOLDERS MEETING

The Principal Investigator Pablo Sendra attended the Stakeholders Group meeting on the 3rd of August 2021 to present and discuss the preliminary findings from the research project, which emerged mainly from the two workshops hosted in May and June 2021. The meeting was attended by Brent Council's South Kilburn Regeneration Team, by the South Kilburn Trust, as well as by other organisations using the buildings.

The presentation of findings was followed by feedback from the attendees and a discussion, which has been very helpful to complete this research and ensure that it includes different voices. The feedback included:

- The research was taking into account only one set of views about the buildings and needed to include others, such as those within the Stakeholders Group, which are organisations using or involved in the buildings. To address this feedback, we offered to conduct an in-depth semi-structured interview to every member of the Stakeholders Group. Both Brent Council's South Kilburn Regeneration Team and the South Kilburn Trust accepted to do an interview in Autumn 2021, each of which lasted for 90 minutes. In addition to this, we have reviewed cabinet decisions and the architects' design for the regeneration scheme to fully understand the aims of the scheme and the decisions and motivations that have led to it.

- Other participants mentioned that our findings mainly focus on the mutual and food aid initiatives that had taken place during the pandemic, and did not mention others such as the family and wellbeing services provided. To address this, we have investigated both through interviews and through other grey literature the services provided in the buildings.

- Other participants were critical with the research because they had the impression that we had set up a separate structure do develop an alternative scheme. During the meeting, we clarified that this was not the case nor the objectives of this piece of research. We clarified that this research wanted to investigate the role that the buildings and the organisations using them had had in supporting communities during the pandemic, with the aim of learning lessons that can become recommendations to take into account in the regeneration of the buildings. Particularly, on the kind of activities and services that could go on the buildings, the infrastructure needed for them, and the management of the buildings. The regeneration scheme was produced before the pandemic and it is important to consider how the lesson learnt can inform some of the details of the scheme.

- It was also mentioned that the wider regeneration of South Kilburn is introducing various community facilities in the different phases of regeneration. And that the study of this community facility needs to be understood in a wider context, along with other facilities provided in the area. To address this feedback, we have included in our study an analysis of current and planned community facilities in the area.

4.6 INTERVIEWS

Semi-structured interviews were structured in three main parts: i) The relationship of Carlton and Granville buildings with the neighbourhood; ii) The actions taken by the organisations using the Carlton and Granville buildings during the pandemic, and which kind of supports they provided to the local community; iii) Envision of future activities, services and management for the two buildings after regeneration. Discussions were run with seven local residents/users of the two buildings, the organisation managing the buildings South Kilburn Trust and the Brent Council.

From the interviews some recurrent key topics emerged related to:

1. Attachment to the Carlton and Granville buildings
2. Governance of the buildings
   - Relationship with SKT
   - Affordability/flexibility of renting the space /running events
3. Role of Carlton and Granville buildings in the neighbourhood
4. Activities before Covid-19
5. What happened during Covid-19
6. Future spaces / activities / services
7. Main concerns/worries for the future

1. Attachment to the Carlton and Granville buildings

One of the predominant topics emerged during the interviews with residents and users of the two buildings was the sense of attachment and belonging. Some participants mentioned that they spent most of their life in the Granville building mainly.

'I have a massive attachment to this building […] I remember when we were kinds, we used to play around the former beautiful stage with curtains in there and we had different things in there and memories' and *'This building has been part of my life for so long. I've done so many things here. I'm getting weirdly sentimental, but I also made most of my great friends here.'* (P-D).

The Granville and Carlton buildings represent a significant place not only for users and residents – *'This building is part of my life. It's a place where you could come and meet other people and share something together.'* (P-C) – but also for some local associations and businesses. Moreover, the sense of belonging to a wider community derives from some services provided in the buildings. For example, Participant G mentioned that having the nursery so close to a community centre open to everyone is very useful to a lot of mums that can stop and work from there, while being nearby their homes.

'They can just drop their kids off and then go to work and they start early. This is a god opportunity to get to know our neighbours as a bit more because sometimes it's hard to get to know your neighbours even if you live next to them.' (P-G).

Along with the services provided, the sense of community and attachment to the buildings derive from the several activities and events that were running before Covid-19 in G&C which made a lot of connections between people, such as the Wednesday Movie Nights. These generated a *'kind of strong and powerful role in the neighbourhood'* and *'Granville and Carlton are very beneficial for South Kilburn in general'* (P-B).

2. Activities before Covid-19

As mentioned before, activities and events organised in the Carlton and Granville buildings pre-pandemic were the opportunity to make connections and create a proper social infrastructure for users and residents of South Kilburn. During interviews, Participant C mentioned that several activities have always been run around food from cooking meals together, to share ideas and organising cookery classes, to writing cookery books. Artistic dancing on Saturdays, yoga classes. Also, there were a lot in terms of women-only support,

like exercise classes, and emotionally support kind-of safe place.

Moreover, social gathering represents an opportunity for networking where people can find job opportunities:

'When my husband was looking for a job, he was looking for people who were doing events like weddings and stuff like that, and actually there were people there in the Granville who were into music and arts, and it was interesting talking to them about opportunities' (P-G).

The multitude of activities were also useful for elderly people that used these occasions to socialise with other people and feel less alone. In particular, before Covid-19 Granville Community Kitchen used to organised community lunches during the daytime– people go and get their lunch.

'We were invited for kitchen lunch last week, which was very nice. Very nice layout, like a restaurant, and very nice menus'. (P-A).

In terms of art and creative activities, Participant E mentioned that some attempts have been done to 'resurrect' the artistic vibe of the community, but this has not been done with continuity or a consistency strategy over the years.

'Anyway, they [Brent Council] tried to resurrect something with that, you know the London Borough of Culture 2020 being one that and they gave people lots of money to do lots of arts projects. But it's come to an end and it's not ongoing.' (P-E).

Currently, the activities hosted in the buildings are managed by South Kilburn Trust (SKT), who during the interview says to be '*open to experiment different activities*' (P-SKT). However, does not seem to have specific proposals for activities targeted for specific users/needs. They agreed that '*there is not an obvious activity that links both community and the workspace. Things can be over planned, but there has been an element of flexibility and participation involvement. But we are much broader than that. We want that people take the ownership of it and facilitate them to make their reality.*' (P-SKT). Instead, SKT focuses more on the flexibility of the space in general terms, instead of proposing specific uses, infrastructure or equipment.

'If there is something that people are interested to do, we can help on this, we can make this happen. But we are not holding something to superimpose, but flexibility that can actually help people to achieve what they want.' (P-SKT).

Furthermore, the Council led and owned some activities and services in the buildings, such as the nursery school, the Brent Family well-being centre. Also, they mentioned that the Brent team really try to support the buildings in several ways:

'This is an informal but, in terms of supporting local groups and local businesses, we try to have lunch there sometimes and just visit generally. Just to you know, support the buildings where we can.' (P-LA).

Moreover, the Council agreed the Carlton and Granville centre are important because '*is like a connection between Council officers and the Community through different events, meetings, and more kind of like informal conversations through kind of like regular visits. – It is a way to communicate with people*' (P-LA).

However, during interviews some criticisms emerged towards the Council approach to creative provision and support, highlighting the fact that the focus of Brent council has always been on businesses and entrepreneurs, and '*how to make things profitable*' (P-E). Participant E mentioned that the South Kilburn Trust and the Granville used to give to creatives an opportunity to practice their art, such as third university for old age pensioners look to continue to learn to keep their mind active, creative writing, ceramics or typography, and '*in 2015 that was taken away by the government and Brent Council were very myopic in*

their view and they just closed down all of these adult community classes and Brent does not have a vibrant art and music and culture vibe in the same way that Camden council has for example.' (P-E).

This led to a wider discussion on governance and how and who run the spaces for activities, and how the governance of the buildings is structured.

3. Governance of the buildings

In terms of governance and business model, there is a general belief among participants that Carlton and Granville buildings should not be for making profit.

'A Community Centre is a place to bring people together. A place for people to go to when they feel lost, and it should not be all about making profit' (P-B).

Talking about affordability, Participant F mentioned: '*Now it is very official council-run [G&C] but, what I notice is that once the community used to be able to hire it, so it must have been affordable and it must have been had an open policy about who rents the space where, whereas now I think you have to have money to hire.'* Highlighting the fact that hiring the space is not affordable and uses are not always very flexible.

'I think there should be affordable space. Say for example I have an idea that I want to teach children how to [...]. There should be a space where I can hire that for maybe £10 and so I can do things like that. You know I've got skills that I could actually teach other people, but I can't because of the costs.' (P-F)

Moreover, proposing a new activity and putting in place him/her expertise is difficult for any member of the community due to bureaucracy and the funding process. This excludes many residents with talents and skills: '*My neighbour wanted to start a chess group. But of course, he can't start it because he got to get funding to someone else's organization. If you haven't got your own charity, bank account and so on you can't put in place little ideas like this because of the bureaucracy.'* (P-F).

Regarding the relationship with South Kilburn Trust (SKT), some residents agreed that SKT is not very embedded with the local community and is not good at publicizing anything they run.

'I think they like other people, to run it on their behalf so it's less work for them [...] I don't think they have an authentic tentacle with the community. I think it's very much on the surface. They run stuff, but they don't really care about stuff.' (P-F).

Currently, SKT operates "charging policy model" in the Carlton and Granville buildings:

'For example, weekend if we can get the Granville use for wedding reception or party, that is charge at a private rate, which is subsidises and to be able to offer cheaper or free space to community groups that need, such as the local mobility or the women groups organising support sessions for their communities. That's a model we adopted.' And also *'Our model is by having a mix of users, some of whom will subsidise services. So, be corporate owners, we may use the venue at weekends for wedding reception, other events that can pay – to be honest, is not local people who spend money and subside local things.'* (P-SKT).

Moreover, SKT talks about a "long-term approach" which feeds into their commitment to empowerment: Giving very free or cheap rent to the local community group of users to run some of their services, while supporting them with fundraising campaign. This will help them to increase and being able to pay more contributions in the long-term.

However, some participants believed SKT could do more community initiatives:

'[During Covid-19] I don't think the SKT did anything other than funding projects or I don't think they did anything personally themselves because they were closed down and they were all working from home. [...] But I was thankful for them to fund projects like the art project.'(P-F).

For the future management, Participant E suggested that different community organisations who are currently running activities in the buildings should have a full structured programme of activities because now there is no consistency:

'Every tenant should have a stake in the management of the building. If the Brent Council were smart, they would use the in-house people to manage the building and create a small, dedicated team for the Granville. […] But you know, running a program and running the building is different and the problem with Brent council is they always tried to cut corners and always try and do things.' (P-E).

4. Role of the Carlton and Granville buildings in the neighbourhood

In general, there are no similar community spaces in the area. There are only the British Legion where the elderly used to go to do bingo activities or the Salvation Army, which have authentic tentacles with the community and local people, but now it is opened only certain days of the week. During the interview, Participant F says that before the 2017 Scheme, there were tenants' associations who were supporting the local community:

'We used to have tenants associations, but I I'm not aware still in existence of any because the estate has been split up now into various housing associations, and then we have council owned buildings…There are different fractions of the community, it's not as together as when the Council owned all the units – it's this kind of conflicting values and the way you live your life.' (P–F).

However, the South Kilburn Regeneration Team mentioned that a new Brent Hub at Unity Place will be open very soon [in the coming week at the time of the interview]. The Unity Place[101] is in Kilburn Park Road, opposite to St. Augustine Church and was formally known as Gloucester House & Durham Court:

'Unity Place can help residents with service provision that they might need, which will only be literally about 20 meters away. […] I recommend walking around and have a look at the building because it's a really high quality. Homes is 100% affordable and social rent with about 235 flats.' (P–LA).

This place will offer support to residents at the early stage by addressing any sort of problems they have with their homes, and any other type of support, such as Universal Credit kind of. However, the space cannot be rented by the local community for events or activities, but it is more a drop-in place with appointment with the Council and partners. The Unity Place will also host the hub, which is now located in William Dunbar, but not the Brent office: 'In William Dunbar, we have the office for the regeneration team, plus other offices for teams involved in the process (housing, etc.), and the hub open to the residents. The Hub is the only part that's going to move to the Unity Place.' (P–LA).

Moreover, the South Kilburn Regeneration Team said that there are other projects in terms of community facilities: For another scheme in the area, Brent Council will provide a multitude games area, then there will be a community garden space next door to the Carlton Centre. There is Peel, where Brent is going to deliver a Health Centre, Carlton Boulevard, as well as a new market square:

'In all the projects here we tend to have like holistic approach. For example, if it's a development that concerns about housing, we tend to open those into like benefits for the landscape and community uses.' (P–LA).

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101   https://www.brent.gov.uk/media/16416663/sth-kilburn-newsletter-10-spring-2020.pdf

However, currently the Carlton and Granville buildings are the core centre in general in the neighbourhood, both in terms of events and social activities – Participant B mentioned that Carlton and Granville represent the reference point for the local community as well as people from outside who want to know what is happening around in terms of events and functions. This is also because there are not many other services around – '*I know there are other networks in the area where they do community meals or stuff like that […] There are other places around, but not like the Granville Community Kitchen – it's sort of like a one stop shop for everything*' – as well as in terms of arts, culture, and music – '*In the area, there are no library where you have to be quiet, business hub where it's a shop that you go into it and opportunity for art and opportunity for the you know, the fabulous grand Community kitchen with a, you know, stunning. You know, I love the garden. It [the Granville] can do so much more, but it needs money chucked into it.*' (P-E).

However, since Covid-19 started, several things changed in terms of services and activities provision. Mainly, face to face activities and events shifted to virtual modalities, but also some new activities emerged to face the emergency situation.

5. *What happened during Covid-19*

During Covid-19, the Carlton and Granville buildings shut down to the public, even though they were open for food aid initiatives, as well as nursery facilities for key workers, and their activities continued via virtual modalities:

> '*There was an art project, which the SKT funded but did not run, that was run online for the whole lockdown […] To me that was beneficial because I was highly anxious and that was like a godsend for me, but I know she had struggled to get the funding from the SKT.*' (P-F).

The nursery school continued with the education provision for who needed, while Barnardos Children Centre continued the education and health provision during all the first lock-down with virtual activities, stay in play service online, delivering service at residence doors in the area, and mutual food aid programme to deliver food parcels run by the Granville Community Kitchen. The latter moved away from a sort of 'sit-down' provision into sort of the delivery option – '*the Council tried to help in several ways: Countryside, who is the neighbour developer for the Peel site, helped to provide them with a fridge, freezer and storage unit for the food. The Council also helped by offering Craig Court Community room as food storage*' (P-LA).

In general, the network of people created before the Covid-19 helped mentally and emotionally:

> '*Friendships made through the events that were held at the Community Centre kept us going through the lock down. The friendships that we formed at the Community Centre became family to us.*' (P–B).

Participant D mentioned that the most important role of Carlton and Granville buildings was to be there for people to chat with them and providing emotional support in case of people suffering of loneliness. Also, other support has been provided by the WhatsApp group that was a mutual aid platform for the local community – '*Groups set up pretty much for all the local areas in London, and that was kind of that listed support*'. (P-F).

Then, some more specific actions have been taken to support the local community: During the pandemic, the South Kilburn Trust provided a business advisor who can be contacted who is available online and face-to-face one a week, provided Covid testing in the buildings, and then latterly acted as pop-up Covid vaccination centre to vaccinate local people many of whom could not or even feel uncomfortable going in a

larger centre. Moreover SKT '*heavily subsided Granville Community Kitchen*' (P-SKT), especially during the lock-down phase:

'The Kitchen was active during the lock-down period – We opened the building specifically for the kitchen to be able to operate their services and help them to expand into other rooms in that time actually provided all of that support free of charge didn't charge them at all. When you have to use during the lock-down period, when we them and historically since we took on the building, actually they have had extremely subsidised use [...] which doesn't even cover the utilities, let alone the stuffing. Because we see that the services they provided were good and necessary, we have had to find a way to support that and basically to fund that through the subsidy of the space'. (P–SKT).

In fact, the Granville Community Kitchen organised a food bank open to everyone – a focal point on food aid which '*was absolutely necessary because you needed somewhere to deliver the food store the food, redistribute the food, and for the people to meet up so that was absolutely essential.*' (Participant P–E). Both Participant C and D helped with the food bank:

'We started doing more organized food. Before we used to have like these tables with surplus food that people could come and get if they wanted, along with a hot meal. Then, we found that there were more people in need then what we expected, so we began to prepare bags for individual people, so they did not need to come inside and seat, but they were waiting outside in a line. Also, we delivered food bags to local people in the community, but we were not able to come over – numbers wise, we delivered 230-260 a day.' (P-C & P-D).

In terms of workspaces, during the pandemic lots of entrepreneurs left the Granville because they were not able to operate or, '*they found out that they could operate from home without having to pay the overheads. Although is useful to people, especially creative media people who are finding different ways of working and therefore they need to evolve in the same way and think, making the old idea of hub for entrepreneurs obsolete*'. (P-E). Considering the lesson we learn from the pandemic, new needs emerged for the future of Carlton and Granville buildings.

6. The future of Carlton and Granville buildings

During the interview with the Council, it emerged that they aim to improve the structure of delivering services in a more hybrid way, to delivering events both face to face and virtual, increase the provision of a more secure outdoor space, providing an activity room sub-divisible with acoustic movable partition, etc.

'No shared circulation with other users. Reception will be coached to the offices. Better visibility for people arriving from the reception as well as a better prime Locker, the Granville plus nursery school has I think a high intake of children with autistic needs. Some of the designs have been like geared towards helping that so they will have an increase of area to meet that would be 103 and B-104 guidelines. They will have a new sensory room which aligns with all their autistic need that I was referring to just before a dedicated room for staff as well as dedicated dining area, a better top front room for adult training with secure access, etc.' (P–LA).

However, some more specific needs have been emerged during the interviews with users and residents, such as to keep fit classes for ladies and workshops to help people to be more qualified to find proper job (P–G), or music courses to give it better publicity, arts and crafts activities for children (P-C), along with high standard facilities and a farmers' market or local produce market every Saturday that will bring people in (P-E).

Moreover, retaining the outside space is of a primary importance for local people –'*Never get rid of it because that is absolutely essential.' (P-E)*. In the back garden, there is Granville Community Garden, some kind-of allotments where users grow food:

'There are six growing beds that the community take care of, the compost and a little greenhouse. the small play area behind Granville can became a small area to grow vegetables too and play a role in keeping the community together.' (P-D).

This will also link with activities for supporting elderly people that connect with the nature and make young people more aware on recycle and respect earth.

'I would love to do gardening. I have a small garden only, and in the lock-down period I wish I had a place close to home to gardening' (P-A).

Participant E also highlighted some current issues in terms of maintenance and heating that should be solved – *'There is to ensure the building is well ventilated and heated. Last week, the central heating hasn't come on obviously and my colleagues was freezing in the basement, but they [SKT] are very supportive. They kind of said: "we've got a radiator for you or bring it down."'(P–E).*

Thinking about the spatial configuration of the centre, Participant G said that having a flexible open space is good but '*if we were doing exercise in the centre, is noisy sometimes and we don't want disturb other people with the music that sometimes is very high', so maybe a mix of open space and rooms for classes is the best option' (P-G)*. There is a need to make the place more attractive and create a more vibrant atmosphere. In summary, residents agreed that people should be free to use the community centre in a flexible way without restrictions on terms of space and time. Moreover, Participant B mentioned the need for a little surgery where people can come to for advice, and IT support kind-of as everything is now online and people sometime do not even have a laptop or know how to use it:

'A place you can get all the information for you: where to register for GP, where you know all the local dentists, libraries in the area, police stations, everything in one place.' This match with the idea of *'A one stop place where someone can go and get all information from that one place about housing, benefits, doctors, bureaucracy, etc.'.* For the future of the buildings, she said that she *'would like to see them for the Community, not in any way there to generate profit or to make money. It's a place for the community to meet and to be able to take part in activities for free or very low cost.' (P-B).*

7. Main concerns and worries

The concerns emerged during the interviews for the future of Carlton and Granville buildings were mainly related to **the amount of green space in the area** and the **indoor available space for community facilities**. In fact, the new redevelopment scheme for Carlton and Granville buildings will be a huge increase in standard office space (632.2 sqm), a substantial decrease (76%) in community spaces (if we consider the loss of community spaces in the Carlton as well) and a substantial decrease (20%) in green spaces and new housing (1704.6 sqm), that will impact the local community (see table 4.3).

Regarding the garden, it has been very helpful for the local community during the lock-down:

'The one thing that was a blessing for us was that we use the community garden because we don't have gardens and so we needed some space and safe space away from other people. And when it was a sunny day, we would go and spend you know an afternoon in the community garden.' (P–F).

However, some residents have doubts on the future of the outdoor areas: Participant A stated that the

situation is not clear, and she is worried about who will have access to the new roof garden – '*what's going to happen to people like me? I'm not nearly housebound and, what if I want to go there or some other people will?*' (P-A).

Moreover, users and residents highlighted that the regeneration scheme has been granted planning permission before March 2020, and the scheme has not been updated in light of the needs emerged during the pandemic:

'*They have to retain as much as possible green space, because South Kilburn's very densely populated and they're just throwing up massive blocks of flats, while the pandemic forced us to appreciate outside spaces more than ever.*' (P-E).

For what concerning the amount of green space, the South Kilburn Regeneration Team says that there will be three new community gardens: one on top of a new building, one on the right of the entrance, the other one is towards the courtyard on the left. However, the South Kilburn Regeneration Team does not think that the scheme should be modified, and the amount of green area re-shaped or re-balanced in light of the pandemic:

'*I don't think we should move away from that [scheme]. I mean, we're always happy to see what we can reflect in this scheme and in others. But we are not going back to the drawing board […] we're just in the process of trying to kind of get a contractor to help us put these proposals into reality.*' (P-LA).

In terms of community facilities, the new scheme proposes a 5% decrease of multi-purpose community space – '*I think it was like a 5% decrease of community space, […] This happens on project sometimes where the quality is effectively the main area to look at because the new community space will be a significant improvement on the current.*' (P-LA) – while users and residents expressed their need for more community spaces to organise activities – '*The ultimate goal would be to just be able to facilitate more of community activities, and to be able to have more space. Right now, we do have a decent portion of the building […] Being able to have more space so we could facilitate more activities on more days at more times for more people just to expand expanding is just.*' (P–C) arguing that the Carlton and Granville should be '*a place where anyone can go at any time of the day*', and that local people can feel attached and proud of it:

'*I want to talk about those buildings with a sense of pride and I do now because I absolutely loved the garden that gave us a health and mental health benefit.*' (P-F)

However, the main worry is that the history will be repeated – '*There are lots of promises that they [Brent Council] have put into plans. Those plans are then superseded by another plan. Those promises are lost. The staff that worked on those promises then leave and go somewhere else [...] Detail gets lost. And then people forget very easily. Then new people come in with new plans.*' (P-F).

To conclude, as discussed in the literature review, social infrastructure is an ecosystem where different types of provision form a community of interconnected support. This is vital to social integration, helping people to build meaningful and lasting relationships with each other – "*The success of social infrastructure in boosting social integration depends on a complex network of relationships, individuals, programmes, activities services and spaces*"[102].

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102   Mayor of London (2020). *Good Growth by Design: Connective Social Infrastructure. How London's social spaces and networks helps us live well together.* Available at: https://www.london.gov.uk/sites/default/files/connective_social_infrastructure_0_0.pdf

Figure 5.11 Main entrance of the Granville Centre
Source: CPD Civic Design Exchange, May 2019

KEY FINDINGS

1. **Lack of community spaces in South Kilburn:** The ongoing and future phases of regeneration of South Kilburn do not provide substantial multipurpose community space. While most ongoing and future phases of regeneration contemplate some community facilities, these do not include multipurpose community facilities, where residents can develop their activities. Instead, these new community spaces – e.g. 'hubs' – provide council services for residents. The planned increase of housing density contrasts with this lack of community spaces, which means there will be a substantial reduction in community space per resident.

2. **Problems of seeking efficiency in the co-presence of services:** According to the report on social infrastructure by the Mayor of London[1], concentrating community facilities and services into centralised hubs – although being efficient for providers – can result in spaces that do not provide a sense of belonging, and which do not encourage communities to take ownership of them and develop multiple activities in them.

3. **Problems with the co-presence of housing, workspace and community facilities:** the presence of housing on the site can challenge some of the community activities, which might end up not taking place because they are too noisy for the residents.

4. **The Granville is the heart of South Kilburn:** The Granville is the main community space and social infrastructure of South Kilburn, which residents and community groups can book to develop their activities. Activities such as the ones organised by Granville Community Kitchen provide a unique space for people to gather. The building is key in providing community activities for the area. The Granville have an important relevance as a place for council officers and representatives to meet local people and discuss about the area.

5. **Strong attachment to the buildings:** Participants have many memories of social activities taking place in The Granville, particularly in the former hall, currently used as enterprise hub. These included all kinds of gatherings, which ranged from private parties to open community gatherings.

6. **Covid-19 and community spaces:** Covid-19 has made evidence the relevance of multipurpose community spaces on responding to emergency situations and strengthening the social infrastructure in the area. Therefore, the future regeneration of the buildings should consider this new evidence when planning the activities of the buildings.

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1   Mayor of London (2020). Good Growth by Design: Connective Social Infrastructure. How London's social spaces and networks helps us live well together. Available at: https://www.london.gov.uk/sites/default/files/connective_social_infrastructure_0_0.pdf

7. **Importance of both the Carlton and the Granville buildings as community support during the pandemic:**

   - In the Carlton, Rumi's Cave provided food aid and kept as active as possible with community activities during the pandemic.

   - In the Granville, organisations Granville Community Kitchen carried out an essential food aid initiative, which feed many families weekly.

   - In addition to this, existing services in the Granville, such as family and wellbeing services or the nursery, provided support during the pandemic, and the enterprise hub re-opened when it was possible.

   - The Granville also operated as a Covid testing and vaccination centre.

8. **Need of more emotional and mental health support:** The Granville and Carlton was not able to provide emotional and mental health support during the pandemic, such as bereavement.

9. **Substantial loss of community space:** While Brent Council's South Kilburn Regeneration Team argues that there is only a 5% loss of community space[2], the actual loss is much greater than this. They are not counting the Carlton in their calculations, which have function as community space for the last three years. If we count the part of the Carlton used that has been used as community space, the decrease in community spaces is 76%.

10. **Substantial increase of workspace, and most of it is very rigid:** while the provision of community-based workspaces is very important in Brent, there is a substantial increase in workspace (511% in office spaces and 94% increase in studio spaces). In addition to this, most of the provision consists of closed office spaces, which are very rigid and allow little flexibility. Given the change in working patterns that have taken place during the pandemic, where a lot of people have switch to working from home, co-working spaces need to offer much more so people see the benefits of paying for it.

11. **Loss of green space:** Brent council has a very low ratio of green space per person in comparison to other London boroughs, and this scheme contributes to the reduction of green space. During the pandemic, green space became even more important. They became an essential space to be safely outdoors, with participants reporting benefits to their mental and physical health. For some, it presented also an opportunity to catch up safely with their neighbours while waiting to collect the food aid. In addition to this, food production and gardening is a very important activity at the Granville. The loss of green space can challenge the growth of these activities.

Figure 5.1 Backside of the Granville building
Source: CPD Civic Design Exchange, May 2019

5. COMMUNITY VISION:
PROPOSAL and RECOMMENDATIONS

Through the co-design process, including workshops, interviews, meetings, and various methods outlined in the methodology, the UCL Team has collected evidence to co-produce recommendations and proposals for i) Activities and services for Granville and Carlton buildings; ii) Activities for the outdoor areas; iii) Governance, and iv) Physical infrastructure needed for these activities and services.

5.1 ACTIVITIES AND SERVICES

How different people experience and use the spaces as a '*connective social infrastructure is as important as the spaces themselves. Shared activities, events and 'the actions of key individuals are vital to shifting relationships from co-presence to conversations and deeper relationships*'[103]. For example, children's activities can both provide the common ground to bring adults from different backgrounds together. Or gardening activities can represent an opportunity for elderly people to spend together and provide emotional support one to each other. '*There can be a symbiotic relationship between social networks, and activities and events. Networks are reinforced and extended by people coming together to take part in events or activities. The place that convenes the activities becomes more effective in building relationships through connections into informal networks*'[104]. This relationship is vital to understand how social infrastructure be boosted and supported to improve social integration – '*Purpose-oriented activities, such as pottery workshops or cooking together, 'can create the openings needed to provoke conversation and interaction*'[105]. Planning a mix of structured and free time can help people engage and go on to develop friendships and support networks. Moreover, '*consistency over time can be crucial to the success of relationship-building activities, especially for specific categories of users*'[106].

Furthermore, social distancing caused by the pandemic has taught us the importance of having places to gather and share. In fact, the space where social connections happen are crucial for living together well. '*As the Covid-19 pandemic has demonstrated, this social infrastructure is crucial to our collective resilience in times of crisis. We have all had to deal with the impact of the restrictions and the closure of schools, places of worship and recreational facilities*'[107]. This has been coupled with an increasing need for mutual aid and spaces where sharing personal emotions and being socially supported.

Comparing the existing situation of Granville and Carlton buildings with the proposal that Brent Council steps in, the amount of space for community and events uses has been decreased in favour of workspaces and office spaces. In fact, the Carlton building – which has been used as community space for three years through Rumi's Cave – has been allocated in office spaces in the regeneration scheme.

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103   Mayor of London (2020). *Good Growth by Design: Connective Social Infrastructure. How London's social spaces and networks helps us live well together.* p.47, Available at: https://www.london.gov.uk/sites/default/files/connective_social_infrastructure_0_0.pdf

104   Ibidem, p.79

105   Ibidem, p.90

106   Ibidem

107   Ibidem, p.9

Moreover, there is not a strategic vision for the activities that will be hosted in the two buildings, but spaces allocated for the community use are just labelled as 'community / event spaces". However, having an open-plan space is often not enough to make this work. Creating spaces with varied uses and equipped for those '*uses increases the number of roles they can play, needs they can meet and range of users. This adds to their resilience and helps create a more vibrant atmosphere*' [108]and make them inclusive. For example, tailored activities aimed at emotional support for groups of fewer people require spaces with an intimate character, while pottery classes need open plan space with movable furniture to host machines and equipment. This can be achieved with a deep understanding of the community needs and desires.

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108   Ibidem, p.94

Nursery

Community & Event spaces

Workspaces & SKT Offices

Temporary uses by ULFA

Housing
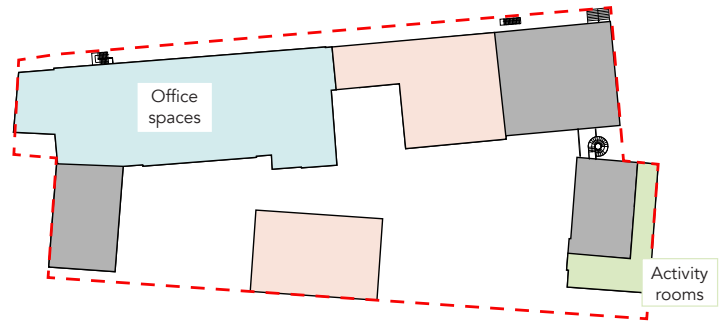
Children's Centre
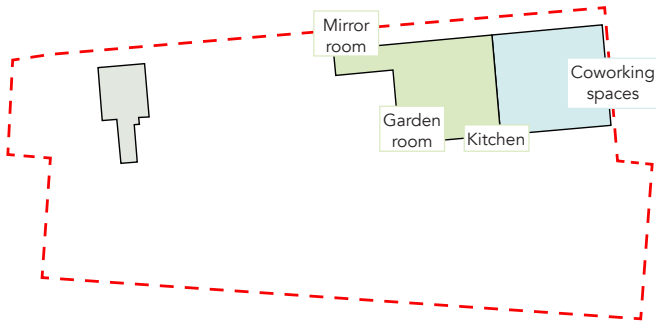
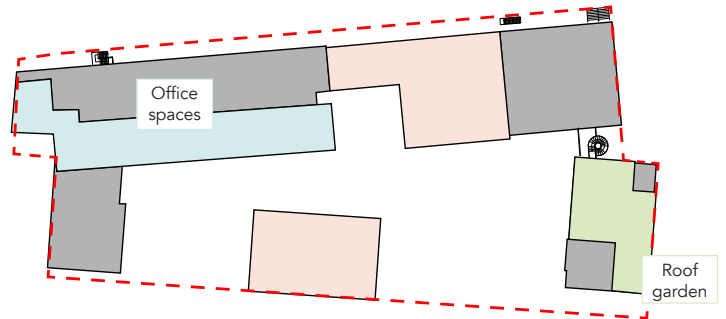Basement floor
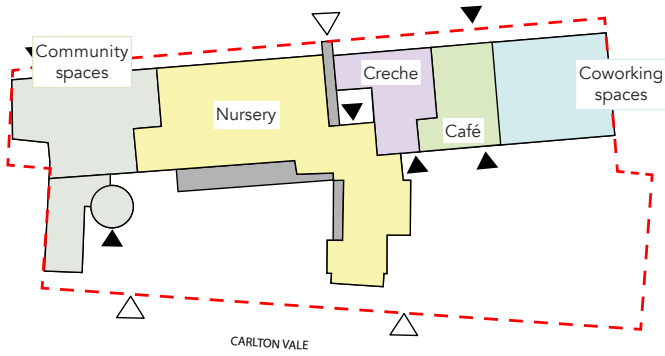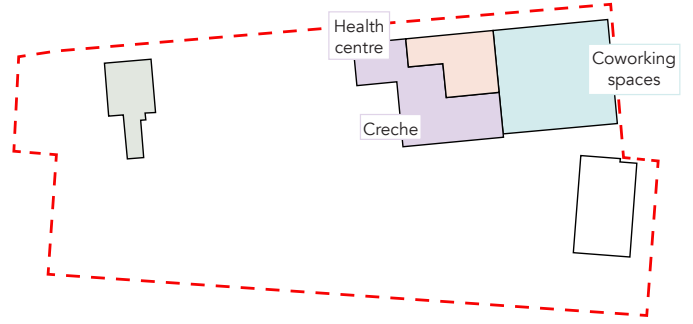
Ground floor
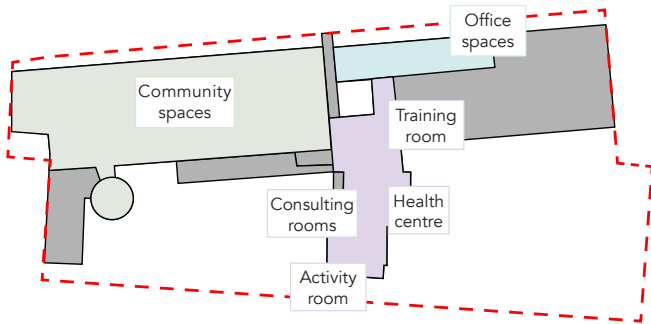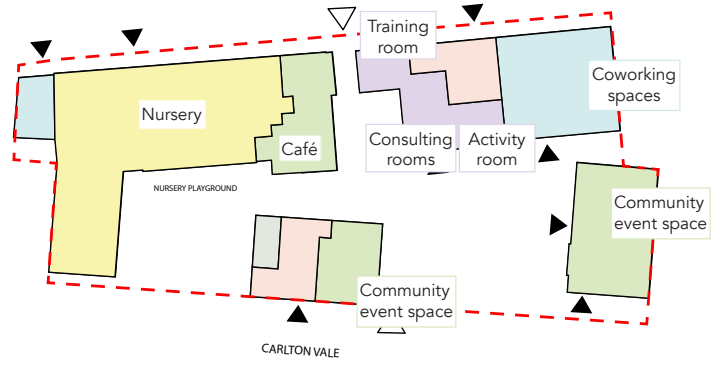
First floor
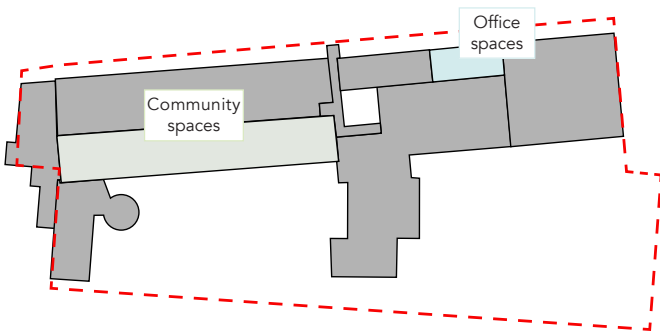
Second floor

Figure 5.1 Existing uses of the current Granville and Carlton buildings

Figure 5.2 Proposed uses of the regeneration scheme proposed by Brent Council

Thus, based on the people's needs emerged during the co-design process, some recommendations are highlighted to integrate the Brent proposal:

a. Local food production and gardening

A vision for the future of the Granville and Carlton for it to become a hub for learning about gardening. This can help the area become more resilient in the climate emergency, whilst fitting into the vision of the Granville and Carlton as a space where adults can learn new skills. This requires suitable spaces for those activities both outside and inside, especially for the winter season. A shelter space can be an option for the double function of storing gardening tools in summer and hosting workshops in winter.

b. Workspaces

Workspaces is a very general topic that can include standard offices, coworking spaces, hot-desks and artists' studios. This 'differentiate approach' should be taken into account when designing the spatial layout. Greater flexibility and standard office type of layout are good, but we argue that a mix of different layout should be considered. For example, having more fluid type of open-plan integrated with movable partitions and panels can result in a more inclusive layout to accommodate different working needs.

c. Social support

Members of the community would like the Granville and Carlton to hold discussion groups to encourage exchange on topics that are relevant or important, such as islamophobia. There is a particular need for emotional support for the post-pandemic community, particularly due to bereavement. This support is unintentionally provided by the Granville Community Kitchen throughout the pandemic, but there should be activities that actively seek to
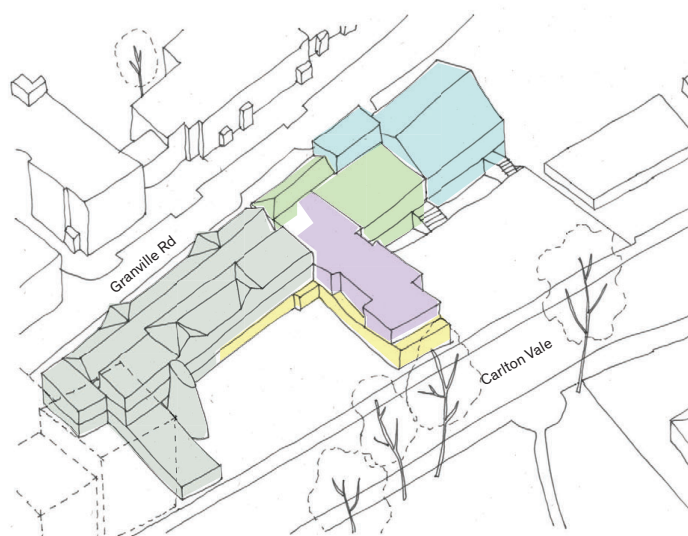
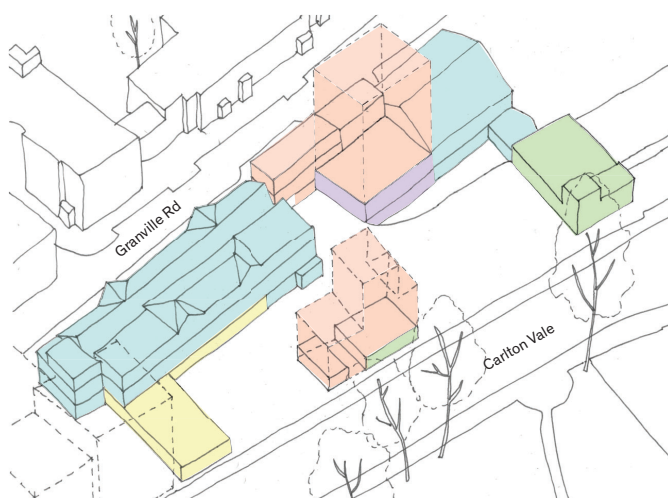Figure 5.3 Existing uses of the current Granville and Carlton building

Figure 5.4 Proposed uses of the regeneration scheme proposed by Brent Council

provide emotional support. There should also be activities for the elderly, as they are often cooped up in their homes, especially during the pandemic. It was also lamented that the activities that used to take place at the Carlton's adult education centre were stopped due to budget cuts following austerity measures. There used to be free language classes and other learning opportunities. Such services are usually quite expensive and inaccessible to the local community, so receiving them from a public provider for free would be extremely valuable to the community.

d. Youth

The residents of the surrounding area noted the increasing crime rates committed by youth and stated that having more activities for young people could help decrease this. The OK club used to provide these services for young, but these services were unavailable during the pandemic. It is also important to have spaces where children can feel safe, particularly from gang violence in the area. They should have a safe space to share their worries and experiences. Moreover, there is increased anxiety amongst young people caused by the pandemic as they currently have fewer life opportunities due to the job market and job opportunities for them. So, having community spaces where they can meet and socialise with adults can be the opportunity for them to build their working network and to find job opportunities. Also, having affordable – or even free– space to work from can benefit if at the early stage of their carrier, for example to set-up a business or a start-up.

Nursery

Community & Event spaces

Workspaces & SKT Offices

Temporary uses by ULFA

Housing

Children's Centre

5.2 OUTDOOR SPACES

Social distancing has taught us the importance of having enough space, and particularly outdoor space, to meet. Brent council has some of the least green space per person in Greater London, making this space ever more important. Indeed, on a list of boroughs most deprived of green space in England, Brent is 13th out of 1,108 (Friends of the Earth, 2020).

While the proposed design of outdoor space for the regeneration scheme address many of the residents and users needs, some specific aspects emerged during the workshops, such as the need of having outdoor workspaces and activities related to food (e.g. learning about organic food growing workshop).

The overall discontent of the residents with the current regeneration plan is the decreasing amount of public and communal garden areas in favour of the increasing built area for housing with the addition of two new blocks. Residents of the area noted the high density of the area and the fact that the local authority has plans to add housing in the community centre. Moreover, the scheme proposed by Brent Council was designed and granted permission before Covid-19 starte, so it does not consider the increase demand of open space that the pandemic has generated.

During both Workshop 1 (May 2021) and Workshop 2 (June 2021) some key priorities emerged regarding configuration and use of outdoor spaces. There is a strong will for the future of the Granville and Carlton for it to become a hub for learning about gardening and a socialising place for families. This can help the area become more resilient in the climate emergency, whilst fitting into the vision of the Granville and Carlton as a space where adults can learn new skills.

After collecting feedbacks from residents and users of the Granville and Carlton buildings, the UCL team identified similarities and discrepancies between what emerged during the co-design engagement process
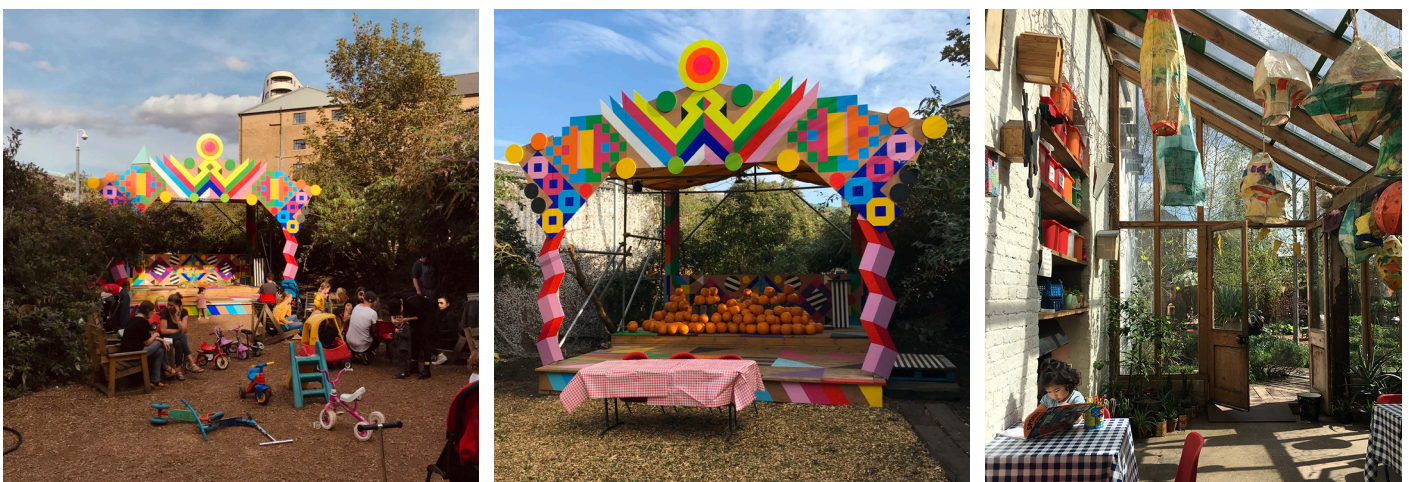

Figure 5.5 Reference images: the outdoor stage and the activities shelter at Dalton Curve Garden
Source: Irene Manzini Ceinar, October 2019

and the regeneration proposal. Overall, the design proposal of Adam Khan Architects for the outdoor space is diverse and includes different spaces for different purposes. What is missing is mainly an outdoor area for workspace stations and a shelter space and potential space for community gardening – all things that have been recognised as priorities by participants of the co-design workshop.

Participants in the co-design process identified space for socialising and communal space for events and workshops as high priorities. This need can be translated into a paved area with movable furniture for socialising and family activities, and a core community garden that can be flexible enough to host different activities.

Taking inspiration from The Dalton Curve Garden[109] in East London, the community garden can host a small stage[110] for community events and outdoor performances that can be accessible every day for kids to play and discover. Also, a medium priority emerged is the need for a shelter space used as storage for gardening tools as well as a winter space for the creative classes.

Moreover, this is the opportunity for local artists to step in and get known, collaborating for the construction of the small stage, and movable furniture, while step in for the creative activities hosted in the shelter.

GREEN / OUTDOOR SPACE:

- Learning about organic food
- Family activities
- Communal space for events
- Space for socialising

- Outdoor workspaces
- Sheltered space
- Dedicating bee houses

- Individual allotments
- Community allotments to produce food for sale

- Playground on the green communal space

HIGH PRIORITY — MEDIUM PRIORITY — LOW PRIORITY — UNDESIRABLE

Figure 5.6 The diagram shows the main priorities highlighted by participants during the workshops' activities (see section 4.3 of this Report).

109   https://www.dezeen.com/2020/09/20/dalston-curve-garden-hackney-video-open-house-london/

110   The local artist Morag Myerscough built the Curve Garden Stage with the help of local people during a community workshop https://www.dezeen.com/tag/morag-myerscough/

The current situation of the outdoor spaces consists of:

- Access and small garden in front of the Carlton Entrance
- Entrance Courtyard to the Nursery
- Nursery Playground
- Access to the Children's Centre and to the Granville.
- Stepped accesses to the Granville and steep slopes to its lower ground floor.
- Community garden with area for community growing.
- Community outdoor spaces approx. 1,120 m2 (incl. Garden, steep slopes, access to Granville lower and upper grounds)
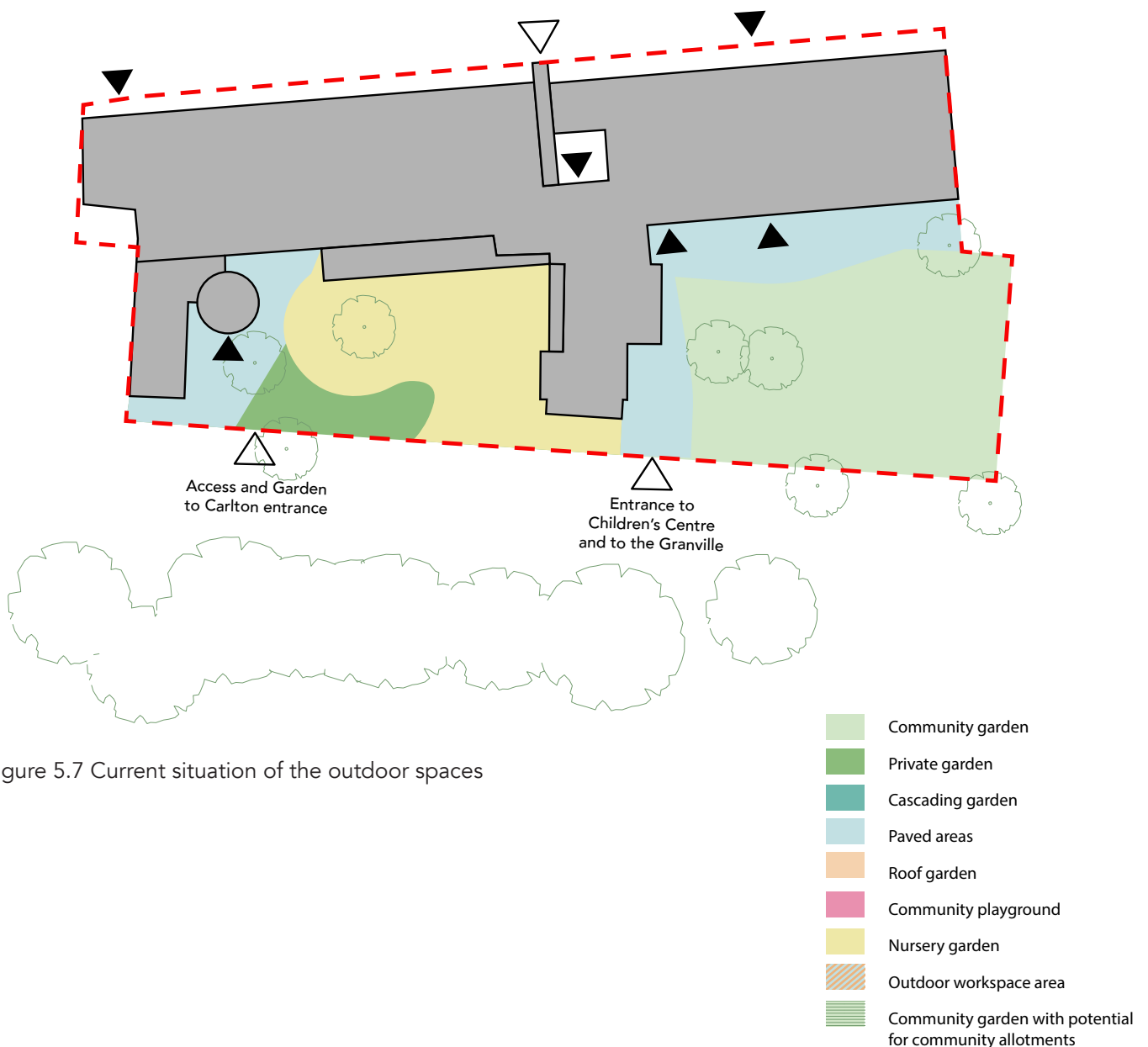- Total outdoor areas approx. 1,920 m2

Access and Garden
to Carlton entrance

Entrance to
Children's Centre
and to the Granville

Figure 5.7 Current situation of the outdoor spaces

Community garden

Private garden

Cascading garden

Paved areas

Roof garden

Community playground

Nursery garden

Outdoor workspace area

Community garden with potential
for community allotments

The proposed design of the outdoor spaces by Adam Khan Architects for Brent Council consists of:

- Nursery Playground
- Central Courtyard
- Cascading Garden with gentle slope to the lower ground floor of the Granville
- Community garden
- Community roof terrace above the new Community Hall with community growing
- Residential communal terraces on the third and fourth floors of two new buildings.
- Community outdoor spaces approx. 1,245 m2 (incl. Gardens, Courtyard, Children's Centre playground and community growing roof garden)
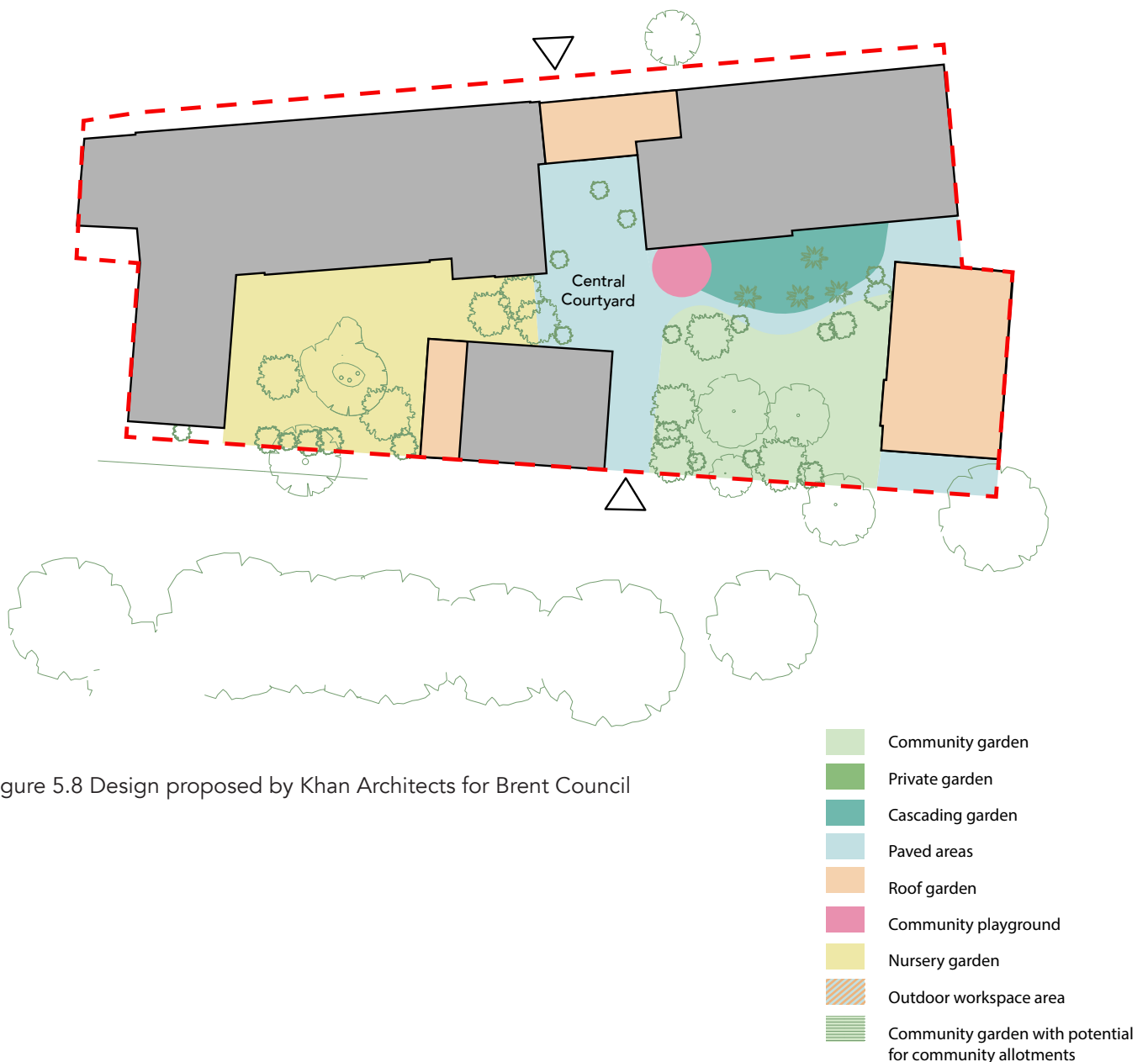- Total outdoor areas incl. usable terraces approx. 1,922m2

Figure 5.8 Design proposed by Khan Architects for Brent Council

Community garden
Private garden
Cascading garden
Paved areas
Roof garden
Community playground
Nursery garden
Outdoor workspace area
Community garden with potential for community allotments

5.3 PHYSICAL INFRASTRUCTURE

During both Workshop 1 and 2 participants identified type of different spaces and their degree of flexibility in terms of uses, dividing them into i) Single use spaces; ii) Flexible spaces; iii) Multiple set use spaces. The degree of flexibility of each space link to the concept of 'Multi-space' (Pélegrin-Genel, 2016) usually conceived and designed cooperatively to meet the users' needs, using movable furnishings that foster movements and allow everyone to choose their work environment depending on the activity at hand.

SINGLE USE SPACES: Spaces that can be considered/allocated to a single use activity

FLEXIBLE SPACES: Spaces that can be considered flexible enough to be used temporary for different uses – and with different arrangements.

MULTIPLE SET USE SPACES: Spaces that can be adapted to host multiple and diverse uses – with different arrangements – at the same time.

Participants identified the following spaces for each category of uses:

SINGLE USE SPACE:	FLEXIBLE SPACE:	MULTIPLE SET USES:
• Workspaces	• Main hall for big events	• Low-cost rooms for activities
• Kitchen	• Classrooms	• Community garden
• Safe spaces for children	• Garden for outdoor activities	• Community room
• Community allotments	• Community café	

The comparison the existing situation and the scheme propose by Brent Council shows a mix in terms of uses flexibility – with most of flexible uses spaces located in Carlton building – in the former, while there is a predominance of single use spaces in the latter, where Carlton building has been turned into mainly office spaces.

Based on participants' preferences, this report proposes some recommendations based on the data collected, which can be considered to propose modifications on the physical infrastructure and the equipment of spaces proposed in Brent's regeneration scheme:

a. General recommendations

During both workshops and interviews, participants arise concerns about having too structured and defined spaces without the possibility of modifying the spatial layout based on different activities happening. However, they agree on the fact that lively activities that involve laughter and loud noises (especially by children) can conflict with other uses such as workspaces. Therefore, the spatial layout should consider different needs and expectations for the space, allowing a certain mix of uses and degree of flexibility. For example, the Carlton is a large building so there is the possibility of the two uses coexisting if they are kept to different floors. For instance, lower floors could be used for loud activities involving children whereas upper floors could house workspaces.

b. Community spaces

In August 2021, the Mayor of London, Sadiq Khan, said: "*Community spaces provide much-needed support and assistance to Londoners, and have been lifelines to so many throughout the pandemic*"[111] related to the announcement of the second phase of the Mayor's Community Spaces at Risk Fund. Therefore, the provision of community spaces is fundamental to support people emotionally and socially, especially in pandemic times.

Despite the addition of some community spaces in two of the new buildings, analysing at the scheme of Granville and Carlton building it emerged that the whole Carlton building has been allocated for single use spaces: nursery at the ground floor and office spaces at the upper floors. Also, the Granville building is predominately allocated to single use spaces: health and creche space at the ground level, and office spaces at the ground and first floor.

However, all those activities – nursery, office, health and creche space – meant to serve the local community but are not proper community spaces "*for the purpose of serving a community by providing facilities for the development of the recreational, cultural and personal welfare of members of that community; and a meeting place for voluntary organisations or other groups in the community which need accommodation*"[112].

Therefore, the spatial layout should consider a better integration of community spaces within the internal distribution of the Granville and Carlton buildings. Again, the Carlton is a large building so there is the possibility to better balance the amount of office spaces with community spaces for different needs. This could be the opportunity of re-thinking the spatial distribution including more strategic layout for a diverse range of activities, such as arts and crafts workshop spaces.

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111   https://www.london.gov.uk/press-releases/mayoral/mayor-extends-support-to-at-risk-community-venues

112   The Cultural Infrastructure Map, Mayor of London – https://apps.london.gov.uk/cim/index.html#modal

5.4 GOVERNANCE

A sense of community ownership is important to ensure that the Granville and Carlton buildings are well-used by the local community and that people feel that they can participate. Involving communities in the governance and management of community spaces and facilities can increase active participation and boost social inclusion[113].

However, community-run spaces can also lead into conflict and create divisions within communities[114]. As discussed in the Mayor's report on Connective Social Infrastructure, to avoid these problems, it is important to have guidance, support and capacity buildings from local authorities as well as from other organisations such as the South Kilburn Trust[115]. The Mayor of London's Culture and Community Spaces at Risk also provides capacity building as well as other forms of support for spaces like the Granville and Carlton. In fact, Granville Community Kitchen already has got some support from them and this relationship with this unit could be further developed.

Management

During Workshop 2, users and residents identified some key findings related on how, from their experience, the Granville and Carlton buildings should be managed in future. Firstly, there is a common belief that the New Deal for Communities' money given to South Kilburn Trust is used for the Trust itself rather than the buildings. This is in line with what emerged during interviews, where participants agreed that South Kilburn Trust is funding activities, but could do more work on organising this activities, publicizing them or reaching people and involving the community widely. In fact, another key finding is that the community widely should be included – people who live, work and study in the wider community/area.

Thirdly, the main goal that participants want to achieve in terms of management is transparency. Participants mentioned having a1 voice 1 vote system, instead of just one resident representing all residents.

Fourthly, participants would like a more bottom-up system, where they have the power to propose their own activities and events, not only voting on proposals. This link with the idea of community-led governance that emerged during the interviews – '*Every tenant should have a stake in the management of the building*' (P-E) – rising the option of creating a dedicated group of in-house people to manage the centre. To make the wider community included in the decision-making process, participants highlighted the option of having a community forum that discusses what activities should take place in the Granville and Carlton.

However, it was noted that there is a difference between managing activities and managing a building and its utilities – most people do not know how to manage buildings, but this can be addressed by capacity building and employability in the community through the buildings.

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113   Connected Social Infrastructure Report, 2020 https://www.london.gov.uk/sites/default/files/connective_social_infrastructure_0_0.pdf

114   Connected Social Infrastructure Report, 2020 https://www.london.gov.uk/sites/default/files/connective_social_infrastructure_0_0.pdf

115   Connected Social Infrastructure Report, 2020 https://www.london.gov.uk/sites/default/files/connective_social_infrastructure_0_0.pdf

Funding

During Workshop 2, participants analyse different examples of funding sources, and identify pros and cons for each one.

- **Establishing a Trading Arm** is an option that participants consider not useful, saying that '*the building can pay for itself if managed properly*'. Some participants said that a market could exist to occasionally create funding – this could be a small Christmas market showcasing local artists, or a small daily market as well as a special occasion market. However, it was noted that as soon as you think about selling things, you have to think about how you are going to get footfall there.

- **Partnering with companies for Corporate Social Responsibility (CSR)** was already done at Granville with B Corp. However, there is a need to think more long-term, while this is a "full on" activity that is short-term. The main question here should be: "How do we build solidarity between groups in the community long term?" The one-off charity is not the answer.

- Potential for a **Friends of Scheme** is noted, however during Workshop 2 there was a high opposition to this by one participant, stating that they have had some of their worst experiences with Friends of schemes in the past. The participant mentioned that Schemes can be exclusive or discriminatory, not open to any new ideas as can have overblown sense of ownership. However, Friends of scheme can still be useful as a way of getting people involved and in getting a lot of people's help.

- Case of **partnering with local authorities** has been the most discussed option, there was a sense of distrust in the local authority among participants. They also had reservations about carrying out free labour without being paid. This is in line with the information emerged during the interviews, where participants mentioned that not enough efforts have been made to get to know the community and its needs.

Summary

Based on the findings from Workshop 2, as well as the information collected during the interviews, some key recommendations emerged:

- In general, it is important to have a mixed management model to be more resilient to issues like the pandemic. Also, in terms of layout spaces should be flexible so that they can survive lock-down or other crisis, for instance, hiring out to the NHS to provide health services, etc.

- Looking at the case of the Westway Trust as a reference, participants thought that this could inspire the South Kilburn Trust in two aspects:
    - More than 50% of management board should be residents
    - Decrease the involvement/representation of the council

- In terms of funding, the main asset is the space, so renting it (i.e. temporary rent out some spaces to small businesses and entrepreneurs) should be a great part of the income. This is also useful to subsidize other activities, such as the food bank. However, this needs to be combined with other sources of income, such as the Friends of Scheme, companies' CSR or others to ensure resilience in crisis like the pandemic, when renting spaces a commercial rate is not an option.

RECOMMENDATIONS

1. **No net loss of community space:** In line with the paragraph 5.1.5 of the London Plan 2021, ensure that there is no net loss of community spaces, which constitute an essential social infrastructure as this project has found. The counting of square metres of community spaces should include both the existing community spaces in The Granville, and the spaces that were used as community spaces for three years in the Carlton. This would be a total of 1288.04 sqm in contrast to the 308.4 sqm proposed in the regeneration scheme.

2. **Creative, productive and well-equipped workspaces:** Given the needs of the area, the workspaces provided should seek for alternatives to the model of entrepreneur-led workspaces. Instead, they should be community-based creative spaces that enable collaboration as well as cultural and artistic production, with open access to equipment, such as makerspaces, diverse facilities and tools for arts and crafts such as pottery, and which foster an environment of collaboration and knowledge-sharing.

3. **Address potential conflict between different uses within the site:** The co-presence of housing, workspaces and community facilities can lead to potential conflicts because they have different levels of noise. It is important to address this potential conflict to ensure that community activities are not threatened by the presence of housing. Take the different levels of noise into account when making decisions on how different spaces are used. For example, workspaces that require quietness might conflict with activities such as social gatherings that have a high level of noise.

4. **A welcoming space for socialisation:** the buildings should include a welcoming space with a café for people to gather.

5. **Provide a diversity of types of community spaces,** with different size, atmosphere, facilities and equipment, which can enable a great diversity of activities.

6. **Provide spaces for mutual emotional support**, such as discussion groups on topics that concern local communities, as well as professional mental health support.

7. **Provide activities for young people,** which lead to creating more opportunities for them. Also, services where they can share their worries and their experience. This will have an impact on the safety of the area.

8. **Flexible and equipped open green space**, which provides a place for exercise classes, events and markets. Provide facilities in the outdoor space, such as shelter or movable structures, that can provide spaces for developing a diversity of activities outside.

9. **Local food production and gardening:** Enable the expansion of food and community gardening initiatives taking place at The Granville. Prioritise green spaces at the ground level, which are accessible for everyone, instead of rooftops. Discuss with existing local organisations the green space needs for this.

10. **Inclusive process for decision making:** Engage with different interest groups, youth groups, as well as communities of different cultures and backgrounds, to co-create a vision for the future of the buildings (this can apply to future activities, services and management of the buildings). Include these groups in decision making.

11. **Involve the community in the management of the buildings:** Create a community forum that works on the activities, services, and uses of the buildings. Open the management and functioning of the buildings to a community-led approach.

12. **Resilient funding model:** The funding model for the buildings should be based mainly on cross-subsidy of activities by establishing different levels of rent of space. From free or very low-rate fees for community activities, to higher rates for private celebrations, businesses or commercial activities, which can generate income to subsidise community-based activities. However, this funding model, which heavily relies on rent, needs to be combined with other sources of income, such as the Friends of Scheme, partnership with companies for their CSR or others to ensure resilience in crises like the pandemic, when renting spaces a commercial rate is not an option.