



Meanwhile, In Wembley

A HANDBOOK FOR OCCUPANTS
BY MEANWHILE SPACE CIC



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INTRODUCTION

You have a good idea. You want to see if your idea can work but you need a low cost and low risk space to try it out. It could become a reality. This handbook is designed for you to try and help you to make it happen.

In 2012, Meanwhile Space secured the use of an empty shop on the Wembley Triangle to host a project called the Coming Soon Club. The purpose of the Coming Soon Club was to start to build a local 'meanwhile culture' in Wembley, to build intrigue and capacity and to motivate people to develop ideas for projects, activities and enterprise in Wembley.

This handbook has been developed as part of the Coming Soon Club project to bring together useful information to help you develop your own project. There is no magic formula to this, but the handbook outlines the process to delivery in Wembley and some of the bureaucracies involved.

This document accompanies an internal guide to support Brent Council officers delivering meanwhile use and combines to deliver a pioneering approach to outline strategically and over a period of time how people can use vacant space to create opportunities for economic and social gain.

The information included in this handbook has been gathered between February and June 2012, through a series of collaborative exploratory workshops and a visible physical community engagement presence in a formerly vacant shop where events, activities and project ideas were trialled. This process was led by Meanwhile Space and others with expertise and experience of delivering meanwhile activity, from the perspective of the built form, community enterprise, local authority and occupants.

There are a number of successful meanwhile projects underway in Brent already, including the successful South Kilburn Studios and New Windows on Willesden Green (see [Section 7](#) for case studies). Wembley builds on efforts in South Kilburn and Willesden to identify Brent as a place where activities, social enterprises and community businesses make use of vacant units and increase levels of self-employment. The goal is to showcase and foster local creative talent to promote cultural vibrancy through harnessing the opportunities vacant space present.

This handbook is replicable in other areas and can be adapted as information comes to light, circumstances change and different people contribute to it.

Shops – Ideas that are predominantly involving the sale of goods, such as furniture and clothing.

Eateries – Ideas that are focused on the sale of hot food such as restaurants or takeaways.

Arts venues – Ideas that focusing on providing space for other to occupy such as performance spaces and art galleries.

Community – Ideas primarily aimed at providing services such as youth clubs, care centres and life training.

Services – Ideas that involve a service such as dress making, bike repairs and party planning

Bars and cafes – Ideas that create a cafe or bar environment where people are encouraged to socialise and spend time in.

Training – Event based ideas focusing on programs of teaching or training including CV skills.

'Meanwhile use' is the temporary use of vacant buildings or land for social or economic gain until they can be brought back into commercial use again. It makes practical use of the 'pauses' in property processes, giving the space over to uses that can contribute to quality of life and better places whilst the search for a commercial use is ongoing or until the space is redeveloped.

From 'pop-up shops' on struggling high streets to community organising space in back-offices through to growing space on becalmed building sites, it is clear that meanwhile use represents a very flexible response to short-term opportunities.

The Coming Soon Club

To build intrigue, capacity and engage with the public, Meanwhile Space set up the Coming Soon Club at 5-7 Wembley Hill Road to motivate people to develop ideas for projects, activities and enterprise in Wembley.

Located in the former HSS tool hire shop, on a meanwhile (rent free) basis for the remainder of the lapsed lease, the Coming Soon Club is a visible presence to talk to people and help build a meanwhile culture in Wembley – to support people in Wembley find out how to start their own meanwhile projects in the area and acting as a base to gather the information for this handbook.

Club members join for free at in return for submitting their idea for using empty space and in return receive support and mentoring for their project, use of the Club headquarters for meetings, events and to trial their project for free. *Join up at:*

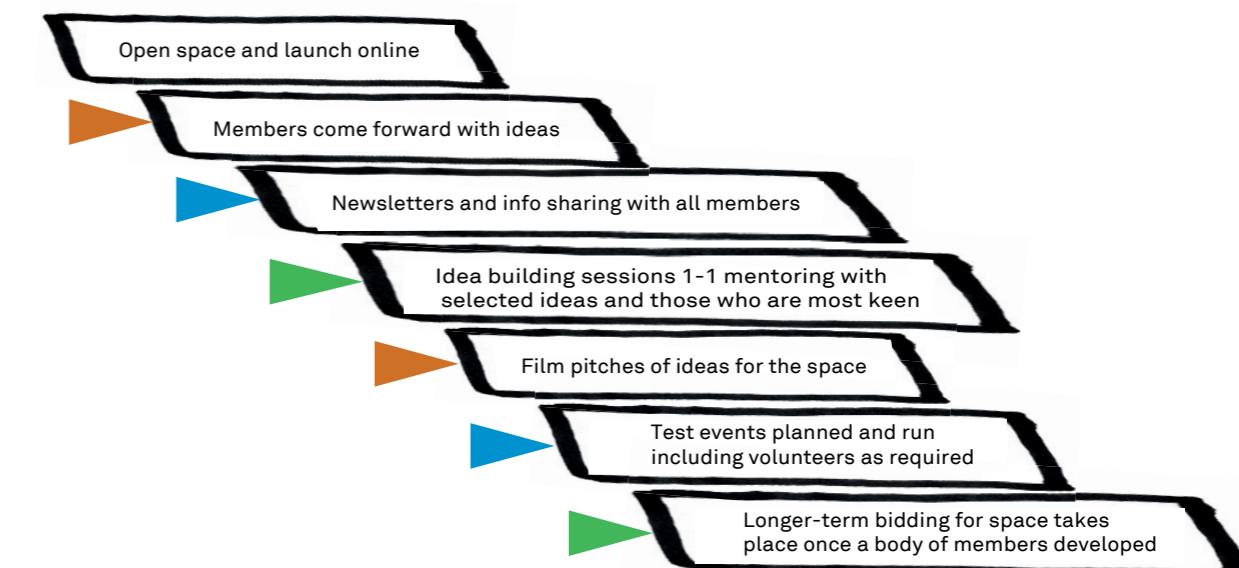
www.comingsoonclub.co.uk.

As of June 2012, there are over 110 members of the Club, and this is ever growing. As well as enabling engagement with the local community the Club provides useful data to understand the types of activities that people are interested in doing in the area. 88 ideas have been collected so far, grouped into seven categories as outlined below:

What is Meanwhile?

'MEANWHILE USE'
IS THE TEMPORARY USE
OF VACANT BUILDINGS
OR LAND FOR SOCIAL
OR ECONOMIC GAIN
UNTIL SUCH A TIME
THAT THEY CAN BE
BROUGHT BACK INTO
COMMERCIAL USE
AGAIN.'

It took about 6 weeks to set up the Coming Soon Club. The cycle outlined below can be replicated again and again. Once you reach stage 7 the cut off for the next round of the cycle begins.



Meanwhile in Wembley

There are meanwhile and pop up projects happening all over the place. In times of economic down turn, there tends to be an increase in vacant shops and offices – and this is happening in Wembley, particularly in and around the Triangle area of Wembley High Road, Harrow Road and Wembley Hill Road, where there are a number of vacant shop units and vacant office blocks.

The nature of Wembley and the long-term regeneration proposals from Quintain for the Wembley City area also present larger and potentially long term opportunities. These may be on the vacant land that is yet to be built on or new build space secured within buildings not yet built. This emptiness is a great opportunity. People like you could use some of this space to start a project or a business and try it out for relatively low cost and low risk.

Usually, it costs lots of money to access space. In times of high demand for space, there is a shortage of supply and rents increase. But empty property costs landlords money and if it is likely to sit empty for a long time, it becomes an incentive for landlords to allow someone to use it, even if they cannot pay rent. When the Coming Soon Club was set up, there were a number of options of spaces to use because landlords were keen to see a meanwhile use covering business rates, utilities and insurance but on a rent free basis.

One of the main savings meanwhile projects can give to landlords is business rates – even if a property is empty, the landlord has to pay these. If you occupy the unit, it is on the basis that you are taking this liability away from the landlord, so you need to be sure that you can meet the rates, or agree business rates relief with Brent Council (see [Section 5](#)).

Brent is leading the way as the meanwhile borough. It wants to make it easier for people to use vacant space for meanwhile uses that improve the area for local people and create opportunities for business ideas from new uses.

The greatest benefits of meanwhile use are fully realized where there are true partnerships and willingness developed between the landlords, public sector, general public and occupants.

Vision

Empty spaces in Wembley will be used to deliver economic and cultural development alongside the large-scale urban regeneration.

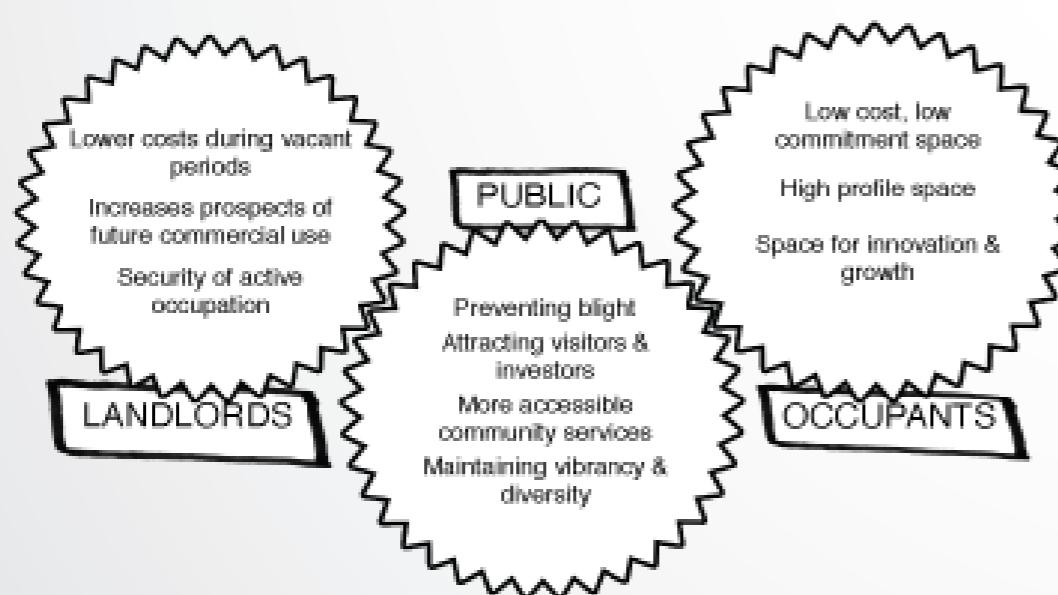
Spaces will provide opportunities for local people to work, start businesses, deliver and receive training, employ people and enjoy themselves.

A 'meanwhile culture' will be fostered that will connect people who want to make projects happen with spaces to try them with support to navigate through the process.

EMPTY SPACES WILL PROVIDE OPPORTUNITIES FOR LOCAL PEOPLE TO START BUSINESSES, DELIVER AND RECEIVE TRAINING, EMPLOY PEOPLE AND ENJOY THEMSELVES

Both visible and desk based space is equally important to increase the potential for people to develop ideas into more sustainable projects or enterprises. There is no defined starting or ending point for projects and ideas, this is more of a journey. People could walk into dedicated start-up business space, but you need to already have a business you want to set up.

Test space, in the form of incubation or meanwhile space is important because people who walk in are curious and may have some ideas about what they'd like to do but need to try it out first before they get to the point where more formal space is required.

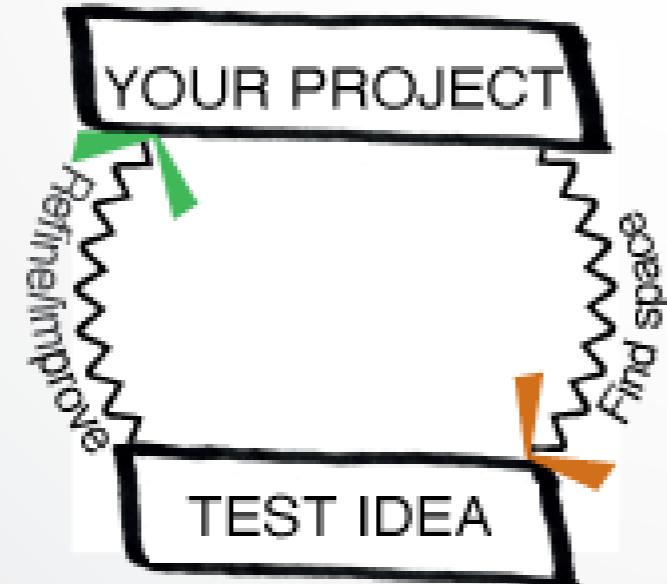


HOW TO

03

Developing Your Idea

There is no magic formula to securing space on a meanwhile basis. There is a different back story to every property and you will find this out with some digging around. As with any project or any business, getting something going is hard work but also very rewarding. Having said that, it's never been easier to secure vacant premises on a temporary basis – remember, it costs landlords money to leave their property sitting idle.



The Coming Soon Club and officers from the council can help you overcome obstacles but ultimately it's up to you. This handbook will hopefully help you navigate your way through the process towards securing a space for your idea. You may already have an idea that you want to try out in a space and it is likely that you will continue to refine and modify this over time.

TIP

It's important to think about the viability and sustainability of your idea – Who will use the space? Will it generate an income? What will revenues be spent on? How will you pay the bills for utilities? How many hours a day and days a week will you be open? What will happen if the landlord serves you notice?

Having answers to these questions can help with securing a space and keeping the project going when you are in. You should keep in mind that you may need to work through planning and health, safety and licensing issues with the council – information on these services are found in [Section 5](#).

TIP

Remember, when talking to landlords, they are interested in how you will relieve them of costs and liabilities and potentially help them find a paying tenant in the future. Outline how you will save them money and/or how you will improve their premises.

See [Section 8](#) for templates.

Finding a Space

There are lots of vacant spaces out there. On the face of it, a particular space might appear to be perfect for you but for one reason or another may not be suitable, so keep a number of options in mind. Make sure you can get inside to have a look around and check for obvious physical problems. The chances are there will be one or two problems with the space, so you should ask yourself whether you can live with

it or even if you can fix it. Former restaurants can be useful if your project is food based – but their kitchens can often be filthy and a lot of work to sort out. Once again, think about planning and health, safety and licensing issues. It's worth contacting the regeneration team in Brent Council about spaces you have in mind to understand what you may have to get permission for. Contact details are in [Section 4](#).

Remember to check the rateable value of the property to work out if you can afford to occupy the space. Read more about business rates in [Section 5](#).

For one reason or another, a landlord may not be interested in letting you use the space. Don't worry, leave the offer on the table and they may come back to you when they have worked out that you can save them money – sometimes you have to play the long game. Remember, the landlord is interested in how you will save them money, not necessarily how good for the community it is.

TIP

Estate agents can be difficult to convince as it's not in their interest to help you as they won't receive any commission. Try to find contact details for the landlord or the property manager.

THE STATUS
OF PROPERTY CAN
CHANGE VERY
QUICKLY, SO WE
NEED YOUR HELP
TO KEEP THIS
A USABLE
DOCUMENT

CREATING SPACE

04

The following spaces and information were correct as of June 2012 and give an idea of the kind of spaces, sizes, and locations that may be open to a meanwhile use.

A google map of spaces (available at <http://goo.gl/maps/cD>) and spreadsheet of details for properties is publicly available for people to use alongside this handbook, and can be updated by you and others as new information comes to light. The status of property can change very quickly, so we need your help to keep this a usable document.

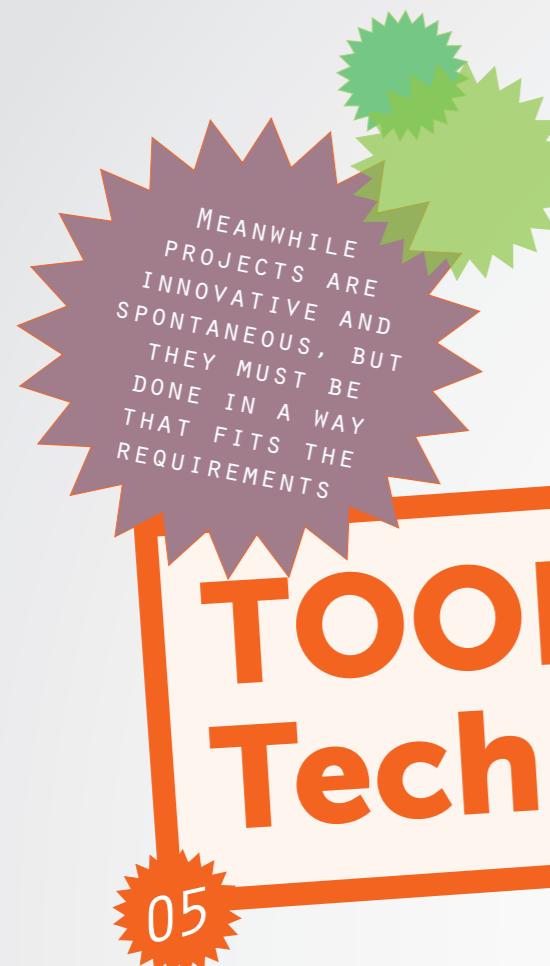
If you know of, or come across, any landlords who may be interested in making their space available on a meanwhile basis, please add them to the database or ask them to get in touch with the Coming Soon Club on info@comingsoonclub.co.uk for more information on the process.

The scale of the development in Wembley City means that Quintain owns large amounts of property and land in the Wembley area, and the status of these spaces will be changing rapidly over time and may be subject to planning negotiations. Contact the Regeneration team on meanwhile@brent.gov.uk with questions regarding any specific properties.

| | | | |
|---|---|---|--|
|  | 399 WEMBLEY HIGH ROAD, HA9 7AB CONCESSION SPACE WITHIN POST OFFICE ASK IN THE SHOP FOR INFORMATION. 1 INFO |  | 327 HARROW ROAD, HA9 6BA SHOP & PREMISES: 65M2 OWNER: BHARATKUMAR SHAMJI LAKHANI, 30 ROSSLYN CRESCENT, HA9 7NZ. ENTIRE BUILDING APPEARS VACANT 11 INFO |
|  | 428-430 HIGH ROAD, HA9 6AH SHOP AND PREMISES: 62M2 & 84M2 OWNER: KIMWOOD INVESTMENTS LTD, WINDMILL LANE, ARKLEY, HERTS. 2 INFO |  | 324 HARROW ROAD, HA9 6LL (GREYHOUND) PUBLIC HOUSE & PREMISES OWNER: BLUE STAR PUB LTD, 2-4 BROADWAY PARK, SOUTH GYLE BROAD- WAY, EDINBURGH EH12 9JZ. UNDERGOING RENOVATION. 12 INFO |
|  | 1 WEMBLEY HILL ROAD, HA9 8AF (TINCOS) SHOP & PREMISES: 54M2 AGENT: ANDREW TYNAN, ATC COMMERCIAL 020 8422 4486, PROPERTY@ATCOMMERCIAL.CO.UK OWNER: MR MOHAN, 07711 3 INFO |  | 8-9 NEEDL PARADE, HA9 6QU RESTAURANT & PREMISES: 173M2 AGENT: ROBERT NEMEC, RANSON, 020 7538 4057 ROBERT.NEMEC@RANSON.CO.UK. OWNER: SUBODHKUMAR MALHOTRA, 8 NEEDL PARADE, HA9 6QU. BOARD STATES 2,000 SQ FT, A3 USE. OWNER LIVES ON SITE 13 INFO |
|  | 5-7 WEMBLEY HILL ROAD, HA9 8AF SHOP & PREMISES: 389M2 SOLICITORS OVERSEEING LEASE: ALEX BROWN, ALEX.BROWN@IRWINMITCHELL.COM THE COMING SOON CLUB HEAD QUARTERS 4 INFO |  | TRIANGLE LAND, WEMBLEY HILL ROAD SPEAK TO REGENERATION TEAM AT BRENT ON MEANWHILE@BRENT.GOV.UK OWNED BY GLA. DUE TO BE TRANSFERRED TO QUINTAIN. KNOWN TO BE OPEN TO USE SUBJECT TO AGREEMENTS. 14 INFO |
|  | 19 WEMBLEY HILL ROAD, HA9 8AF SHOP & PREMISES: 84M2 AGENT: ADRIAN WIMBLETON, ASPECT SURVEYORS, 020 8446 4808, A.WIMBLETON@ASPECTSURVEYORSLIMITED.COM 5 INFO |  | LARGE SITE, S WAY SPEAK TO REGENERATION TEAM AT BRENT ON MEANWHILE@BRENT.GOV.UK OWNED BY GLA. DUE TO BE TRANSFERRED TO QUINTAIN. KNOWN TO BE CONTAMINATED WITH JAPANESE KNOTWEED. 15 INFO |
|  | 25 WEMBLEY HILL ROAD, HA9 8AS SHOP & PREMISES: 34M2 AGENT: DAVID CONWAY 020 8422 5222 & MR PARMA, UNITED PROPERTY SERVICES, 020 8664 6636, UNITEDESTATES@AOL.COM 6 INFO |  | RED BUILDING, S WAY SPEAK TO REGENERATION TEAM AT BRENT ON MEANWHILE@BRENT.GOV.UK OWNED BY QUINTAIN. REQUIRES SIGNIFICANT RENOVATION (C£200K) 16 INFO |
|  | COTTRILL HOUSE, 53-63 WEMBLEY HILL RD, HA9 8BU. SHOWROOM & PREMISES: 289M2 MANAGER: JAMES MORRIS, MEGHRAJ PROPERTIES, 020 7317 1407, JM@ MEGHRAJ.CO.UK. REQUIRES RENOVATION. 7 INFO |  | YORK HOUSE, WEMBLEY HILL ROAD OFFICES. SPEAK TO REGENERATION TEAM AT BRENT ON MEANWHILE@BRENT. GOV.UK. OWNED BY QUINTAIN. SPACES AVAILABLE FOR TEMPORARY USE. 17 INFO |
|  | LANMORE HOUSE, 386-390 HIGH ROAD, HA9 6AR OFFICES & PREMISES: 1636M2 & 121M2 AGENT: MICHAEL RICHMAN PROPERTY SERVICES 020 7439 0661 OWNER: LONDON & QUADRANT HOUSING TRUST, 0844 406 9000 8 INFO |  | THE POD, ENGINEERS WAY, HA9 0EG SHOP & PREMISES. SPEAK TO REGEN- ERATION TEAM AT BRENT ON MEANWHILE@ BRENT.GOV.UK. OWNED BY QUINTAIN. AVAILABLE FOR USE SUBJECT TO PLANNING NEGOTIATIONS AND FIT OUT 18 INFO |
|  | 326 HIGH ROAD, HA9 6AZ (LA CIGALE) SHOP & PREMISES: 65M2 OWNER WALEED LIVES AT PROPERTY: 07710 762541 9 INFO |  | RETAIL UNIT 1, ENGINEERS WAY, HA9 0EG RETAIL PARK PREMISES. SPEAK TO REGENERATION TEAM AT BRENT ON MEANWHILE@BRENT.GOV.UK OWNED BY QUINTAIN. SHORT TERM POTENTIAL. RENOVATIONS 19 INFO |
|  | 331 HARROW ROAD, HA9 6BA HAIRDRESSING SALON: 57M2 OWNER: MOUNTSTEWART HOLDINGS LTD, 6 EBRINGTON ROAD, KENTON, MIDDX. SIGN ON DOOR DIRECTS TO IRMA'S SALON AT 29 WEMBLEY HILL RD 10 INFO |  | RETAIL UNIT 2, ENGINEERS WAY, HA9 0EG RETAIL PARK PREMISES. SPEAK TO REGENERATION TEAM AT BRENT ON MEANWHILE@BRENT.GOV.UK OWNED BY QUINTAIN. SHORT TERM POTENTIAL. TENANT ACQUIRED 20 INFO |

PROPERTY LIST CORRECT AS OF JUNE 2012. FOR FURTHER DETAILS AND UPDATES VISIT WWW.BRENT.GOV.UK/MEANWHILE





TOOLS & Technicalities

05

It is important to understand that activating space on a meanwhile basis can be a complicated process, sometimes laden with obstacles. Meanwhile projects are innovative and spontaneous, but they must be done in a way that fits the requirements.

The resources page at the end of this handbook has links to useful documents to explain and support technicalities relating to meanwhile activity, such as leases, forms and guides, that have been obstacles to projects elsewhere. Some points for specific consideration are:

The Local Authority

The Local Authority is bound by bureaucratic processes so will not always make the best leaders of meanwhile activity, which needs to be lightfooted and flexible. However, they should always be involved

to help with technical procedures. Agreeing a process for assessing meanwhile activity will help avoid decisions being made that delay activity.

TIP
Flexibility is essential for all parties: there will be unexpected events! Don't be put off at the first hurdle, someone else has probably overcome it before, so ask for help.

Brent Council is keen to promote economic development through using empty space. This can be through jobs and training, volunteering opportunities, start up enterprise or other opportunities.

What is expected from Meanwhile Uses:

- a commitment to the borough; a desire to stay here
- providing local benefits is essential – jobs, volunteering, cheap workspace etc
- employ locally where possible & use Brent's in2work jobs brokerage service
- supply-side opportunities for local businesses & use Supply Brent service
- create opportunities for those on low incomes
- engage with the local community, find out who they are
- provide and measure community contributions
- consider and plan for necessary costs (e.g. licensing)
- an appreciation of necessary due processes and timescales for permits
- engage as early as possible with planning and licensing – to help assess what needs to be done, key issues, likely costs, safety etc
- bring ideas, innovation, excitement and activity

The council has a single point of contact for meanwhile use, who will be able to help direct you towards the right departments depending on the information you need (ie planning, business rates, licensing) and will be able to explain what the key processes you need to consider are, how long the decisions may take and if there are any limitations or expectations from the council's perspective. Visit www.brent.gov.uk/meanwhile or email meanwhile@brent.gov.uk in the first instance (live from August 2012).

Negotiating Space

If you can find the name of a landlord, often from neighbouring properties, Land Registry or an agent, it is worth pulling together a 2-page proposal for

using the space. Keep it as professional as possible and highlight the benefits to them (have a look at the benefits document and the template proposal documents available on the resources page). Make it easy for them to say yes – give information on your experience so far, say you can renovate it if required, draw up leases (also in *Resources*), who you will market to, how often it will be open, and who will be responsible.

Business Rates

Businesses and other occupiers of non-domestic properties (i.e. commercial premises) pay business rates (officially known as non-domestic rates) to directly contribute towards the costs of local authority services. This is the equivalent of council tax for commercial premises.

Business rates can be the main cost to occupying a building. Commercial premises have a rateable value you can see at www.voa.gov.uk/2010. Rates charged are usually around 50% of the rateable value.

Charity and registered community amateur sports clubs are entitled to 80% relief where the property is occupied by the Charity or Club and is wholly or mainly used for charitable purposes or as a Registered Community Amateur Sports Club.

The local authority has discretion to give relief to Non-Profit Making Organisations. The criteria for awarding discretionary rate relief focuses on those organisations providing a recognised valued service to the residents of Brent in line with corporate policies. Because the relief is discretionary, the council does not have to offer the relief, and may not be able to afford to depending on budgets.

How business rates are decided and what relief is granted to occupants of non-domestic space is undergoing a change process in line with new laws around the Localism Agenda and is expected to be decided in time for April 2013. You can contact the relevant team using nndr@brent.gov.uk. The council also has a web page for business rates www.brent.gov.uk/revsbens.nsf/nndr/LBB-24 where you can find out more about how this may affect your project.

Planning

Planning is the system that manages development and activity on land and premises. You need to work with the system to ensure that your idea can happen in the space you want to use. The test is whether such works would materially affect the external appearance or the approved use of the building.

Some local authorities have agreed at planning committee that where the council officers have been informed of a meanwhile use and its benefits to local people, some flexibility over planning uses is acceptable where there is significant improvement, but it is best to talk to Planning first if you are unsure. It may be best to contact meanwhile@brent.gov.uk in the first instance. Also check the Permitted Planning Use Changes and A Public Welcome documents on the resources page.

Some adverts do not need any consent; others are granted 'deemed' consent and others need 'material' consent, depending on the works planned and whether the building is listed or in a conservation area. Adverts that do not need any consent include

those that are displayed inside a building (providing they are not illuminated or within 1m of any external door or window), an advert that is incorporated into the fabric of the building (e.g. carved, but not painted), certain flags and signs that do not exceed 1.55sqm (this relates only to a single non-illuminated placard or poster and not to fascia or projecting signs). Check with the Planning team before beginning any works.

Leases

Template leases exist that were developed by central government in 2009 to produce an easy to understand agreement for meanwhile occupation of buildings. Three documents are available for use; direct landlord-tenant, or where an intermediary organisation holds the meanwhile lease, between the landlord and intermediary, and between the intermediary and occupant.

In 2010, solicitors Anthony Collins created a set of working documents to help community groups access land for growing on a temporary basis. The Meanwhile farm business license is for use for growing produce for sale, and the playing field license if for use for activities. These leases are available on the resources page.

Insurance

Public liability insurance is required to cover the risk of someone on the site injuring themselves. Buildings insurance is also necessary but is often covered by the landlord. Contents insurance will usually be covered by the participants.



Exclusion of Tenure

The Landlord and Tenant Act of 1954 says that if a business occupies a building for more than six months, it is able to claim rights to stay on the premises. In many cases in Wembley, this will be likely, so to protect the landlord against continued occupation after a Meanwhile Lease ends, participants need to sign an Exclusion of Tenure form available on the resources page.

Financing Activities & Spaces

A number of opportunities for resourcing a project of this nature exist. These require further exploration and are subject to funding constraints but are available in the [resources](#) pages.

Governance for Delivering Activity

The meanwhile activity in Willesden and Wembley has sought to enthuse and mobilise local people to represent and maintain change.

You can of course, take on meanwhile leases on an individual basis, but sometimes because of scale, ownership or budgets this is not possible. The charity Locality, experts in community enterprise, has been working to establish a legacy vehicle to continue the momentum beyond the scope of these projects and has recommended a new national charity delivered through local partnership agreements, with Brent as a founder member and exemplar. This charity will provide the mechanism to act as the intermediary landlord and hold leases.

The Meanwhile Foundation is currently going through the process of approval with Brent Council cabinet members and the charities commission. Contact the Regeneration team for updates.

PEOPLE & PARTNERSHIPS

06

Who Is Here Already?

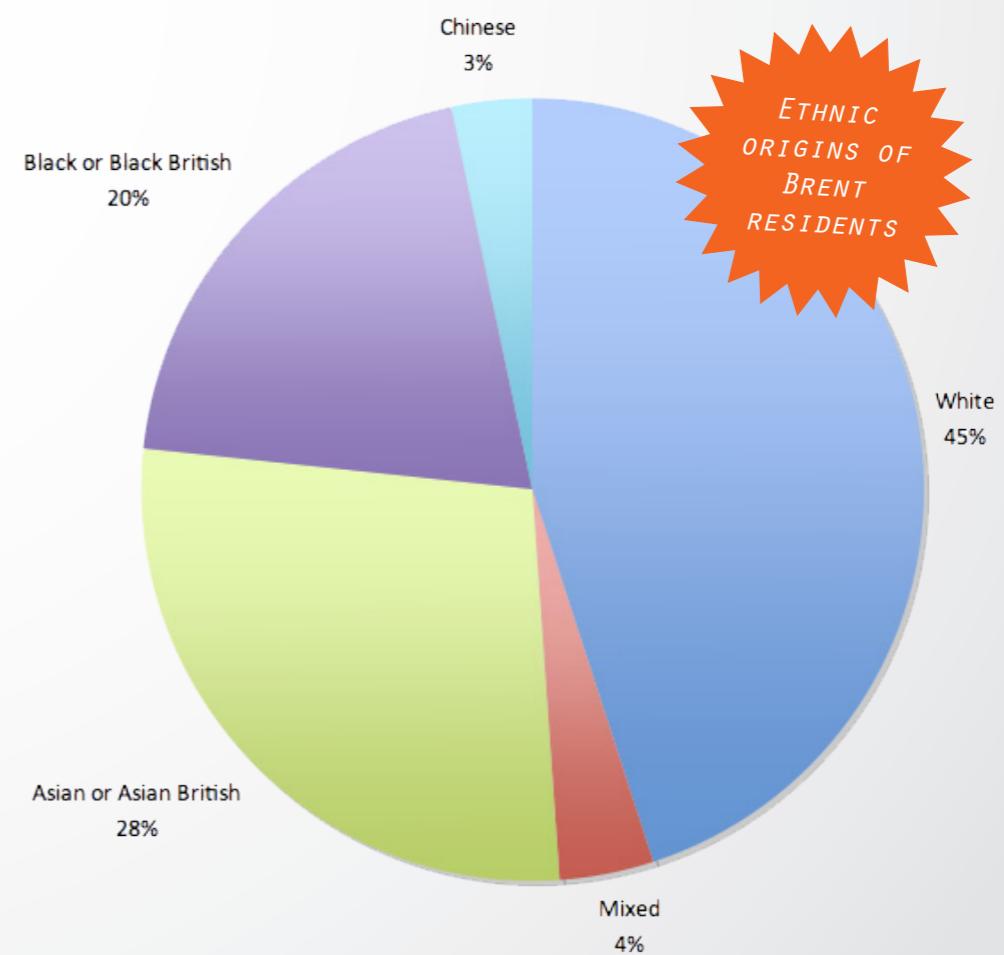
The first reference to Wembley was in the 9th century as Wemba Lea. It is an area of great sporting importance, and large infrastructure, having been built as the centre piece of the 1924 British Empire Exhibition and was originally called Empire Stadium. In 1948 the stadium hosted the Olympic Games and after renovation in 2007, will again host the Olympics with the finals of the football during July 2012.

The wider borough of Brent has a total population of 260,000, 1/3 of which are under 25. The current population of the Wembley Central and Tokington Wards is made up from a diverse and often transient population. Wembley is a rather unhealthy area, despite its sporting identity, as over 50% of adults do not take part in any kind of physical activity.

The key population data provided through the Mosaic system indicates that the key population is made up from the following groups:

- Suburban Dwellers from the more affluent Asian Community – higher than Brent average
- A diverse community of second generation settlers occupying inner city terraces – equal levels to Brent average
- A diverse community occupying social housing – slightly lower than Brent average
- Below Brent average of single people, often transient and living temporarily in the area, occupying multi occupancy properties.
- Families living in new build (post 2001) developments about Brent Average.

THE COMING SOON CLUB PROJECT HAS SHOWN STRONG ENTREPRENEURIAL SPIRIT AND DRIVE. THE 110 MEMBERS OFFER A WIDE VARIETY OF IDEAS TO BRING NEW ACTIVITY, PRODUCTS AND SERVICES TO WEMBLEY



What Will Wembley Be?

The unique situation of Wembley as a place known internationally and with a draw and identity beyond its urban fabric alone is both a positive and a negative driver in the formation and understanding of the place. The experience of the visitor to Wembley Stadium is vastly different from the local resident or office worker.

For those visiting Wembley for the first time for a large sporting event or music concert, Wembley is all about the Stadium and the Arena. It is a place for large gatherings and big events but beyond the event there is a little dwell time in other parts of the area. If you were to ask someone from outside the locality where the centre of Wembley is, it is likely that the Stadium would be highlighted.

For those who live and work in Wembley the situation is different. The shopping area around



Wembley Central Station and up towards Ealing Road are considered to be the centre.

Wider Regeneration & Meanwhile Use

The long-term regeneration of the zone surrounding the stadium causes those beyond the boundary to be in a state of waiting for its completion. The project to initiate meanwhile use into the area which led to the opening of the Coming Soon Club can be described as an Organisational change Project – alongside the major masterplanning project. This is a positive step in effecting change for both the short term as well as the long term. By identifying the weaknesses in underused property and looking at ways to bring them back into use the Council have made an aim to work towards maximising the areas potential.

Wembley City

The transformation of 85 acres by developers and landowners Quintain of former exhibitions land around Wembley Stadium and Arena is underway. The emerging retail and leisure destination will deliver people, businesses and economic growth to the heart of Wembley.

Around the Stadium, Arena and new Brent Civic Centre, the creation of buildings, retail streets, homes and public realm is bringing animation and vibrancy to Wembley City, not just on event days but every day of the year. Construction is underway and residents are moving in, and work is expected to continue for the next thirty years.

Corporate Social Responsibility

Business in the Community (BITC) have been helping to develop a Corporate Social Responsibility (CSR) programme to engage with large corporate organisations (including those in Brent), and involve them in the 'meanwhile journey.'

Introductory events were held to provide the business case for involvement and ensure beneficial outcomes for all parties. In the future, we hope to build complimentary relationships that will help provide the essential materials for refurbishing empty spaces, or creating temporary meanwhile constructions, and also ensure that these private sector companies are properly engaged in Wembley and become a genuine part of the community. Some organisations may provide in kind professional advice or services, such as legal, planning or design advice, where required.

There are currently two corporates keen to engage in the project: Quintain and Hilton. Employees from both companies will be well-placed to provide capacity building support to start-up organisations and the business benefit for them will be to raise profile in their local community, provide development

opportunities for staff and to help regenerate an area in which they operate and will have a relevancy beyond the timelines and boundaries of this project. See the partnerships contacts in the appendices for details.

Who Has Tried Things?

Ideas Development Sessions were facilitated to help 25 members of the Coming Soon Club who have ideas for businesses or uses for vacant buildings to develop innovative and deliverable ideas that will form the basis for new businesses and social enterprises in the area in the future. They inspire members to implement their ideas and help develop them, following a number of prompt questions:

1. What is the insight/objective driving the idea?
2. How well does the idea follow on from the insight/objective?
3. What alternative ideas could be developed?
4. What are the challenges to the idea?
5. Who would be the main users of the idea?
6. How might the ideas evolve over different time scales?

When the facilitator feels that the member has a strong and well thought out idea, they are encouraged to formulate a one minute pitch to camera. The time constraint to this presentation is critical as it helps with communication and distils the idea to its essence.

You can see some of the members pitches here:
www.youtube.com/user/MeanwhileSpace/videos



Summer Programme

So, Well Done Wembley! You are making your ideas happen. We particularly want to congratulate our members Aparna, Dorinda, Glenroy and Natalie each of whom will be using the space to test their idea and will be playing host to the Coming Soon Club at the same time. See www.comingsoonclub.co.uk for up to date information.

We hope you will support them by popping into the shop at 5-7 Wembley Hill Road and seeing them at work. We hope they will inspire you to get your own ideas going and don't forget – we are here to help, we can provide advice, mentoring and expertise – don't be afraid to ask!

We kick off our Wembley summer programme with:

July: Learning month

Aparna Puri will host and manage a tutoring and training space for adults which includes a crèche and play space for your children while you study. Join her for IT and language courses and she hopes to include Dyslexia assessment and support. It's a wonderful idea so come and take advantage of the chance to study while your children are kept happy and entertained.

August – Shopping month

The Coming Soon Club turns into a hat shop. Wembley's marvellous milliner Dorinda Muir takes over the shop for a month filling it with Dorinda Ltd's fabulous hats and fascinators. She will also be sharing the secrets of her trade by putting on hat making courses and activities. So do come in and see her wares – especially if you have a summer wedding or fancy sporting event to attend. Dorinda is happy to make hats to order and can provide colours and styles for every occasion.

September – Events month

The Coming Soon Club turns into an entertainment venue for the month. Glenroy Ranger takes over the space for the first two weeks of the month bringing in live music performances and screening some of his music videos. Twenty six year old youth worker Glenroy runs Expanda, a video company helping musicians, singers and bands promote their work through social networking sites.

During the second half of September, Natalie Clark takes over the space to bring in a series of live theatre and music performances. Her fledgling company, On the Circuit, is a financially self-

sufficient launch pad for new theatre and live music groups. Each performer pays a small fee for the use of the venue and hire of equipment and then works with Natalie to promote the event and takes home half the ticket sales. Natalie is passionate about live performance and wants to help Wembley celebrate and enjoy the talent it has on its doorstep.

Brent really is becoming the meanwhile borough and we should be proud of the entrepreneurial spirit and the regenerative benefits of getting more empty spaces occupied, open, doing more for your ideas and for the community.

Community Organisers

Wembley Triangle is a host location for the national Community Organisers (COs) programme. Managed by Locality and funded by the Office for Civil Society will create a new home-grown movement of community organising for the 21st century, emerging directly from the strengths, concerns and hopes of all kinds of neighbourhoods across England.

COs are dedicated, motivated people who build trust, respect and networks through dialogue and a systematic, broad-based local listening process that ignites the impulse to act.

The work of the COs enables people to take action on their own behalf and have the power and confidence to tackle the issues which are important to them, rather than wait for other people and organisations to do it for them. It also enables them to make the most of new local community rights and opportunities to achieve their own aspirations.

The COs job involves actively listening to local people from across the whole community (including local residents, business people and visitors to the area). They will ask people what they love about the place, what makes them angry or sad or frustrated, what they would like it to be like and any project ideas they have that build on what they love about the place, address what they don't like, and moves towards their vision. As they meet people they will be looking for leaders (people who will take action) and listeners (people who will cascade the listening process further) as well as people who will support action taken by others within the network.

In June 2012, Wembley's CO has carried out ninety listenings on the doorstep, in cafes and other meeting places, as well as the Club HQ. Key themes so far include: provision of youth services – places for young people to go, and demand for spaces for small informal groups (knitting group, young women and their children, skills sharing workshop) to meet.



EXAMPLES FROM ELSEWHERE

07



The examples on the following pages demonstrate what can be achieved, and all display relevant characteristics in terms of location, motivation or context to Wembley. This is not a brand new concept, although it may not always have been

called meanwhile use. Gabriel's Wharf and Meanwhile Gardens lend credibility to the concept and highlight the longer-term impacts of meanwhile uses. South Kilburn, Willesden, Newham and Bradford all highlight the recent history in times when money is not available for large regeneration projects and we have to be more innovative.

MEANWHILE GARDENS



Their major meanwhile success story, however, is a set of old garages at Gabriel's Wharf were rapidly 'tarted up' by Coin Street Community Builders in the early 1990s and let out to designer-makers and café-bars. This proved so successful the Wharf is now a key attraction of the transformed South Bank.

But these inspirational 'meanwhiles' that became permanent are only a small part of the story. More important is the emerging evidence that where councils and other local players are taking the initiative they are finding it can be the best way to manage change or get back to commercial solutions.

Willesden Green

Meanwhile Space partnered with the Architecture Foundation and Blue Consulting to deliver the ambitious Outer London Fund project, New Windows on Willesden Green, on behalf of Brent Council and Design for London.

Reviving and improving Willesden High Road, this project gave local people the opportunity to use and change spaces to create a more attractive destination and a place to try new ideas when 200 potential applicants were supported through capacity building workshops with 13 new creative start-ups currently occupying the 8 formerly vacant units at the prominent Queens Parade. On 26 April, despite only being open for 2 months, Time Out featured Queens Parade in its 8 top shopping spots in London.

See www.willesdenwindows.com





THE
CINEROLEUM

The Cineroleum

In the summer of 2010, architecture, artist and designer collective Assemble CIC were one of the winners of the Groups Fund with their project Cineroleum – a cinema in a disused petrol station constructed by volunteers from found and donated materials. See www.cineroleum.co.uk

South Kilburn Studios

Initially a temporary Public Art project meant only to exist for six months, South Kilburn Studios has recently received funding for a second year from Brent Council. The Architecture Foundation, South Kilburn Neighbourhood Trust, Brent Council and Practice Architecture regenerated the site of 2a Canterbury Road in South Kilburn, London transforming this building into a series of studio spaces including a communal event space, available to those in the creative industries.

The tenants of South Kilburn Studios pledge – in lieu of rent payments – to train a young person from the local area, helping them learn the skills of their

profession and build a portfolio in their chosen trade. There are 13 different studios each with at least one young trainee from Brent. The various creative disciplines include documentary film, music, photography and fashion.

See www.southkilburnstudios.org

Bradford Urban Garden

Umbrella arts organisation Fabric have led the way in Bradford to work with Westfield, Yorkshire Forward and Bradford MBC to withdraw the hoardings of the stalled town centre development site to a core site, releasing 4 acres. The flat site is now converted meanwhile into the Bradford Urban Garden, a park space ready to be animated by arts and community projects.

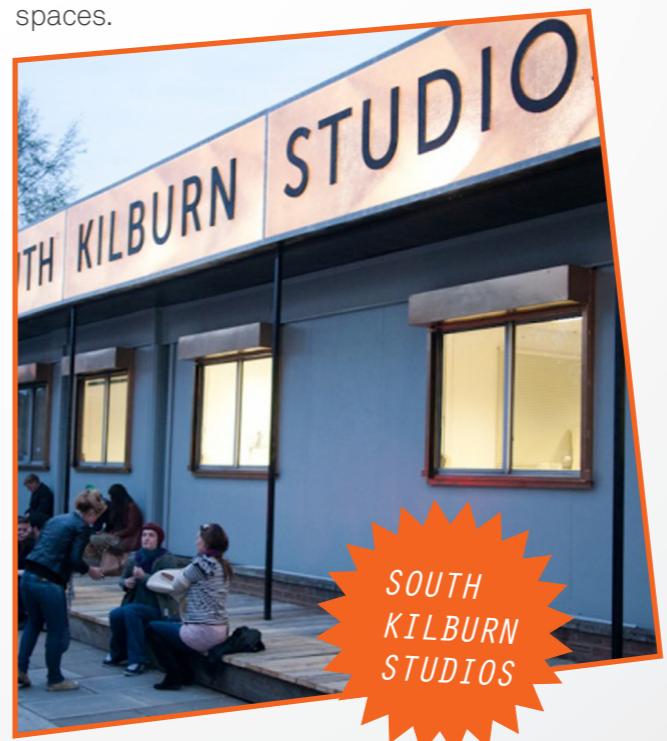
Spurred on by this, Fabric have also occupied an empty shop in a flagship building on Centenary Square which is five years old and never been let. Within a week the shop was used for a popup cinema as part of the Bradford City of Film Festival.

BRADFORD
URBAN
GARDEN

Meanwhile London Competition

Launched in November 2010 Meanwhile London was an open competition co-ordinated by Newham Council, LDA, DfL and Property Week Magazine to transform three derelict sites in the Royal Docks and Canning Town for at least one year through innovative temporary uses.

The competition has brought a range of different groups of people together – local residents and community groups, developers, investors, designers, artists, thinkers and entrepreneurs – who have come up with a host of creative, dynamic ideas for the spaces.



SOUTH
KILBURN
STUDIOS

LONDON
PLEASURE
GARDENS

The winners are:

London Pleasure Gardens – the creators behind Shangri-La at Glastonbury Festival are transforming an ex-industrial site in The Royal Docks into a waterside, urban festival ground to celebrate the very best of cutting-edge London culture.

It will provide London with a leisure garden featuring music, arts, cafes and bars, a pop-up hotel and sculpture park. Located in a high-profile site on the official Olympic Last Mile route, it will bring people, colour, light, animation, vitality and fun. See <http://www.londonpleasuregardens.com>

Industri(us) looks to use multiple sites as an 'engine for change' by recycling found materials and waste products, such as cars, clothing, white goods and electronics to make new products. Sites would be treated as part of a production line, related to the Royals' drive toward sustainable technologies. See http://www.fluidoffice.com/wiki/tiki-read_article.php?articleId=66

Caravanserai - 6000 square metres of brownfield land is transformed into an exciting living installation by a collective of architects, artists, thinkers, makers, community groups and local residents. See <http://caravanserai.org.uk>

RESOURCES

08

Links to Organisations (From August 2012)

Brent Council – www.brent.gov.uk and Meanwhile information – www.brent.gov.uk/meanwhile & email meanwhile@brent.gov.uk

Meanwhile Space – www.meanwhilespace.com and National Ning Forum (over 1300 members all sharing ideas, events and information on meanwhile use) www.meanwhilespace.ning.com

Coming Soon Club – www.comingsoonclub.co.uk
- Helping people in Wembley find out how to start their own meanwhile projects in the area.

Locality – www.locality.org.uk

Business in the Community – www.bitc.org.uk

Popup Insurance – Online quote for 1+ month from: www.popupspace.com/index.jsp?nav=insurance

Quintain – Wembley City development www.wembley.co.uk/about-wembley-city

The Valuation Office – Ratable Values for commercial premises www.voa.gov.uk/2010/

Links to Documents (also on Ning Forum):

Direct Tenant-Landlord Meanwhile Lease for property – <http://bitly.com/PqjAD5>

Landlord Intermediary Meanwhile Lease for property – <http://bitly.com/M4SUGw>
Intermediary-Occupant Meanwhile Lease for property – <http://bitly.com/KYdsuh>

Meanwhile Farm Meanwhile license (For use where food grown on a space will be sold) – <http://bitly.com/N3dC54>

Growing Meanwhile lease – <http://bitly.com/Nt0Xjs>

Meanwhile Playing Field License for Land (for activities) – <http://bitly.com/M0w0iL>

Template Statutory Declaration Exclusion from Landlords & Tenants Act (for tenants) – <http://bitly.com/Rs0hE0>

Template Notice Exclusion from Landlord & Tenants Act (for landlords) – <http://bitly.com/L67ook>

Template proposal to landlord – <http://bitly.com/PkOrQe>

Example Proposal to Landlord –

<http://bitly.com/N0IlgD>

Benefits to Stakeholders –

<http://bitly.com/PqLGmm>

A Handbook For Intermediaries –

<http://bitly.com/KYe1Ef>

Permitted Planning Use changes –

<http://bitly.com/Lue554>

Empty Shops Workbook –

<http://bitly.com/NcM3IL>

Brent Cultural Strategy 2010 – 2015

[www.brent.gov.uk/sport.nsf/Files/LBBA-253/\\$FILE/Brent_cultural_strategy.pdf](http://www.brent.gov.uk/sport.nsf/Files/LBBA-253/$FILE/Brent_cultural_strategy.pdf)

A Public Welcome – Design for London's inspiration booklet including case studies and useful planning advice - <http://bitly.com/MFPTfs>.

Parades to Be Proud Of: Strategies to Support Local Shops

– Communities & Local Government 2012 publication - www.communities.gov.uk/publications/regeneration/paradesstrategies

The Place Station

- open source website where people list information on vacant properties and groups that are interested in accessing space. www.theplacestation.org.uk

Finance Links

The Big Lottery Fund – www.biglotteryfund.org.uk (25 programmes including Awards For All up to £10,000) - funding for good causes, but unable to fund services formerly provided by local authorities.

Unltd – www.unltd.org.uk (Try It Awards £500, Do It Awards £5000, Build It Awards £15000) - funding and support for social entrepreneurs.

Arts Council – www.artscouncil.org.uk - activities carried out over a set period and which engage people in England in the arts.

NESTA – www.nesta.org.uk - various funding schemes to encourage UK talent and innovation in science, technology and art industries.

Sport England – www.sportengland.org - fund opportunities for people to start in, stay in and succeed in sport.

Space Hive – www.spacehive.com (No maximum) - Crowd-funding platform for projects in public space or spaces easily accessed by the community, from football nets to amphitheaters.

PeopleFund – www.peoplefund.it (up to £2,000) - crowd-funding website to raise essential financial backing for exciting new projects.

Check www.fundingcentral.org.uk for the latest funding opportunities nationwide.

GLOSSARY

09

Business Rates – The rates payable to the Local Authority for the occupancy of a business premises. It is the responsibility of the occupant to ensure that the rates are met. The Local Authority collect the rates and can provide information on the level set for a property.

Exclusion of Tenure – If a landlord and tenant agree to exclude or ‘contract out’ from the security of tenure provisions of the Landlord and Tenant Act 1954 this will mean the tenant has waived ‘squatters rights’ and has no right to remain in the property after the lease has ended or ask for it to be extended.

Lapsed Lease – Is when the lease leaves the property vacant but remains responsible for paying rent and Business Rates for the remainder of the term.

Lease – the contract that is entered into between the building owner or landlord and the building occupier or tenant, which grants use of the building during a specified period in exchange for a specified rent.

Licensing – A license is a permit to authorise the use of something or to allow an activity to take place. It could be for a performance, event or activity and is granted by the Local Authority. Standard procedures and timetables for application and approval will be available from the Brent Council.

Meanwhile Use – “Meanwhile use” is the temporary use of vacant buildings or land for a socially beneficial purpose until such a time that they can be brought back into commercial use again.

Participant or Occupant – The person leading a project or undertaking a meanwhile project.

Permissions – The statutory process of the granting of permission for building work. Governed by the Local Authority and granted following a designated application, consultation and approval process. It is important that prior to any development on a building that the owner or occupier ensures that permission is applied for and granted or confirm that it is not required

Permitted Development – Refers to the areas that can be adapted and altered in a building without the requirement for formal planning permission. Information on what is permitted can be obtained from Brent Planning websites or from conversations with Planning Officers. It is worth being clear on permitted development when thinking about signage.

Planning – The planning system is the governance and control of the development of new and existing building in the built environment. The Local Planning authority sets the area Local Plan for the area. The planning system and rules are governed by the town and Country Planning Act. The Planning System

covers controls and granting of permission for changes and alterations to existing buildings and design of new buildings.

Regeneration – Is the process of remaking and improving the urban environment through a controlled and planned system.

Space – In this context space is the empty and underused space in properties, under developed land or public space. It can be anything from a small ground floor shop unit, to a car park or a whole building.

Utilities – Is the provision of electricity, gas and water to a property.



APPENDIX: PARTNERS & CONTACTS

11

| | | |
|---|---|---|
| Brent community group database | | http://bit.ly/LRw4QW |
| College of North West London | | www.cnwl.ac.uk |
| Brent Culture Sport and learning forum | | www.bbv.co.uk |
| Brent Business Ventures | | |
| Brent Youth Parliament | | www.bmyvoice.org.uk/byp |
| BACES | | |
| Youth worker within brent | | |
| Brent Active Citizens | | www.brentactivecitizens.org.uk |
| Brent Housing Partnership's Resource Centre | | |
| Park Royal Partnership | | |
| Hilton | | |
| Wembley Works | | |
| Quintain | | |
| <u>Schools:</u> | | |
| Elsley Primary School | | |
| Park Lane Nursery and Primary School | | |
| Preston Manor High School | | |
| Wembley High Technology College | | |
| St Josephs | | |
| Copland Community College | | |
| Traders associations: | | |
| High Road Wembley? | | |
| Community groups: | | |
| Cecil Avenue Allotments | | |
| King Edwards Park VII users group? | | |
| Wigginton Avenue Allotments | | |
| <u>Local councillors:</u> | | |
| Wembley Central | Emad Al-Ebadi Wilhelmina Mitchell Murray Krupa Sheth Joyce Bacchus Muhammed Butt Ketan Sheth | cllr.emad.al-ebadi@brent.gov.uk cllr.wilhelmina.mitchellmurray@brent.gov.uk cllr.krupa.sheth@brent.gov.uk cllr.joyce.bacchus@brent.gov.uk cllr.muhammed.but@brent.gov.uk cllr.ketan.sheth@brent.gov.uk |
| Tokyngton | | |
| <u>Churches:</u> | | |
| St Josephs Wembley | | |
| Park Lane Methodist Church | | |
| <u>Press:</u> | | |
| Brent Council Communications and Press team | Sharon Donovan Tara Brady Jessica Thompson | sharon.donovan@brent.gov.uk tara.brady@archant.co.uk Jessica.thompson@trinitymirror.com |
| Brent and Kilburn Times | | |
| Willesden and Wembley Observer | | |

Meanwhile Space

Meanwhile Space is a Community Interest Company specialising in 'Meanwhile use' – temporary use of vacant buildings or land for social gain until they can be brought back into commercial use again. Meanwhile Space makes practical use of the 'pauses' in property processes, combining knowledge and experience to:

- make the concept of meanwhile more mainstream
- support people to access space that is less exclusive
- advise the public and private sector to initiate schemes
- directly deliver space animation projects.

The CIC partners with Locality to deliver the Meanwhile Project, which aims to boost community uses of empty properties and sites and was highlighted in The Portas High Street Review as a way communities can make creative use of empty shops and help make town centres more vibrant places. The Project has built a 'library' of ideas and information as a resource to make it easier for both the landlord and the project sides to realise Meanwhile opportunities, including the Meanwhile Manual, Lease and Insurance policies and a national network of 1300 members.

Since 2009, Meanwhile Space has seen the delivery of projects for Luton (winner of Luton Community Award 2010), Camden, Brent, Croydon, East Sussex and Hastings Borough Councils, and a research project for the East of England Development Agency. The company has directly supported over 150 occupants through activating 28 properties, including project incubation centres in Hoxton Street, Whitechapel, Exmouth Market and Finchley Road and the Seasider shop in Clerkenwell.

This document was produced by Meanwhile Space as part of a commission in 2012 by Brent Council called "Meanwhile, In Wembley".

If you have any queries relating to this handbook, please contact the authors Meanwhile Space: www.meanwhilespace.com or email info@meanwhilespace.com.

