

# IMPACT REPORT 2021-22

**HCD**  
HACKNEY  
CO-OPERATIVE  
DEVELOPMENTS

pioneering community  
economic development



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CO-OPERATIVE  
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economic development

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# Contents

Chair's Report	3
Property Subcommittee Chair's Report	5
CEO/COFO's Report	7
General Council and Staff	9
Property Report	12
Skills, Training, Employment and Enterprise Support	16
Social Enterprise Development Programme	18
Gillett Square	20
Financial Statements	23
List of Tenants	27
Tenant Profiles	28
Acknowledgements	30

# CHAIR'S REPORT

Photo: Crispian Blaize



**ROD CAMPBELL-TAYLOR**  
Chair, Hackney Co-operative  
Developments

We celebrate another milestone in HCD's journey with the completion of the Bradbury Works redevelopment at the end of last year. The redevelopment includes Bradbury Works and the market trading units within Gillett Square. These comprise the largest and most high profile of HCD's seven Hackney-based sites.

Over the last 25 years HCD has transformed Gillett Square. We turned a dilapidated Victorian terrace and light industrial works into two stylish and innovative buildings. These spaces offer affordable, high quality, office, retail and leisure spaces.

The GLA and our main funder, Unity Trust Bank, together with additional help from Trust for London and Hackney Council, supported us.

Together we secured the needed capital investment to refurbish the building. Adding a substantial amount of new space to a 130-year-old building came with many challenges and setbacks. This during a period of post-Brexit instability and inflation.



Photo: Crispian Blaize

Rod at the official opening of Bradbury Works

I think there is a consensus that the result speaks for itself. The architect Alex Smith and his [Y/N] Studio have created a vibrant new face to this building.

We celebrate the tenacity of our CEO, Antonia Onigbode (who unbelievably started with the organisation 30 years ago). With our property team of Victor Faponlle and Leah Keene, Antonia managed to jump a gamut of logistical and financing obstacles.

The square remains a unique space and at the forefront of cultural life in Dalston. The arts project 'Future Hackney' recently exhibited 'Gillett Square Stories' (which featured in the Guardian). They locate Gillett Square as a space of radical history through the black experience. They write, *'these intergenerational stories include histories of personal struggle, such as mental health, the foster care system, gender norms, structural and institutional racism and sexism.'*



As well as documenting these themes through an oral history they present a stunning collection of black and white images.

HCD's general council understands its unique position as the main local stakeholder, licensee and custodian for this most 'grassroots' of squares. We see from the disastrous experience of Morning Lane how vital the local and distinctive are to the borough's

social ecology. We look forward to a further programme of events over the next 12 months curated by Anja Beinroth and Keyo Yendii.

Finally, I would like to salute the life-changing work of our two project managers: Douglas Racionzer, our social enterprise manager and Bekele Teklu, our business support manager.

**Rod Campbell-Taylor, Chair**

# PROPERTY SUBCOMMITTEE'S REPORT



**PETER OTTINO**

Chair, Property Subcommittee

Among HCD's objects as a community interest company is the development of resources: *"for local regeneration and community economic development"* (memorandum, clause 3(b)(1)).

We have witnessed a tangible advance towards these aims in the heroic completion of our Bradbury Works project. Three floors of restored and new workspaces in our spectacular building fronting Bradbury Street. These stylish retail and office premises are now on offer. Affordable rents are available to local social enterprises and small local businesses, and many have already been taken up.

Completion of this major project in today's economic circumstances is an outstanding achievement. We faced coronavirus lockdowns,

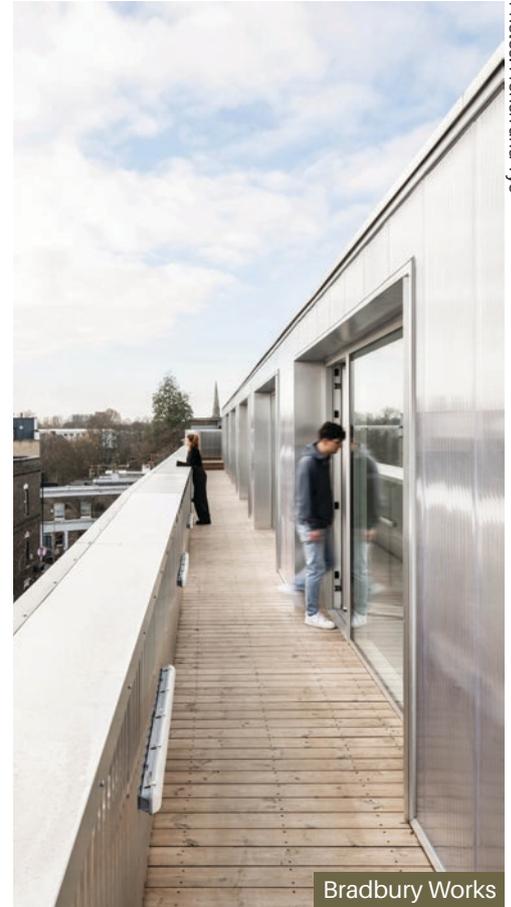
unexpectedly steep cost increases, sudden shortages of materials, supply breakdowns and general political and financial instability. Acknowledgement is undoubtedly due to the skill, determination and tireless commitment of HCD's remarkable staff and leadership.

To be mentioned is our indefatigable acting chief executive Anthonia Onigbode. Anthonia's tireless work and confidence in success have been indispensable to this project. Our small team of property staff, under their long-serving and much respected leader Leah Keene needs recognition. Their ready and daily attention to detail has kept the project on the road. Throughout, all have been encouraged and guided through every hazard by HCD's property committee.

Also, to be acknowledged with wholehearted thanks are [Y/N] Architects, committed to completion of their work in face of all difficulty. We applaud the vision of The Greater London Authority, initiators and initial funders of the project, and the London Borough of Hackney, whose encouragement has been indispensable. Key supporters have been Trust for London and Unity Trust Bank, who were patient in their financial and moral support.

So, it is with fresh confidence and renewed enthusiasm that HCD's leadership embark on a new year of support and development of these and all our workspaces in Hackney.

**Peter Ottino**  
Chair, Property Subcommittee



Photos: French and Tye

Bradbury Works

# CEO/COFO'S REPORT

Photo: Crispian Blaize



**ANTHONIA ONIGBODE**

Chief Operations  
& Financial Officer

I am honoured to present our impact report for the years 2021-2022.

The ongoing recovery after the COVID-19 pandemic has profoundly impacted us all. The non-profit sector has been no exception. At the same time, we faced a challenging building project that tested our abilities and resources.

I combined two roles to guide the organisation during this challenging period to deliver a project. Despite these obstacles, I am proud to say that, with determination, we have navigated these challenges and emerged stronger on the other side. Our employees have shown incredible dedication and resilience. I am deeply grateful for their hard work and commitment.

One of the biggest challenges we faced this year was the rising cost of living. We have had to innovate to manage our costs while still delivering services to those who need them the most. Despite these difficulties, we have managed to maintain our financial stability and continue to make progress towards our mission. At the end of 2022 we completed the redevelopment of Bradbury Works.

The project overran by 12 months due to extensive repairs, renovations and upgrades needed to meet modern standards. This put pressure on our timeline and also required additional resources to complete the project on time. We had unexpected challenges with contractors, increased material costs and bad weather. We are extremely proud of preserving and



renovating the building, which will help to revitalise our vibrant community and create a unique and desirable property.

The significant improvement to the infrastructure of Bradbury Works will allow us to continue delivering our services more effectively and efficiently. Our programmes have continued to grow and expand, and we have been able to reach even more people in need.

Looking ahead, we will continue to focus on our core mission and find ways to better serve our stakeholders. We will also continue to explore new initiatives and opportunities that will allow us to grow and improve our services.

I want to take this opportunity to thank all of our stakeholders for their unwavering support and commitment.

Your support is what allows us to continue making a positive impact in our community. We could not do it without you. I am confident that the future is bright, and that we will continue to build a stronger community. I look forward to working with all of you to achieve our goals.

**Anthonia Onigbode**  
Chief Operations & Financial Officer

# GENERAL COUNCIL AND STAFF

## General Council



Photo: Crispian Blaize

**ROD CAMPBELL-TAYLOR**  
*Chair*



Photo: Crispian Blaize

**ANTHONY OPOKU-OWUSU**  
*Vice Chair*



Photo: Crispian Blaize

**ANTHONIA ONIGBODE**  
*Company Secretary*



**EMMANUEL OLOYEDE**  
*Treasurer*



**LEAH KEENE**



**JERRY ABANKWAH**



Photo: Sara Sakhariker

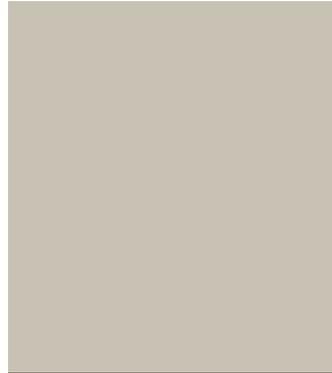
**ANJA BEINROTH**



**PETER OTTINO**



**YARED MARKOS**



**CHRISTIANA SOSANYA**

# Staff



**SANDRA MONERO**



**ANDREW CLOUGH**



**ANTHONIA ONIGBODE**  
*Chief Operations  
& Financial Officer*

Photo: Crispian Blaize

Photo: Crispian Blaize



**BEKELE TEKLU**  
*Business Development  
Manager*



**LEAH KEENE**  
*Head of Property*



**VICTOR FAPONLE**  
*Facilities & Maintenance  
Manager*



**JESSICA OFORI**  
*Administrator /  
Accounts Assistant*

Photo: Crispian Blaize



**DOUGLAS RACIONZER**  
*Social Enterprise & Community  
Development Manager*



**ANJA BEINROTH**  
*Community Organiser*

Photo: Sara Sakharikar



**KEYO YENDII**  
*Play & Volunteer  
Co-ordinator*



**TERRY BEDNALL**  
*Community Advice Worker*

# PROPERTY REPORT

This has been a really tough period. What kept us going was the good spirit from the whole staff team who showed passion and fortitude.

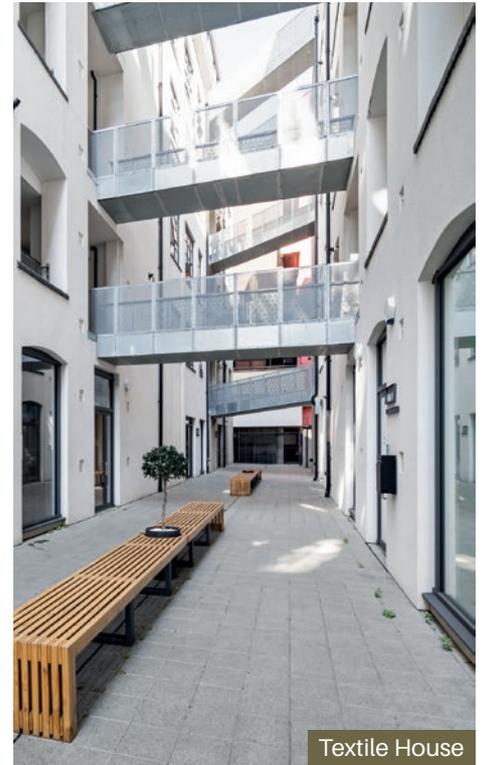
Limited resources posed a significant challenge for us. Despite this, we optimised the resources available to ensure that we provide quality services to our tenants. We streamlined our administrative processes to maximise efficiency, allowing us to provide services to our tenants with the current resources.

We have been able to mitigate some of the rising maintenance costs by exploring alternative suppliers. Additionally, we have renegotiated contracts with some of our service providers to ensure we get the best value for our money. Regular servicing of all boilers and giving accurate meter readings ensured budgetary control.

We continue to market our sites at a reduced rate, which ensured that we are fully occupied on all sites. We have analysed the market rate of adjacent properties, our findings are that HCD are, on average, 20% below market rate.

Due to the current economic climate it is important we exercise and show extra empathy to all our stakeholders, especially the tenants. The completion of Bradbury Works, our largest asset, will bring new tenants and allow us to bring additional resources to the organisation.

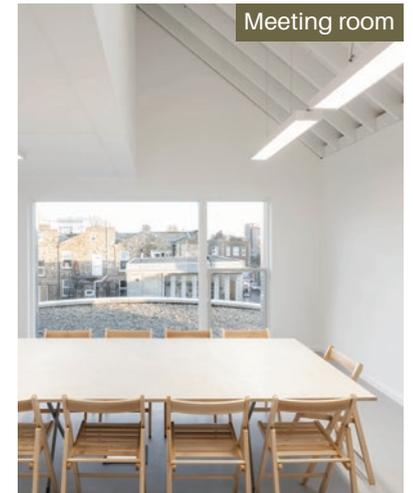
## Property Team



## HCD's properties

### BRADBURY WORKS

Bradbury Works in Gillett Square, Dalston, has recently re-opened its doors to new and returning tenants. The new building includes the refurbishment of 600m<sup>2</sup> of existing affordable workspace, the replacement of ten mini retail units, and the provision of almost 500m<sup>2</sup> of extra workspace in a two-storey extension. Bradbury Works is the next step in the evolving story of the one of the most unique and community-focused public spaces in the Capital.



All photos by French and Tye



Beechwood Road

### **BEECHWOOD ROAD**

Comprises a number of self-contained offices (totalling 3,137 square feet, fully let) and a meeting room which caters for 20 people. This is also where HCD's main office is based.

### **DALSTON CULTURE HOUSE**

Ground floor bar/café, Jazz Club and studio units make up this award-winning building, totalling 5,853 square feet. Fully let.

### **DALSTON LANE**

Comprises two retail units totalling 1,475 square feet. Fully let.

### **DOWNHAM ROAD**

With our partners London and Chelsea with whom we formed HCD & London, we have completed our redevelopment of the site to provide five new residential units and over 3,300 square feet of new, affordable workspace (increasing workspace provision at the site).

*Downham Road has 5 luxury apartments which are fully sold. HCD manages four workspaces at the site.*



Unit 1 Downham Road



Unit 2 Downham Road

### **KINGSLAND HIGH STREET**

Originally a Victorian townhouse, the premises now comprise ground floor retail with office/studios above and to rear, totalling 4,184 square feet. Site is fully let.

### **TEXTILE BUILDING**

Originally a factory run by Burberry, HCD has three self-contained units totalling 5,000 square feet, acquired and managed in collaboration with the London Borough of Hackney as affordable workspace.

### **WOODBERRY DOWN**

This project has been part funded by the GLA alongside the Dalston Works refurbishment. It offers 10 self-contained units and up to 30 dedicated/hot desk spaces. Due to the high demand for self-contained spaces at Woodberry Down we are looking at creating further units in the building.



Woodberry Down co-working space

# ■ SKILLS, TRAINING, EMPLOYMENT AND ENTERPRISE SUPPORT

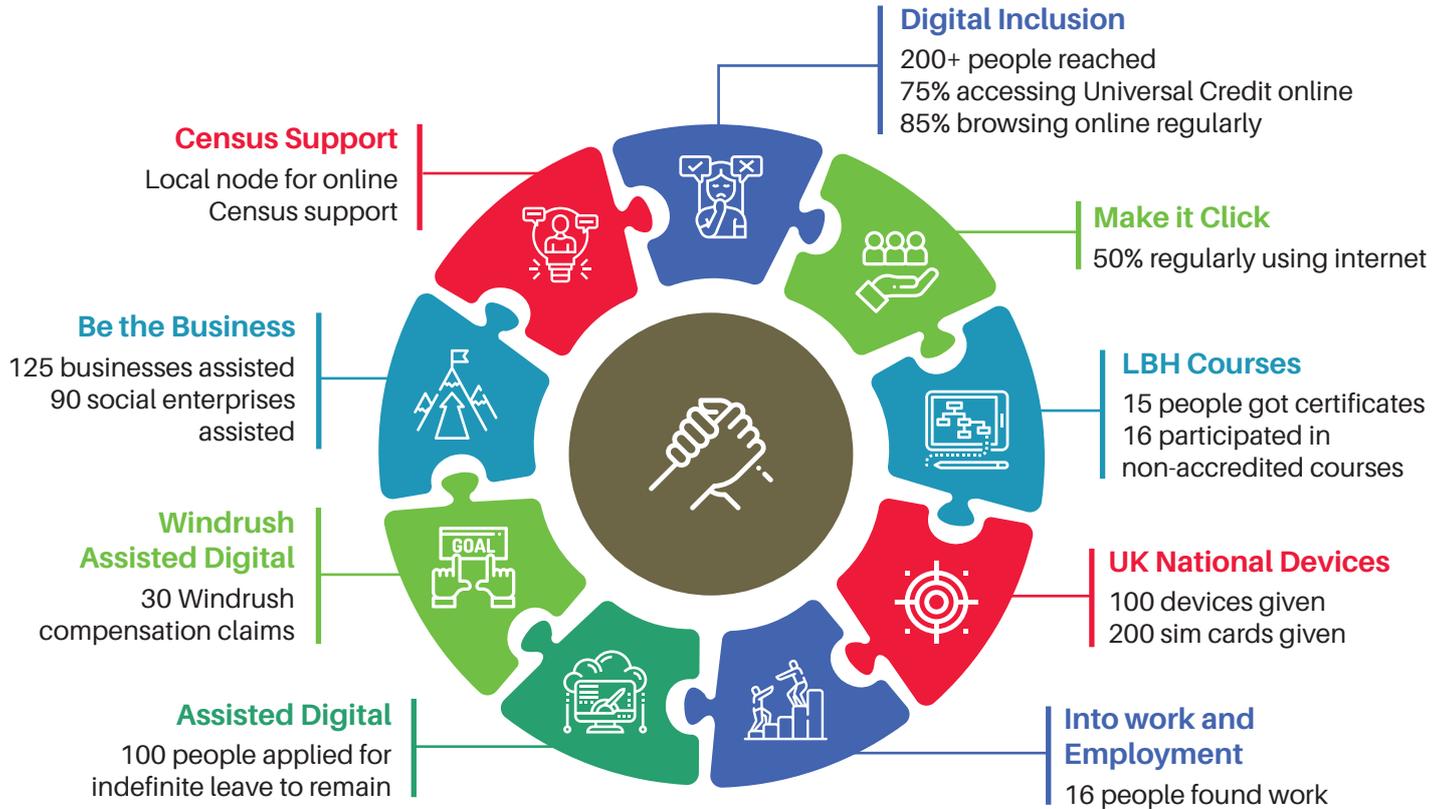
HCD delivered nine skills, training, employment, and enterprise support projects. These projects included delivery of Basic Digital Skills, Essential Digital Skills Qualifications (Entry 3 and Level 1) Fundamental Digital Marketing and ICT For Job Search training courses.

We provided one-to-one employment advice and support and business advice and support services. We also provide free devices and data to address digital exclusion among disadvantaged groups of people.

- Digital Inclusion
- Good Things Foundation funded Google Make it click
- LBH funded accredited and non-accredited courses
- Census support project continued from last financial year
- UK Devices and Data Bank
- Into work employment advice and support project
- Windrush Assisted Digital
- Assisted digital visa and immigration
- Small Business support 'be the business'

Most of these projects are targeting socially and digitally excluded people that are not part of the online community. Projects were designed to help people who otherwise struggle to access support. These included those with language barriers and those lacking digital skills. Providing devices and connectivity helped people to acquire a work skill, enhanced the success of individuals into employment or self-employment and to set up enterprises. This included raising people's confidence and motivation to volunteer and assisting them to actively search and apply for jobs. Some also established co-operative businesses and social enterprises.

# Skills, Training, Employment and Enterprise Support



# SOCIAL ENTERPRISE DEVELOPMENT PROGRAMME



**DOUGLAS RACIONZER**

Social Enterprise &  
Community Development  
Manager

Through 2021 to 2022, we supported the development of 13 social enterprises. We collaborated with various partners to establish Co-operate Islington as a local co-operative development agency.

Through 2022, Cooperate Islington worked with over 20 new start-up co-operatives, offering over 15 courses and 24 networking events.

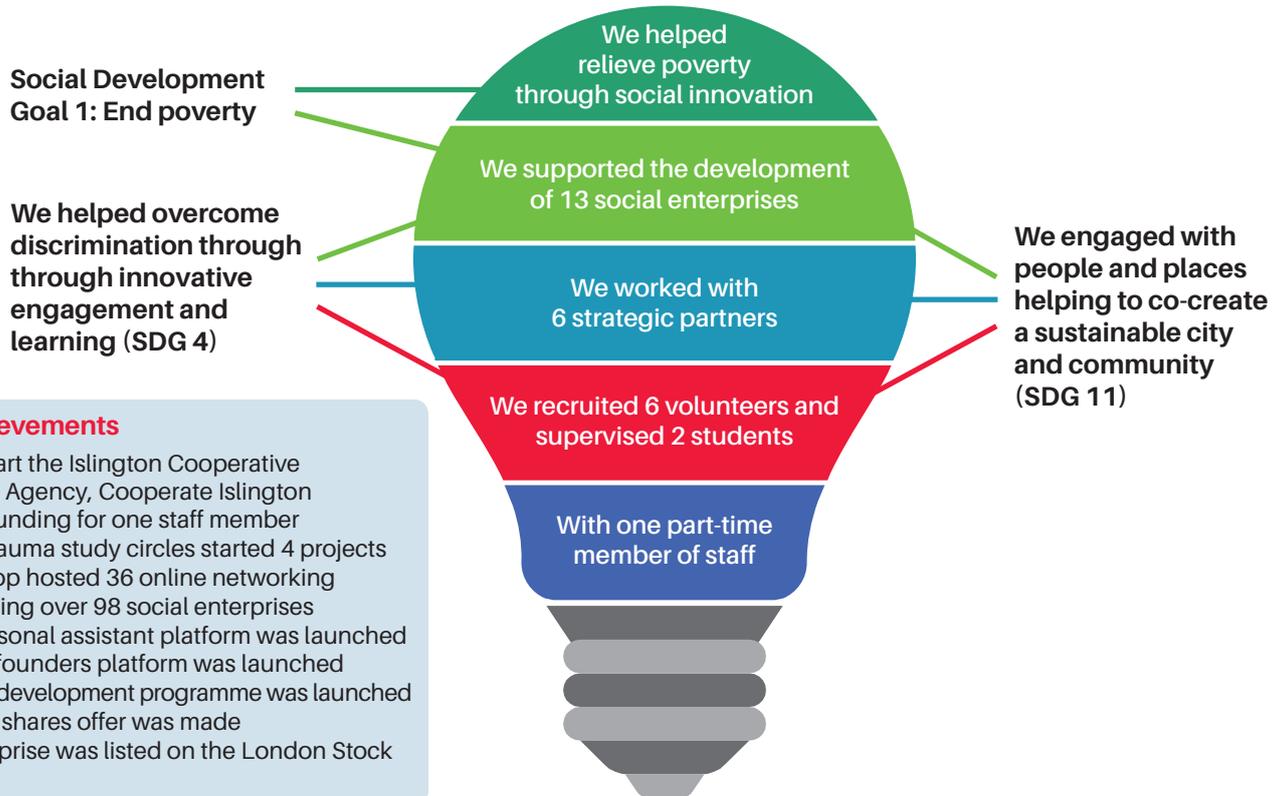
In response to the Covid-19 crisis and the ongoing effects of Brexit, we worked with fewer social enterprises than in previous years. Instead, we chose instead to focus on supporting co-operative development and social enterprises that seek institutional social change for the common good.

In this regard, we supported the Care Co-operative movement as it has developed across London. We also founded the London circle of Fairbnb.coop.

As part of our ongoing fundraising efforts, we established a fundraising tracker to monitor and evaluate our success in fundraising.

**Douglas Racionzer**  
Social Enterprise & Community  
Development Manager

## From April 2021 to December 2022 HCD's Social Enterprise Programme achieved the following impact:



# GILLETT SQUARE

It was with great relief that the Gillett Squared team was able to resume its usual activities in 2021-22 and beyond, after the Covid-19 hiatus. 2021 was still affected by restrictions and event cancellations, but we were able to close the Gillett Street car park twice, welcoming our first sizeable crowds for over two years to be entertained by local sound systems.

31 July 2021 saw us host The Return of Albion Hifi, a historic North-East London sound system lovingly restored by local volunteers. As well as enjoying the first large outdoor dance for ages, the audience were able to learn about local groups Growing Minds, Dalston Roundtable, Made in Hackney, Latin American Women's Aid and Save Ridley Road from info stalls in the Square. Feedback was resoundingly enthusiastic: "The best day of the year so far. THANK YOU!"

On 29 August 2021, Kingsland Ites provided the entertainment on the occasion of their record label's second release, dedicated to the late Nick Page of Transglobal Underground and Dub Collosus (as well as the Kingsland Ites collective). Their soundsystem has travelled the world but is very much rooted in Hackney.



Photo: Ollie Trenchard

Summer 2022 finally saw a return to something more like normal in Gillett Square. The fun kicked off with the annual Kaffa Live family fun day on 30 April, where we were delighted to welcome Krar Collective, whose traditional Ethiopian instruments drew much admiration and comments from the crowd. The hula hooping also went down a storm.

We organised the first ever Gillett Square Windrush Heritage Festival with multiple events and many partners, including Gillett Square Domino Club, Afrospot, One-Drum Foundation, 100% Nyabinghi, 1Plus Band, Windrush Warriors Legacy Community, Re-Live, Red Roots Incubator, Stars'n'Stripes and Future Hackney.

The summer holidays started off with not one but two family fun days, the first organised by Holistic Support on 25 July, closely followed by Art on

the Square on 30 July with BOP Hub CIC, Root73 and Brunswick East. This included our first-ever life drawing workshop!

NTS Radio ran two successful Summer Parties, filling both Gillett Square and the car park to capacity. August Bank Holiday Weekend saw the inaugural Naija Hackney Carnival celebration, welcoming weird and wonderful creatures to Gillett Square alongside some renowned guest speakers, musicians and DJs.



Nyabinghi at the Windrush Heritage Festival



NTS summer parties pack out the Square

A Sport England grant enabled us to work with Shankos Skate School to give some local children and adults a taste of skateboarding during October half term. Finally, Brunswick East Sky Farm organised a joyful harvest festival and community meal on 12 November.



Naija's 'mythical beast' visits the Square



Regular family play activities also continued throughout the year, with the weekly Zoom Bike Project on Thursdays and Pop-up Playgrounds and on Fridays and Saturdays and during events.

We look forward to more of the same in 2023!

**Gillett Squared Team**

## Side by Side (MRS Independent Living)

Ninety people from Gillett Square visited HCD offices during this period. We have seen a rise in the number of refugees. We have been happy to establish good working relationships with Bekele Teklu at HCD.

We are pleased that Hackney Council have grant-funded us through the Infrastructure Fund. This has enabled Aran O'Carroll to join Side by Side. We continue to have the support of King's College.

We are exploring with our service users their explicit involvement in the long term development of Side by Side. Without the partnership with HCD, Side by Side would not have been possible and we look forward to continuing to work together.

**Terry Bednall and Aran O'Carroll**

# ■ FINANCIAL STATEMENTS

The General Council is pleased to present its financial report for the year ended 31 March 2022.

In the year ended 31 March 2022 we faced significant challenges due to the impact from the COVID-19 pandemic and the redevelopment of Bradbury Works. However, we were able to achieve a small positive surplus to be reinvested in the activities of the organisation.

We have demonstrated resilience to withstand the most demanding and challenging conditions. In the year ended 31 March 2022 it was a very busy and tough time for the organisation in terms of rent and service charges collection.

Despite the challenging environment, the organisation was able to generate a total income of £935,496 during the year. Our operating expenses were £806,926, resulting in a surplus of £102,810 for the year ended 31 March 2022. We have worked extremely hard to ensure we get on top of our cash flow and the results above show the dedication of the team involved.

Due to the global situation, the majority of our clients are struggling to survive and we have had to be understanding and sensitive while ensuring that as a company we maintain our own sustainability. At present we are fully let on all sites.

As we celebrate 40 years in operations we are very confident that the future looks bright for us. Our experience over the last 40 years is that a small, dedicated team can overcome enormous challenges. We will take this institutional learning with us, together.

Copies of the full audited financial statements can be obtained from the Company Secretary at Hackney Co-operative Developments CIC, 62 Beechwood Road, London E8 3DY.

I would like to extend my sincere thanks to everyone, including the General Council.

**Anthonia Onigbode**  
Chief Operations & Finance Officer

# Hackney Co-operative Developments Community Interest Company Summary Financial Statements for the year ended 31 March 2022

## INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2022

	2022 £	2021 £
<b>Income</b>	935,496	822,941
Administrative expenses	(806,926)	(758,728)
Other operating income	48,933	154,700
<b>Operating Surplus</b>	177,503	218,913
Interest receivable and similar income	6	4
Interest payable and similar expenses	(74,851)	(51,360)
<b>Surplus before taxation</b>	102,658	167,557
Tax on surplus	152	(150)
<b>Surplus for the financial year</b>	102,810	167,407

## STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 31 MARCH 2022

	Revaluation reserve £	Other reserves £	Income and expenditure £	Total £
<b>Balance at 1 April 2020</b>	3,382,160	977,713	(110,220)	4,249,653
<b>Year ended 31 March 2021:</b>				
Profit and total comprehensive income for the year	-	-	167,407	167,407
<b>Balance at 31 March 2021</b>	3,382,160	977,713	57,187	4,417,060
<b>Year ended 31 March 2022:</b>				
Profit and total comprehensive income for the year	-	-	102,810	102,810
<b>Balance at 31 March 2022</b>	<b>3,382,160</b>	<b>977,713</b>	<b>159,997</b>	<b>4,519,870</b>

## BALANCE SHEET AS AT 31 MARCH 2022

	2022 £	2021 £
<b>Fixed assets</b>		
Tangible assets	2,680,634	1,187,975
Investment properties	5,822,430	5,847,447
Investments	730,002	730,002
	<b>9,233,066</b>	<b>7,765,424</b>

## BALANCE SHEET AS AT 31 MARCH 2022 ...Continued

	2022 £	2021 £
<b>Current assets</b>		
Debtors	365,781	206,476
Cash at bank and in hand	100,494	54,730
	<b>464,275</b>	<b>261,206</b>
<b>Creditors: amounts falling due within one year</b>	(902,839)	(667,723)
Net Current liabilities	(438,564)	(406,517)
<b>Total assets less current liabilities</b>	<b>8,794,502</b>	<b>7,358,907</b>
<b>Creditors: amounts falling due after more than one year</b>	(3,003,214)	(1,567,782)
Provision for Liabilities	(656,448)	(656,600)
Government Grants	(614,970)	(717,465)
<b>Net Assets</b>	<b>4,519,870</b>	<b>4,417,060</b>
<b>Reserves</b>		
Revaluation reserve	3,382,160	3,382,160
Other reserves	977,713	977,713
Income and expenditure account	159,997	57,187
<b>Members' funds</b>	<b>4,519,870</b>	<b>4,417,060</b>

# LIST OF TENANTS

UNIT	BRADBURY STREET SHOPS
4-5	Dalston Jazz Bar
6	Kaffa Coffee
7	Mama Vics
8	Eldica Mosaics
9-10C/D	Aso-Rock
10A	Servant Jazz Quarters
UNIT	DALSTON CULTURE HOUSE
E1	Downstairs at The Vortex
E2	Vortex Jazz Club
E3	Studio Upstairs
E4	Flow Space & Dalston Clay
UNIT	GILLETT SQUARE
G1-2	Kaffa Coffee
G3	Computer Hut
G4	Hoop Nation
G5	Chicago Barbers
G6	JJC
G7	Aso Rock Express
G9	NTS
G10	Salama

UNIT	KINGSLAND HIGH STREET
1	Fluke Productions
2	Dalston Den
3	Cocoa & Creame
4	NTS
5	Frank Jay Accountants
6	NTS
7	Festival Of Yoruba Arts
UNIT	DALSTON LANE
16	Dalston Homework Club
18	Nails 4 U
UNIT	BEECHWOOD ROAD
A3a	New Age Tutition
A3b	Emmanuel Stephens & Co
B1	AB Collins
B2	Mondonovo Care
B3	Blue Bird
B4	New Age Tuition
C1	K Power Ministries
C2	Martyns Rose Solicitors
C3	K Power Ministries

UNIT	WOODBERRY DOWN
W1	Keen London
W2	IT Guys
W3	Arts Emergency
W4	EK Outreach Services Ltd
W5	Alpha Actors
W6	Resico
W7	Campbell-Taylor Solicitors
W9	MRS Independent Living
W10	Urban MBA
W11	Flavored Foods
W12	EK Outreach Services Ltd
W13	Woodberry Down Neighbourhood Office (NHG & LBH)
UNIT	TEXTILE BUILDING
5	Kupfer
5a	Browniegod
6	London Care

# TENANT PROFILES

## Eldica Record Store

A small independent family shop tucked away in Dalston specialising in all areas of black music. The only proper record shop left in Dalston. Records bought, sold and traded.



## KEEN London

KEEN London is a charity providing sports activities to disabled children. We run free, engaging and accessible activities for children with additional needs and disabilities. Our inclusive services offer one-to-one support that helps children to thrive, develop and, most importantly, to have fun.

## ITGUYS

ITGUYS is an IT support and managed services business that has been supporting businesses and charities since 2005. We engage with all our clients so we can be their outsourced IT department. Our aim is to provide any organisation with the systems they need to realise their organisational and financial goals by understanding what “running at optimum” looks like to them, what the gaps are to realising this and how we can help enable this with better, joined-up technology.



## Alpha Actors

Established in 1983, Alpha Actors has grown into a renowned co-operative agency. Our clients have performed in the West End, RSC, Chichester, Regents Park and regional theatres to name but a few as well as touring nationally and internationally. Their talents have been utilized on screen from blockbusters and award-winning film festivals to prime time television and global commercials.

Our diverse client-base with its unique skill-set has established strong relationships with new and existing casting directors, production companies and theatres in order to maintain our own high standards and those of the industry.



## EK Outreach Services

EK Outreach Services is a SEND tuition service providing educational support to Local Authorities, Schools and Individuals. Our trained and dedicated staff are led by a skilled and experienced leadership team. We work with children and young people from 5-25 years old. Students can be taught at their homes, online, at our Outreach Centre in Manor House or anywhere that they are comfortable to conduct education.

Our aim is to improve the learning outcomes of children and young people for whom education has been a challenge either through their SEND needs, SEMH needs, or other reasons which may prevent them from fully accessing education. We provide a bespoke education package designed to meet the individual needs of children and young people who are currently outside of the education system. Our learners have opportunities to explore a wide range of accredited courses and outcomes.

# ACKNOWLEDGEMENTS



Social Enterprise UK

SUPPORTED BY  
MAYOR OF LONDON



Department for Levelling Up,  
Housing & Communities



Good Things Foundation  
Improving lives through digital



Construction team:



HELIOS  
PROJECT MANAGEMENT





Available from March 2023



Units available to let

90% LET

## Features

Affordable units 115-762 sq. Ft.

Prices from £25 per sq ft.

Meeting & event spaces

Fully refurbished with internet access

Flexible terms & 24 hour access

On-site business support & business incubators

Centre administrator

Mailing services

Security & CCTV

Internal bike storage + showers

Good transportation links

Be part of a diverse community

## Contact us

To register your interest, contact:  
**info@hcd.coop**  
or visit **www.hcd.coop**

For further information contact:  
**property@hcd.coop**

# HCD

HACKNEY  
CO-OPERATIVE  
DEVELOPMENTS

pioneering community  
economic development

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