

GOOD GROWTH FUND

Expression of Interest form

GENERAL INFORMATION

All sections of the form do not need to be completed for an application to be accepted. If we are requesting information you do not currently have access to or understand then don't worry, we will still read your submission. If you are unable to respond to any sections please indicate this with N/A and add an explanation as to why this information cannot be provided.

Applications that are not presented in this template will not be considered.

Where the response provided exceeds the stated word limit, information beyond the maximum word count will not be considered.

Additional information in support of your proposal will be considered , this may be information which helps us to understand your project better or which supports a specific aspect of the proposal (for example evidence of demand, need or support). Supporting information may be documents (e.g. survey results, user-centred research, soft market testing, feasibility studies), but may also be in other media formats, including images, videos, links to information on the internet or social media, a Twitter poll or Facebook page . You will not be penalised if this is not included as it will not form part of our scoring assessment.

Completed Expression of Interest forms and supporting documentation should be submitted in electronic format (in both word and PDF format) by email to goodgrowthfund@london.gov.uk by 4pm on 04 September 2017.

Feedback cannot be provided on drafts of your application but if you have any queries about how to complete your form please email your query to goodgrowthfund@london.gov.uk. Please note the last possible date to do this is 28 August 2017

SECTION 1: CONTACT INFORMATION

Name of organisation:

Camden Council

Applicant contact name:

[REDACTED]

Applicant contact email:

[REDACTED]@camden.gov.uk

Lead organisation name:

Camden Council

Lead organisation address:

Camden Council, 5 Pancras Square, Kings Cross, London, N1C 4AG

Lead form of lead delivery organisation

Public Sector body ☒ Charity ☐ CIC ☐ Cooperative ☐ Limited Company ☐ Unincorporated organisation ☐ Other ☐

If 'Other' Please explain further

Registered company or charity number (if relevant): *Click here to enter text.*

Project Address (if different from applicant):

Queen's Crescent, London, NW5 3QH

Please indicate other participating organisations and the nature of their support for the project:

This project proposal represents a starting point in addressing the issues raised through extensive community consultation in relation to an important local high street. We have not identified formal delivery partners but expect to involve local community groups and the fledgling but active market improvement group. The mechanism for involvement will be identified via the professional support we will commission to manage the co-design process for the environmental improvements proposed.

We will also commission a provider of enterprise training. This proposal brings together Placeshaping & Economic Development, Public Realm and Transport and Market Development and Management within the Council.

How will the project be managed? If you will you need to bring in additional resources to deliver the project please describe these arrangements?

Max 200 words

The grant agreement will be contract managed by the Placeshaping & Economic Development Service which has experience of managing GLA regeneration contracts through the Mayor's Regeneration Fund and the High Street Fund (accountable body for the Camden Collective project). We will establish a project Steering Group comprising members from relevant Camden Council services and external partners where applicable. We will work with GLA colleagues to commission external expertise to take forward the public realm co-design element of the project.

A Cabinet report in December 2017 will secure the funding for professional and technical fees in excess of £1m to take forward the site development priorities outlined in the Gospel Oak Strategic Framework, including the Queen's Crescent Workspace which forms part of this proposal. The physical development element of the project will be managed by the Council's Community Investment Programme (CIP) Team which has a strong track record for delivering large scale construction projects.

Are you related to or do you have any contact with any elected GLA officials or members of our staff? Yes ☐ No ☒

If yes, please tell us about your relationship with them and their name (or names) and which team they work in:

Click here to enter text.

Are you submitting more than one application to GGF? If yes, please list all of your other applications in your order of priority:

This proposal is currently the only Camden Council-led entry to the Mayor's Good Growth Fund. Camden are supportive of the entry by Brent Council for public realm improvements to the Kilburn area and the Cross River Partnership's multi-dimensional proposal but consider Queen's Crescent to be a priority. Camden Council may consider subsequent application entry points for later phases of development of the Gospel Oak area and/or other projects in the borough of Camden.

SECTION 2: PROJECT DESCRIPTION AND DETAILS

Project title

Queen's Crescent: The Heart of Gospel Oak

Project aim

Describe the general context, specific issue you are seeking to address, and overall purpose of your project. In describing your project you should consider how it will relate to the three wider themes of People, Places and Prosperity listed on pages eight, ten and twelve of the prospectus

This project aims to create a high street that better serves existing communities and is ready to benefit from the population increase and demographic change anticipated as a result of large scale council and private investment in housing, commercial and community assets and better access routes between Queen's Crescent and Kentish Town.

Bordered by comparatively affluent areas, Gospel Oak is one of Camden's more deprived communities, with a significant proportion of Camden-owned housing and two of the most deprived super output areas in the borough. Gospel Oak is set to undergo transformational change over the next decade through the Council's programme of housing regeneration which includes an aspiration to deliver over 1,000 additional homes across the area. Work to deliver 294 new homes at Bacton Low Rise has commenced, and plans for further development and intensification are being explored with the communities in our Wendling and West Kentish Town estates. This local transformation acts as both an opportunity and a call to action: to improve local amenity and community facilities and increase the access to local economic opportunities for residents.

Queen's Crescent serves as the economic and social heart of the surrounding area and is home to shops and amenities serving the local community and one of London's oldest street markets. Despite Queen's Crescent being well used by people living very locally, research indicates that the high street and market may not be reaching its potential and could benefit from improvements to environmental quality and public realm. Furthermore, the area is losing the workshop and artisanal studios that once characterised it and more could be done to increase and intensify workspaces, diversify the local offer, and support the development of community spaces.

This project responds to the need for good growth that benefits London's diverse business base and communities. It will bring together local people to foster active citizenship in the development of local plans, from conception to delivery. We aim to create the high street that local people deserve through a radical redesign of the public realm and intensification of workspace, creating a greener, safer and more liveable high street that attracts vibrant new uses. A series of community and promotional activities will boost footfall to the high street, and a skills programme will be developed to support local residents to trial their business ideas on the market.

Project summary

Briefly summarise your project, explaining the activities that are required to deliver it. Where possible, please make reference to the eight actions listed on page fourteen of the prospectus

1. Locally identified improvements to environmental quality and public realm in Queen's Crescent through a process of co-design:

Recent public consultation and the work of the Market Improvement Group identified the following areas as requiring improvement:

- Street surfaces and paving;
- Shop fronts;
- Lighting;
- Seating, places to linger;
- Variety in the local offer;
- Improving safety;

Recognising the need to ensure that everyone has the opportunity to actively participate in the development of their community, we will commission professional expertise to work with local people and businesses to co-design a public realm and streetscape strategy and implementation plan based on the above priority areas.



Above – decluttering and signage



Above – Queen's Crescent entrance



Above – new public space - seating and places to linger



Above – examples of existing QC frontages



Above – example of impact of Leyton shop front improvements

2. Redevelopment of Weedington South to intensify workspace and housing:

An initial feasibility study has been conducted on the identified site (Weedington South), located on the north-eastern edge of Queen's Crescent. The Camden-owned building currently houses retail on the ground floor with two floors of workshops and studios on the first and second floors, fronting onto Queen's Crescent. The building is well occupied by a range of businesses with little churn, demonstrating considerable demand for this kind of provision locally. This proposal will create and secure additional workspace for small and medium sized businesses, providing an accessible and affordable solution for local and aspiring business owners. It will intensify the current floorspace by providing additional floors and developing a stronger retail frontage on Queen's Crescent. Residential development either on site or on nearby potential development sites will partially cross subsidise the project and market storage space will be re-provided and upgraded.

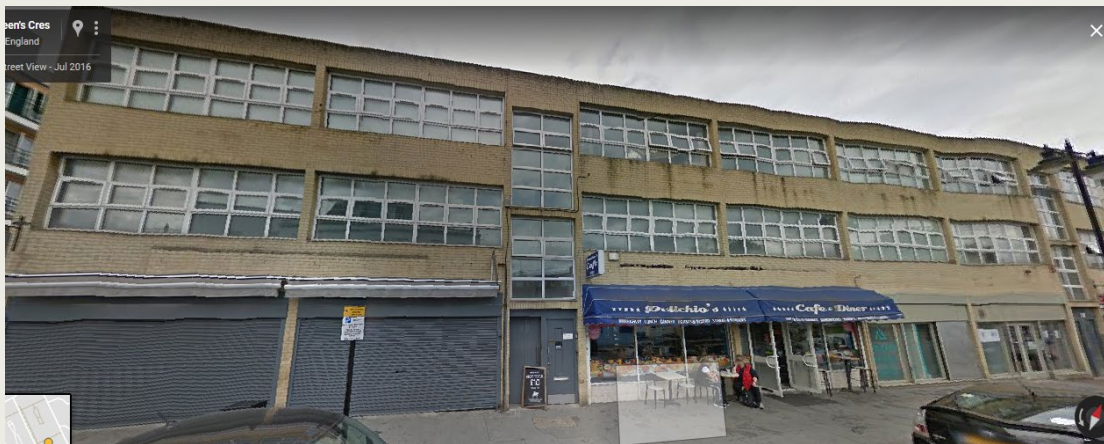
The feasibility study identified three phases for development, reflecting the existing lease arrangements. The study proposed the deliverables listed below which may be subject to change following further investigation. A report to December's Cabinet will secure the funding for the professional and technical support which will conduct survey and further viability work. For this EOI, Camden Council wishes to focus on phase one, but phases two and three could form part of a subsequent Mayoral grant/loan application.

Phase one:

- 2740sqm of new affordable commercial workspace;
- New market stores with access from Queen's Crescent;
- 10 new housing units; and
- New corner retail unit strengthening Queen's Crescent frontage.

Phases two and three:

- Additional housing units;
- Additional mixed use commercial space; and
- Accessible community space.



To make London more inclusive, we need to give everyone access to the opportunities created by growth. Building on successful models of market-related enterprise training in Camden and elsewhere, this project will provide opportunities for local residents to creatively develop employability and business skills and trial their business ideas at low cost and low risk on the market.

A series of promotional community events will be delivered on market days to boost footfall and support community integration and resilience.

SECTION 2A: FUNDING

The Good Growth Fund will expect to fund up to 50 per cent of the total project value, with the remainder covered by match funding. Applicants should be aware that the majority of the available funding is capital funds, so we would encourage revenue elements of projects to be funded via match. European Social Fund revenue grant funds are available for projects which will be co-commissioned with the GLA and will deliver employability and skills outcomes.

What is the start date of your project?

01/03/2018

What is the end date of your project?

01/03/2022

Total project cost (including match funding)

£8,039,000

Funding requested from Good Growth Fund

Please specify which type(s) of funding you are interested in applying for, and if possible the specific amounts

Types of Good Growth Funding available (please tick if interested)	Amount (£,000)
Capital Grant <input type="checkbox"/>	£4,000,000
Repayable Grant (Loan) <input type="checkbox"/>	
European Social Fund <input type="checkbox"/>	
Total	

In addition to the above funding options, the Crowdfund London programme offers small-scale grants in the form of pledges towards crowdfunding campaigns by organisations or partnerships seeking to raise funding for community-led projects. For further detail on this fund and whether it is suited to your project, please see [<https://www.london.gov.uk/what-we-do/regeneration/funding-opportunities/crowdfund-london>].

Have you secured any match funding?

Please indicate the amount and whether the funding has already been committed to the project, has been requested or is your realistic estimate of what might be secured

Source of Funding	Amount (£,000)	Committed, Requested, or Estimate
Community Investment Programme and/or other Camden funded	£3,974,000	Estimate
Section 106 contributions	£50,000	Estimate
Camden Council Markets Team	£15,000	Estimate
Total	£4,039,000	Estimate

If possible, please outline clear and achievable milestones that will constitute delivery (preparation, construction, operation etc.), when you forecast them to occur, and the amounts of funding associated to them

Milestone/description of activity	When will the activity take place?	Budget forecast
Public Realm Strategy & Technical, Development Support	2018-2019	£70,000
Public realm improvements	2018-2021	£680,000
Skills programme	2018-2021	£50,000
Community events/promotional activity	2018-2021	£15,000
Weedington South redevelopment	2018-2022	£7,224,000
Total	2018-2022	£8,039,000

SECTION 3: DEMAND AND SUPPORT

Applicants should outline why the proposed actions represent good value for money, and knowledge or awareness of any complimentary projects which will bring strategic added value to their proposal, and provide an estimate of potential outputs and outcomes

What local engagement has been undertaken so far and how can you evidence demand or need for your project? If you can, please attach or provide links to any evidence of this, including local support that might exist (e.g. letters of support, a Twitter poll, Facebook page, user-centred research). If possible, describe if the project complements any other initiatives and if possible demonstrate any strategic advantages?

In 2015/16, Camden ran a public consultation on the regeneration of the Gospel Oak area. This built on earlier consultation in 2013 and included an online and paper survey, a series of meetings and engagement opportunities, letters and email communications. This consultation identified Queen's Crescent as the top regeneration priority for the area (54%), followed by investment in housing (49%) and community safety (48%). When asked about improvements to Queen's Crescent specifically, respondents identified: improved street and paving (60%); improved shop fronts (59%); better lighting (52%); more seating (28%); better route signs (27%); public art project (27%). Many also commented on the need for improvements to the local market. The report of this consultation is [available on our website](#).

The results of the community consultation have informed the draft Gospel Oak Strategic Framework (attached). Minor changes still need to be made, including changes to the numbers of potential new homes, before consultation begins in November 2017. As well as numerous community events a summary document and questionnaire will be sent to all households and businesses during a consultation period that will run into early 2018. The comments and conversations will be recorded and fed into the final document later in 2018. As Camden is the landowner for the whole of the area covered, the framework is a corporate document but consideration will be given to whether it is helpful to adopt, in a slightly amended form, as a supplementary planning document.

This project takes the ethos of consultation and develops it further, supporting community led regeneration and ensuring that improvements result from a process of co-design so that local people have the opportunity to actively influence how their high street is shaped. Camden Council will be seeking to identify a professional partner with expertise in developing community cohesion through engagement and developing pathways from idea generation to delivery of community owned improvements. The market is central to the project and the priorities of the local Market Improvement Group have been incorporated into this EOI and will inform all phases of the co-development process.

The evidence base for this project includes a number of research studies carried out over the last few years, including a retail survey, a business and employment study, a workspace supply and

demand study and a feasibility study for the Weedington site. Please see our covering letter for a list of provided documentation.

What stage are you at in the development of your project

Concept ☒ Feasibility/Research ☒ Business case completed ☐ Procurement ☐ Planning submitted ☐ Planning approved
☐ Ready to deliver ☐ Other ☐ If 'Other' Please explain further

This proposal is the result of research conducted over a number of years and wide-ranging consultation. Some feasibility work has been undertaken, but much of the technical survey and viability work is still to be done. For the improvement of environmental quality and public realm on Queen's Crescent, extensive consultation and research has taken place, as highlighted above, and the Market Improvement Group has started to consider how best to organise, collaborate and act together to improve the market specifically, by widening its appeal, diversifying its role and attracting new traders and customers. That being said, the process of consultation now needs to develop into a process of co-design, through which specific and detailed plans for improvements can be developed and actioned.

For the redevelopment of Weedington South on the north-eastern edge of Queen's Crescent, initial feasibility work has explored the possibility for a three phased approach to the redevelopment. This project, subject to approval of technical fees from Cabinet in December 2017, will deliver the first phase of the redevelopment. More comprehensive planning will be required to take this project element through to delivery and time has been allocated for this within the four-year project lifespan (2018-2022). Phases two and three could complement phase one at a later date and may form a part of subsequent grant or loan application.

SECTION 3A: OUTPUTS AND OUTCOMES

Please indicate appropriate outputs and outcomes to quantify the level of impact your project will have, and describe how your project will lead to them. Please use page twenty of the prospectus, and the suggested metrics included below as a prompt (these are merely an initial indication of priorities to help applicants and by no way definitive). We understand that figures will be estimates at this stage, but please make them as realistic as you can, and projects in the development stage which do not have access to this information should not be discouraged from applying. As the Good Growth Fund develops, we will encourage our delivery partners to set objectives against a number of different indices which we will monitor and evaluate during the lifetime of their projects.

Output or outcome measure	Definition	Target
New jobs being created	New - should not have existed in the London borough or the employer before the intervention. Permanent - should have a life expectancy of at least 26 wks. FTE - 35hrs or more per wk.	New jobs will be created through the Market Enterprise project and through the delivery of new commercial floorspace. Indicative figures; Market enterprise project: 20 jobs created New floorspace: 50 jobs created (based on employment density figures for B1c light industrial floorspace)
Public Realm improvements (m2)	Improved: significant improvement in the quality of the built environment through improved use of space, urban design and improved quality of materials used. Could be linked to measurement of time savings, reductions in road safety incidents, increased perception etc. New: space which was previously not for public use which is transformed into pavement, road, street furniture & park area.	Significant improvement in public realm. May include the following: street surfaces & paving; lighting; seating; greening; improved local offer; improved local safety. Upgrading and look and feel improvements for up to 30 shop fronts. M ² to be confirmed.
New or improved commercial/business space (m2)	New or upgraded: new buildings constructed as part of the project, refurbished, improved or adapted for productive use as part of the project. Improved: Actual floor space or potential market value has been increased by some physical improvement	2,740sqm to be used as affordable light industrial/studio/workshop space.

Increase in business turnover	Increased financial turnover can be defined as the volume of a business output in terms of profits over a given number of years or period of time	Target of 20% increase in footfall, and corresponding business/trader turnover. To be monitored through business engagement – willing businesses to provide footfall statistics.
Increase in visitor satisfaction	Increase in visitor satisfaction in the target area over agreed period.	Target of increased visitor satisfaction. To be measured through visitor surveys.
Increase in footfall	Also known as People Counting or Shopper Counting, as the measurement of the number of people entering passing a certain location or entering a shop or shopping mall. An increase in footfall is measure from the baseline position over a period of time compared to another survey after an expected change or trend has taken place.	Target of 20% increase in footfall, to be measured with willing participants.
Entry into employment	New – A London resident who was economically inactive, unemployed or NEET (Not in Education, Training or Employment) before the intervention, accesses employment as a result of the support received. Permanent - should have a life expectancy of at least 26 wks.	Target of 10 market enterprise programme participants to continue to trade on the market beyond the life of the programme. Target of 15 market enterprise programme participants to secure employment post programme completion.
People supported	New – A London resident actively participates in the project. This may be as a member, user, volunteer, participant, or beneficiary.	60 local people to be enrolled on market enterprise programme course over three year period (20 per year).
Healthy lifestyles	Increase greening to Queen's Crescent	M ² to be confirmed.
Community cohesion	Increased community cohesion, resilience and satisfaction levels in period of change.	Delivery of community events and promotional materials.

Please include a brief description here of how each output measure relates to the overall project

e.g. This project will deliver 1250 m2 of public realm as part of the redevelopment of XXXX, or this project will deliver 10 jobs as part of XXXX.

New jobs created

The project will indirectly support job creation through the provision of additional affordable workspace, allowing individuals to access the workspace needed to 'formalise' their business idea and providing pre-existing businesses with the opportunity to scale up and expand their employee

base. The new workspace delivered will support up to 50 jobs based on employment density figures from the Homes and Communities Agency in relation to B1c light industrial floorspace.

The market enterprise training will support individuals into self-employment with core employability and skills training.

Public realm improvements

The public realm improvements will be identified and designed with the local community but are likely to include: street surfaces and paving; lighting; seating; greening; variety in the local offer and; improved safety. All improvements will aim to increase high street and market footfall and raise dwell time, and improve the shopping experience for local people and visitors alike.

A shop front improvement scheme will upgrade and improve the look and feel of up to 30 shop fronts, subject to willing participants.

New or improved commercial/business space

2,740sqm (GEA) will be created to be used as affordable light industrial/studio/workshop space. Phase one of the redevelopment of Weedington South will create two additional floors of workspace with the potential for a new fabricated, lightweight rooftop pod to create two storey workshop units. This workspace will cater for local demand.

Increase in business turnover

Improvements to the public realm and upgraded shop fronts as well as the promotional programme of events in support of the market will aim to create a 20% increase in footfall to the local area, and corresponding increases in business and trader turnover. This will be monitored closely with willing participants – local businesses and traders. Willing businesses will be engaged through the shop front upgrade programme and traders through the local Market Improvement Group.

Increase in visitor satisfaction

Public realm improvements and diversification of the local offer will aim to improve visitor satisfaction. Initially this will be measured by consultants in developing the public realm strategy and will later be followed up by a visitor survey delivered by Camden Council.

Increase in footfall

Improvements to the public realm and improved shop fronts will aim to create a 20% increase in footfall to the local area. This will be monitored closely with willing participants – local businesses and traders. Willing businesses will be engaged through the shop front upgrade programme and traders through the local Market Improvement Group.

Entry into employment

A programme of market enterprise training will support 60 local people over three years to develop core employability skills, from communication to problem solving, confidence building and career planning. The programme will aim to support 10 or more programme participants to continue to trade on the market beyond the programme, and 15 or more participants to secure employment post programme completion.

People supported

The market enterprise training will support local people with employability skills and routes into employment. As stated above, the programme will aim to support 10 or more programme participants to continue to trade on the market beyond the programme, and 15 or more participants to secure employment post programme completion. Comparable programmes have previously resulted in up to 18 people signing off Job Seekers Allowance or Employment Support Allowance, from a cohort of 49 completing the programme.

Community cohesion

A series of community events and promotional activity will showcase the local offer and increase footfall, but also encourage community cohesion and resilience in a period of local transformation, bringing residents together to take pride in the area and embracing new residents and visitors.

SECTION 3B: LEGACY

Provide a brief description of your current ideas or plans to ensure ongoing delivery and management of the facility or service after the end of the Good Growth funding period

The legacy of this project will be a locally valued high street that better serves existing communities and adapts and grows to reflect the transformational change that is forecast. The Council's commitment to the area is confirmed by our significant ownership of the local asset base and the scale and timeframe of our investment.

The project represents the beginning of a minimum of ten years of investment by the Council in the Gospel Oak area. The Council intends to monitor project outcomes and change in the area beyond the defined project lifetime, as well as indicators related to economic growth and unemployment rates and the provision of new and additional workspaces.

Weedington South phase one, and subsequent commercial space, will deliver a permanent increase to the supply of affordable light industrial and studio workspace for local people to start or expand their business, while protecting the valuable businesses already present. Phases two and three will, if delivered, build upon the model tested in phase one and utilise private residential sales for the delivery of additional mixed-use work and community spaces, creating a sustainable process for progressing both economic growth and housing supply.

SECTION 4: DECLARATION

The declaration must be completed by a Director of the organisation or equivalent. Applications without a completed declaration section will not be considered.

As a public organisation we have to follow the Data Protection Act 1998 and the Freedom of Information Act 2000. We have a data protection policy, which is available from our website at www.london.gov.uk

We also have a Freedom of Information policy which is also available from our website at www.london.gov.uk

By signing this application form, you agree to the following:

- A. We will use this application form and the other information you give us, including any personal information, for the following purposes.
- To decide whether to award your proposal support.
 - To provide copies to other individuals or organisations who are helping us assess and monitor support. After we reach a decision, we may also tell them the outcome of your application and, if appropriate, why we did not offer you support.
 - To hold in our database and use for statistical purposes.
 - If we offer you funding or support, we will publish information about you relating to the activity we have funded, including the amount of funding and the activity it was for. This information may appear in our press releases, in our print and online publications and in the publications or websites of any partner organisations who have funded the activity with us.
- B. You have read the GLA data protection and freedom of information policies and accept how we generally plan to treat your application and other related information if someone asks to see it under the Freedom of Information Act 2000.

Tick this box if you consider that we should treat your proposal as confidential information. ☐

Tick this box if you consider that we should treat your financial information, such as your budget and any business plan, as confidential information. ☐

Tick this box if there is any other information you have provided that you consider to be confidential information. You must tell us what that information is and give us your reasons below or in a separate letter. If you are sending us a separate letter, please write 'letter included' below. ☒

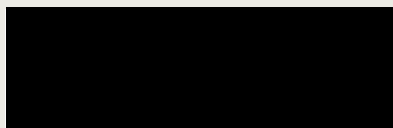
Letter included

- C. Please note that your project summary and any images or videos that you supply may be published if your project is selected for further development or if you are asked to submit a more detailed application form. By submitting this text and any accompanying materials you give us full

permission to use them on our website and in other publications and marketing materials produced by the Mayor of London.

To the best of my knowledge, I confirm that the information supplied on this form is correct and complete. If successful, this organisation will use the funding only for the purpose shown in this application.

Signe

A large black rectangular box redacting the signature.

Name:

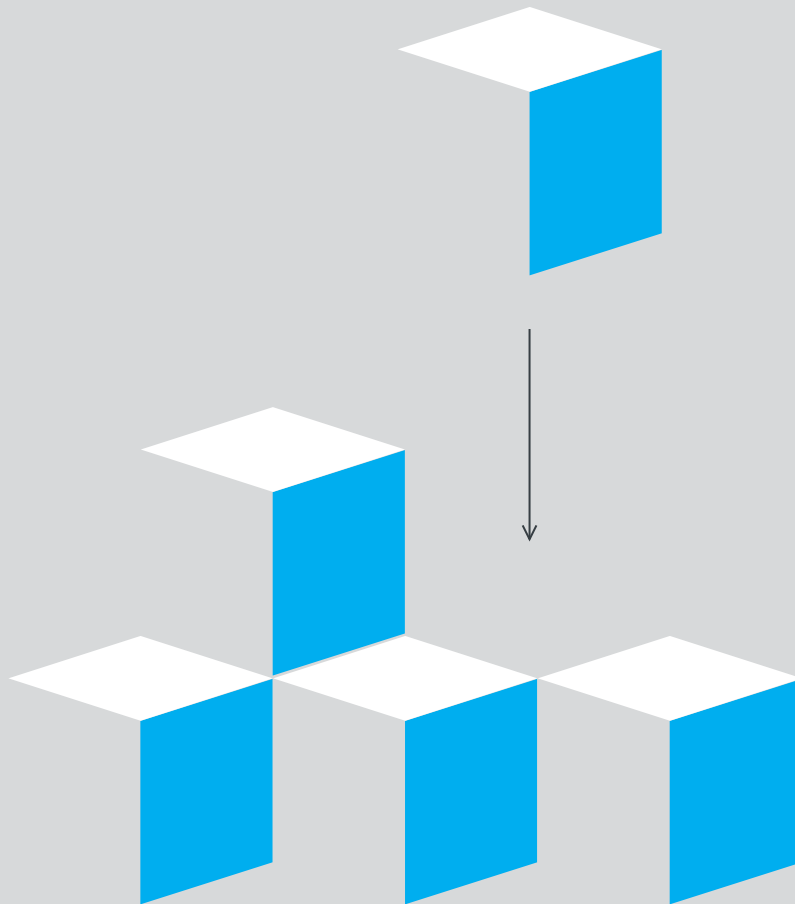
A small black rectangular box redacting the name.

Position: Head of Placeshaping & Economic Development

Date: 4 September 2017

MAYOR OF LONDON

**GOOD GROWTH FUND
STAGE 2 APPLICATION**



GENERAL INSTRUCTIONS

- The first section of the form is a summary of our feedback, including a proposed allocation of funding. Please use the comments provided as a starting point for developing your application, and if anything is unclear please ask your GLA contact
- Applications that are not presented in this template will not be considered.
- Where the response provided exceeds the stated word limit, information beyond the maximum word count will not be considered.
- Completed application forms and supporting documentation should be submitted in electronic (PDF) format by email to **goodgrowthfund@london.gov.uk** by **4pm on 05 January 2018**.
- Feedback cannot be provided on drafts of your application but if you have any queries about how to complete your form please email your query to **goodgrowthfund@london.gov.uk**. Please note the last possible date to do this is 22 December 2017
- A valid application must include:
 - A completed copy of this form including the signed declaration at the end (a digital signature will suffice)
 - A completed funding and milestone schedule (Excel spreadsheet)
 - A signed financial forecast declaration (digital scan or hard copy) from your Chief Finance Officer or equivalent agreeing to the financial forecasts proposed.

DETAILED FEEDBACK

Applicant Contact Name

██████████

Lead Organisation Name

Camden Council

Project Name

Queen's Crescent: The Heart of Gospe

Overall feedback indicating project strengths, weaknesses, and areas to be developed to secure funding

A strong application at an early stage of project development. Demonstrates clear community definition of priorities and responds to those. Situates proposals in relation to strategic plans for transformation of the wider area in the next 10 -15 years.

A significant ask and limited certainty at the moment regarding budget and resourcing of the project. Key Cabinet decisions expected in December. Development of Cabinet report and detailed application would likely resolve these issues.

The development of a compelling detailed application will be underpinned by addressing the following points:

- certainty on funding and baselines.
- the proposed governance and decision making process enabling relevant groups and experiences to feed into project definition.
- defining the procurement and co-design approach

Proposed allocation of funding

£1,100,000

Type of funding



Capital grant



Repayable grant



ESF Revenue

PROJECT SUMMARY AND DESIGN

Please provide an updated version of the project summary from your EOI. Outline the steps involved in delivering your project, making explicit reference to the activities and milestones required to enable delivery and the responsible parties involved

Please provide a brief overview of the context that your project is responding to.

In doing so please set out:

- Any specific socio-economic characteristics which the project is responding to / seeking to influence
- Any existing projects or activities that your project will be looking to complement
- The main groups and communities that the project will impact upon (either directly or indirectly)

Please include additional documents as required to describe the project and its activities (e.g. Location plan / site plan, Site photographs, Design documentation, including reports, architectural drawings, sketches, design and access statements, Planning consents, Business plans)

PROJECT SUMMARY

This project delivers the **engagement, design and feasibility** phases of a long-term, holistic and potentially transformational programme of investment in homes, community facilities and workspace in Gospel Oak. The project will also **develop and implement a public realm strategy for Queen's Crescent in partnership with local stakeholders**, preparing the high street, which forms the economic and social heart of the area, for the future.

BACKGROUND AND CONTEXT

GOSPEL OAK

Bordered by comparatively affluent areas, Gospel Oak is one of Camden's most deprived communities with a significant proportion of Camden-owned housing and two of the most deprived super output areas in the borough. The mean annual household income is significantly lower than the Camden average and 29.3% of working age adults are in receipt of out of work benefits by comparison to 9.3% across the borough. 25.2% of residents in the Gospel Oak area have no qualifications, significantly higher than the Camden average of 12.7%. English Language proficiency is lower in Gospel Oak than the Camden average.

For many indicators, the health and wellbeing of the local population is lower than the Camden average. 9.9% of residents have self-reported bad health (cf. 5.6% Camden average), smoking prevalence is 7% higher than the Camden average and childhood obesity rates are higher for both reception and year 6 age-groups. 19% of the population are diagnosed with either anxiety or depression, by comparison to 15% in Camden. In addition,

Design Management Arrangements

The Mayor is committed to the quality of projects across London, particularly where he is investing. As such, we encourage the consideration of design review and wider design management at the outset of projects.

Please describe the design management arrangements that you intend to undertake for each project phase. This will include how you intend on working with the GLA Regeneration Team, any in-house or local authority expertise (design officers, heritage officers etc), and/or any procured professional services. Please also consider when a design review, carried out by a local design review panel or the London Review Panel would be most beneficial.

Headings can be adjusted, added to or omitted as required.

A Gospel Oak Board will oversee the whole programme of engagement and options development for Wendling, West Kentish Town, and the three enabling sites. Councillors will be involved through the CIP Cabinet Sub Group with the decision regarding regeneration of the estates going to Cabinet. A cross-council Queen's Crescent Working Group will be established which will be represented on the Gospel Oak Board.

1. PROJECT SCOPING

WENDLING, WEST KENTISH TOWN AND THREE ENABLING SITES:

Camden is seeking to work with residents and stakeholders in Gospel Oak to develop a set of options for the area that maximises different elements of community benefit. Through a process of engagement and detailed feasibility work, Camden wishes to begin to explore the options for the renewal of the Wendling and West Kentish Town estates and three key enabling sites; Gospel Oak Open Space, Ashdown Crescent and Weedington. This process will engage design teams to work with residents to develop options for each estate and the enabling sites, taking into account the site constraints, such as St Paul's viewing corridor, construction logistics and buildings phases. The work will be expected to consider a range of options, from minimal interventions to full redevelopment.

The overarching objectives for the transformational work in Gospel Oak is to maximise the council's assets in order to deliver:

- Fit for purpose sustainable homes for its tenants, including where possible increasing the number of new social rented units;
- New fit for purpose re-provided community facilities;
- Additional employment space.

FUNDING SCHEDULE AND MILESTONES

Please populate the attached spreadsheet using clear and achievable milestones (key stages in the delivery of the project that will demonstrate progress) and a forecast spend for all sources of funding related to the project. All GLA spend must be completed on or before 31 March 2021. An additional 12 months – financial year 2021/22 – is allowed in order collect and validate output and outcome data, during which match funding can also be spent. If relevant, milestones should still be included for activity in financial year 2021/22 even though GLA funding will not be available.

Please also complete and sign the attached financial forecast declaration

EVALUATION AND IMPACT STRATEGY

As part of our commitment to understanding the impact of our interventions, we want to encourage all projects to take a proactive and robust approach to evidence collection and evaluation.

To underpin this process we are asking all projects to think about how you will undertake monitoring and evaluation from an early stage. This section is an opportunity for you to outline how you intend to monitor and evaluate your project, including allocation of resource, strategy, and key areas of focus.

Please refer to the accompanying Monitoring and Evaluation handbook for further guidance.

Your Project Logic Chain

The project logic model is an important foundation for delivery as it provides a clear way to think about the essential components of your project. It provides a summary of the rationale for the project, the activities being delivered and, importantly, the manner in which these activities support various outcomes and impacts.

Building on the above, please use the template attached to complete your project logic chain.

Further guidance on completing the logic chain is provided in the Monitoring and Evaluation handbook.

Components of a logic model

Part 1: Context and Rationale

SOCIO-ECONOMIC & STRATEGIC CONTEXT

Mayoral aspiration to increase housing delivery and support town centre vitality and to accommodate growth in town centres; local aspirations to support high street regeneration within specific localities.

LOCAL CONTEXT

Council is commencing a community conversation about estate regeneration and wider area vision and plan. Much loved but tired local high street, centred in an area undergoing transformational change, not meeting its potential.

RATIONALE FOR INTERVENTION

High Street improvement identified as the top regeneration priority

Part 2: Aims and Objectives

AIMS

- To design and deliver civic engagement which delivers meaningful involvement of citizens in decision making about the future of their neighbourhoods and their high street.
- To scope options and feasibility for regeneration in Gospel Oak to deliver new homes, community facilities, workspace and improved public realm and amenity.
- To strengthen Queen's Crescent and its market as the thriving economic and social hub of Gospel Oak, sustaining community cohesion and resilience through a period of transformational change.
- To improve the skills and employability of local people and improve the number and range of traders on the market.

Part 4: Project Outputs & Outcomes

OUTPUTS

- Detailed community engagement report for Wendling, West Kentish Town, Gospel Oak Open Space, Ashdown Crescent, Weedington, including options spanning minimal intervention to full redevelopment (within the context of the wider area plan), and related stakeholder perspectives
- Detailed feasibility report for Wendling, West Kentish Town, Gospel Oak Open Space, Ashdown Crescent and Weedington
- Residents (100+ engaged and 40+ heavily involved), businesses (60% engaged and 30% heavily involved) and other stakeholders from different backgrounds taking part in engagement exercises and opportunities to shape local decisions
- All products developed through co-design process
- 5000m2 of public realm improvements/creation

Part 3: Project Design and Activities

PROJECT DESIGN AND DELIVERY MODEL

- The procurement and management of engagement, design and architect teams will be undertaken by council staff cutting across regeneration, economic development, transport planning and highways teams.
- The Engineering Services team will oversee delivery of the high street improvement works.
- A Gospel Oak Board will oversee the whole programme of engagement and options development.
- A cross-council Queen's Crescent Working Group will be established which will be represented on the Gospel Oak Board.
- Councillors will be involved through the CIP Cabinet Sub Group with the decision regarding regeneration of the estates going to Cabinet.

Evaluation Focus

The GLA self-evaluation template provides a set of topics that each evaluation will need to cover. It is important that you design your evaluation to respond to your project.

Please set out the key questions that you will be looking to answer via your evaluation. In doing so, please identify the audience.

PROJECT OBJECTIVES

- To design and deliver an overarching community engagement and consultation programme for Gospel Oak. (Stage 1: February – September 2018, Stage 2: October 2018 – March 2019)
- To deliver design and feasibility options for the regeneration of Wendling and West Kentish Town estates and the 3 enabling sites (including the Weedington site on

Your Approach to Monitoring and Research

The evaluation will need to summarise the performance of your project against a number of measures. We are keen that projects use both quantitative and qualitative research to come to robust judgements.

Please set out your initial ideas on how you will undertake this research:

- Your approach to gathering information on performance against outcomes
- Your approach to gathering wider qualitative insights on project impact (e.g. case studies)
- Your approach to gathering insight on the project delivery processes (e.g. stakeholder consultation)

PROJECT BASELINE

One of the deliverables for the appointed co-design consultants and the appointed independent evaluators will be to establish the baseline of the intended outputs and outcomes. This will allow a comprehensive project evaluation to be delivered after project completion. The two will be expected to work together to identify the baseline, including both quantitative and qualitative indicators, and establish processes for collecting and monitoring data throughout the project that will inform the evaluation at the project end. The independent evaluators will be responsible for delivering the evaluation at the project end.

Baseline indicators will be established for the following outcomes using the methodology set out in section: 'Output and Outcome Measures'.

Outcomes:

- Resident and business sense of ability to influence local decisions or projects

Evaluation Resource and Timings

Please provide an overview of the practical mechanisms that you will use to undertake monitoring and evaluation. In doing so please consider:

- Who will be responsible for collecting evidence during delivery?
- How often will information be collected?
- Will the self-evaluation be conducted in-house or externally?
- Have you set out a clear resource plan?

EVALUATION DELIVERY MODEL

An independent evaluation will be commissioned to collate post project outputs and outcomes, assess against intended targets and evaluate the project deliverables, both individually and as a comprehensive and interrelated programme of interventions. The evaluation process will involve identifying the baseline in conjunction with the co-design consultants at the start of the project, establishing processes for collecting and monitoring data throughout the project, including quantitative measures and qualitative measures, and evaluating the baseline at the project end. Independent evaluators will be tasked with collecting and analysing data to support the evaluation process, however, data should also be gathered and sourced from partners including, but not exclusively, Camden Council and the market enterprise programme provider. The evaluation brief will be designed with the GLA before progressing to tender.

EVALUATION RESOURCE AND TIMINGS

The evaluation process will involve identifying the baseline in conjunction with the co-design consultants at the start of the project, establishing processes for collecting and monitoring data throughout the project, including quantitative measures and qualitative measures, and evaluating the baseline at the project end. The baseline will be identified between July 2018-March 2019. The project evaluation will be

OUTPUTS AND OUTCOMES

Each applicant should select a range of output and outcome measures which reflect the scale and ambition of their project.

Please refer to our Evaluation and Impact handbook when completing this section, along with the detailed list of Good Growth Fund Output and Outcome measures. All projects should select:

- At least three measures from the programme wide Good Growth Fund output and outcome measures
- Additional indicators which reflect the specific context, objectives and beneficiaries of your project.

You should choose output and outcome measures that you feel are achievable through your intervention, but also that you will have sufficient capacity to effectively monitor through the lifetime of the project.

OUTPUTS / OUTCOMES	BASELINE (Where applicable include a baseline figure)	TARGET (What is your overall aim against this output?)
Detailed community engagement r	N/A	Adequacy in facilitating next steps
Residents, businesses and other s	None/TBC	100+ residents engaged and 60+ i
Public realm improvements/creatic	None	5000m2 of improvements/creation
Shop fronts improved	None	80% of occupied shop fronts impr
Learners supported by market ent	49 learners supported for £65,000	60 learners supported for £80,000
Learners progressing into work/fur	40% of completing learners achiev	50% of learners achieving hard ou
Increase in visitor satisfaction	TBC	30% increase in visitor satisfactor
Increase in individual/Queen's Cre	TBC	10% increase in turnover, 10% inc
Number of local people participatir	None	50+ local people participating in ex
Perceptions of change and improv	None	Positive ualitative case study

DECLARATION

The declaration must be completed by a Director of the organisation or equivalent. Applications without a completed declaration section will not be considered.

As a public organisation we have to follow the Data Protection Act 1998 and the Freedom of Information Act 2000. We have a data protection policy, which is available from our website at **www.london.gov.uk**

We also have a Freedom of Information policy which is also available from our website at **www.london.gov.uk**

By signing this application form, you agree to the following:

A. We will use this application form and the other information you give us, including any personal information, for the following purposes.

- To decide whether to award your proposal support.
- To provide copies to other individuals or organisations who are helping us assess and monitor support. After we reach a decision, we may also tell them the outcome of your application and, if appropriate, why we did not offer you support.
- To hold in our database and use for statistical purposes.
- If we offer you funding or support, we will publish information about you relating to the activity we have funded, including the amount of funding and the activity it was for. This information may appear in our press releases, in our print and online publications and in the publications or websites of any partner organisations who have funded the activity with us.

B. You have read the GLA data protection and freedom of information policies and accept how we generally plan to treat your application and other related information if someone asks to see it under the Freedom of Information Act 2000.



Tick this box if you consider that we should treat your proposal as confidential information.



Tick this box if you consider that we should treat your financial information, such as your budget and any business plan, as confidential information.




Tick this box if there is any other information you have provided that you consider to be confidential information. You must tell us what that information is and give us your reasons below or in a separate letter. If you are sending us a separate letter, please write 'letter included' below.

- C. Please note that your project summary and any images or videos that you supply may be published if your project is selected for further development or if you are asked to submit a more detailed application form. By submitting this text and any accompanying materials you give us full permission to use them on our website and in other publications and marketing materials produced by the Mayor of London.

Declaration

I certify that the information provided in this Expression of Interest is complete and correct and that I have the authority to submit this application on behalf of the applicant organisation.

Signature



Print Name



Position

Director of Regeneration and Planning

Date 04/01/2018



LONDON BOROUGH OF CAMDEN

REQUEST FOR QUOTATION

Queen's Crescent Public Realm Strategy

Queen's Crescent public realm strategy

Contents

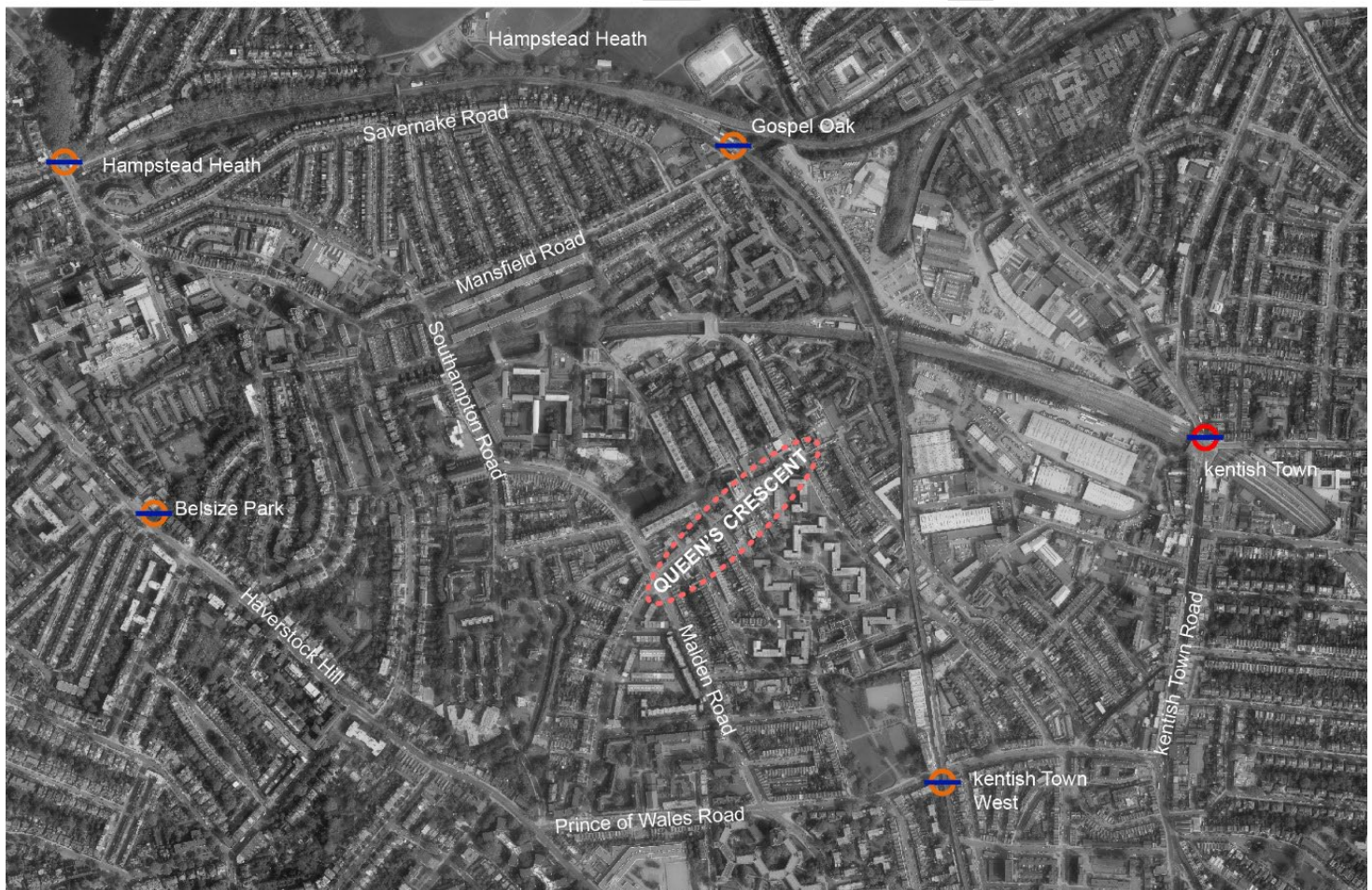
1. Introduction
2. Background and Context
3. Objectives of the public realm strategy
4. Specification and outputs
5. Programme and budget
6. Tender submission
7. Evaluation criteria
8. Management arrangements

1. Introduction

- 1.1 Camden Council wishes to commission consultancy support to develop and implement a public realm strategy for Queen's Crescent, a local high street serving the Gospel Oak area. Queen's Crescent hosts one of London's oldest markets and has a rich history as a bustling local centre at the heart of the community. Today it remains at the heart of the community and is a designated local centre in Camden's Local Plan. Our ambition is to co-design a strategy with the community that will improve the physical environment of Queen's Crescent, help stitch it into a changing context and reinforce it as the heart of the wider area.
- 1.2 The consultant team will be required to co-design the strategy with the local community. The objective for this is that the strategy is designed with the community and ultimately owned by them, using participation techniques that encourage engagement and build consensus. The method for achieving this should be defined by the consultant team in their tender response.
- 1.3 Queen's Crescent has multiple uses including a market on two days of the week, a community hub and a movement route for pedestrians, cyclists and vehicles. Within this context, the council wishes to build on the strengths of Queen's Crescent and address its shortcomings to create a high street that:
 - responds to the needs of local residents and businesses
 - attracts the custom of people living and working in the wider area
 - balances the needs of pedestrians, cyclists and vehicles
 - encourages people to relax and linger
 - is attractive, clean, green and safe
- 1.4 The council is looking to procure a single consultant with all of the required skills or a consortium with a lead provider. The commission is for RIBA stages 1 and 2 with an option to extend the contract to cover detailed design and construction management.

2. Background & context

- 2.1 Queen's Crescent sits at the heart of Gospel Oak. The area is a priority for the Council and is witnessing significant investment. Gospel Oak includes a high proportion of Council owned property. Many of these properties have undergone major intervention to bring them up to a suitable modern standard. At Bacton Low Rise, the Council has redeveloped the estate, re-providing affordable housing and introducing new private tenure homes into the area. Currently, the Council is discussing the future of West Kentish Town and Wendling with the residents of these estates, with the option for significant further investment in the area.
- 2.2 The council is developing a strategic framework for the area called the Gospel Oak Plan. A key element of the plan is to improve the role and attractiveness of the section of Queen's Crescent that forms the main 'high street' in the Gospel Oak area. This section is located between Malden Road and Grafton road and is highlighted on the map below.



Queen's Crescent: focus area

Gospel Oak

- 2.3 Gospel Oak is one of Camden's most deprived communities, bordered by comparatively affluent areas including Hampstead to the north, Belsize Park to the west and Kentish Town, Dartmouth Park and Tufnell Park to the east. It is an urban area dominated by residential property, 50% of which is social rented compared to 33% in Camden as a whole. Gospel Oak ward includes the top two most deprived super output areas in Camden, both immediately north of Queen's Crescent, which also fall amongst the 10% most deprived areas in England, as indicated by the Index of Multiple Deprivation (2015). Other social-economic data reveals an area of relatively high unemployment and worklessness, poor health and low skills levels compared to the rest of Camden.
- 2.4 Gospel Oak is set to undergo potentially transformational change over the next decade. A significant programme of housing regeneration is planned by the council, with the first phase underway through our 15 year Community Investment Programme, which will introduce new, private-sale housing to fund the new and refurbished social and intermediate housing, schools and community facilities. When complete, the new development at Bacton Low Rise in Gospel Oak will deliver 294 new homes, 40% of which will be social rented or intermediate and 60% of which will be for private sale.
- 2.5 To the east of the area, between Queen's Crescent and Kentish Town, lies the Kentish Town Industrial Estate on Regis Road where plans exist for a mixed-use development which will intensify employment uses and introduce a significant amount of new housing. The development of this important site offers an opportunity to improve access routes between Kentish Town Road and the underground station and Queen's Crescent via Arctic Street. These changes will increase the population of the wider area and therefore the potential footfall along Queen's Crescent. It is important that the public realm strategy ensures Queen's Crescent is ready to benefit from this wider growth in the area.

Queen's Crescent

- 2.6 Queen's Crescent is a main road with an east-west orientation between Grafton Road and Prince of Wales Road. For the purpose of the public realm strategy, we will be considering the section of Queen's Crescent between Grafton Road and Malden Road.
- 2.7 It is one of the oldest street markets in London and today it serves as the economic and social hub for the surrounding area. The street has a local retail offer as well as some community services. A retail study carried out in 2013 revealed that Queen's Crescent was well used by people living very locally, and both visitors and shopkeepers said that there was a sense of community there.

- 2.8 Many traders run stalls that have been passed from generation to generation, selling food, discounted clothing and a wide variety of household products on Thursday and Saturday each week. The market has been home to a vast range of cuisines, from South East Asian to Jamaican to Moroccan, and is also home to a number fruit and veg stalls, florists and antiques. The wider high street offer includes several supermarket names as well as many independent businesses.
- 2.9 However, while the twice-weekly market is popular in the immediate area, it tends not to have the wider draw that would be expected of a London market. The retail study also advised that the environmental quality of Queen's Crescent needed improving, with reported concerns about a generally 'tired' feeling, with tatty shops and rubbish on the street. Local shopkeepers also cited crime and safety as a concern.



Queen's Crescent Public Realm Strategy area of focus

The Gospel Oak Plan

- 2.10 While the residents of individual estates within the Gospel Oak area will determine the nature of regeneration of those estates, the Council is preparing a plan for the whole of the Gospel Oak neighbourhood which will define the vision for the area in its widest sense. This plan will aim to better stitch Gospel Oak into its surrounding north London context and enable the council to plan for growth, including new community facilities and workspaces, improved open spaces, enhancing Queen's Crescent and improving wayfinding around the area.

- 2.11 The draft plan's priority for Queen's Crescent is to improve and widen the range of local shops, continue to support the market and improve the appearance of the street. The plan aims to do this by maintaining the status of the street, working with those seeking to enhance the role of the market and by improving the public realm, not just as a street but by targeting specific improvements where they can add value (such as at entrances and junctions).
- 2.12 As part of the Gospel Oak Plan development process, the council ran a public consultation about the regeneration of Gospel Oak with the community between 19th November 2015 and 22nd January 2016. Through this consultation, the community identified Queen's Crescent as the top regeneration priority for the area. Overall the top three priorities for regeneration from the seven options put forward were:
- Queen's Crescent (54%)
 - Invest in housing (49%)
 - Community safety (48%)
- 2.13 Participants were asked what improvements they would like to see made in Queen's Crescent. The top three priorities for improving Queen's Crescent were:
- Improved street and paving (60%)
 - Improved shop fronts (59%)
 - Better lighting (52%)
- 2.14 Other identified non-priority interventions included:
- More seating (28%)
 - Better route signs (27%)
 - Public art project (27%)
- 2.15 Participants were asked whether there was anything else that would improve Queen's Crescent, beyond the list of suggestions provided. The following thematic themes emerged:
- **The market and shops:** Respondents felt that the quality of shops on Queen's Crescent and in the market was poor, and represented little in the way of variety. It was felt that the homogeneity was detrimental to the area and would do little to entice new customers and traders to the area.
 - **Cleanliness:** Respondents mentioned they felt that the Queen's Crescent area was particularly dirty and that businesses were not dealing with their rubbish in the correct manner, leaving garbage piled on the street. It was also felt that shops which sold from tables outside were excessively intruding onto the pavement and further adding to the general sense of disorder.
 - **Green space:** Respondents mentioned they felt the addition of trees, planters, hanging baskets and other methods of making Queen's Crescent greener would add much benefit to the general ambience.

- **Pedestrianisation, traffic calming and cycle friendly:** Some felt that Queen's Crescent should be pedestrianised, at least some of the time, and that traffic calming measures would make it safer for those walking and crossing the street. Others mentioned that the current cycle facilities, such as places to lock bicycles, were not sufficient.
 - **Safety:** Within the wider Gospel Oak area, participants felt the third most unsafe in Queen's Crescent, behind Wendling Estate and Haverstock Road. Drugs and teenagers on motorbikes/mopeds were mentioned as a risk to public safety.
- 2.16 The detailed report of the consultation exercise results can be downloaded from the Gospel Oak Regeneration pages of the Council's website.

3. Objectives of the public realm commission

- 3.1 Camden Council is commissioning a public realm strategy for environmental improvements to Queen's Crescent that meet the Council and community's ambitions for the street. The council has developed a series of broad objectives for Queen's Crescent:
- responds to the needs of local residents and businesses
 - attracts the custom of people living and working in the wider area
 - balances the needs of pedestrians and vehicles
 - encourages people to relax and linger
 - is attractive, clean, green and safe

Design elements

- 3.2 As part of the project, the successful consultancy team will be required to undertake thorough analysis of Queen's Crescent and the wider area and develop a successful strategy for the high street. The strategy must be designed to be deliverable within the identified budget and therefore should consider spending wisely and strategically by identifying key areas of investment that will have a big impact.
- 3.3 Above all, the consultant team must co-design the strategy with the local community. The strategy should be designed with the community and ultimately owned by them, using participation techniques that encourage engagement and build consensus.
- 3.4 The Council has started to consider key areas that the strategy could address. Note that this is not a comprehensive list of possible interventions, nor should it be read as a list of items that have to be delivered. Our ambition is for a co-designed strategy that identifies specific areas of intervention that will have big impact. Interventions could include the following:
- **Places to sit and linger:** The twice-weekly market is home to a variety of hot and cold food stalls but frequently visitors struggle to find a place to sit

down and eat. Providing additional sitting and/or areas to linger will prevent those having purchased food items from leaving the market, increasing dwell time and improving the overall environment and profitability of the market.

- **Decluttering:** Queen's Crescent currently suffers from excessive street clutter, impacting upon the attractiveness of the street. The clutter problem includes signage, frames and structures. The strategy should explore options for reducing excessive street clutter to create a more open and consistent streetscene.



Collage showing potential places to sit and linger

- **Wayfinding:** 27% of respondents to the public consultation said that they would like to see improved route signs. Camden Council feels that the signage is currently inconsistent and confusing and contributes to the wider clutter problem on the high street. The Council would like to look into options for reducing the volume of signage and improving the clarity of messaging – for those signs that advertise the market and for street signs more generally. It is possible that more could be done to advertise the market in the wider local area.
- **Public facilities:** Toilet facilities on Queen's Crescent are difficult to manage, infrequently used by residents and visitors and clutter the street. Camden Council would like to consider the costs, benefits and utility of the facilities and options for public realm improvements.
- **Shop fronts:** 59% of respondents to the public consultation said that they would like to see improved shop fronts. Camden Council expect that significant improvements could be delivered through relatively minor, and primarily aesthetic, improvements to the shop fronts and would like options to be explored further.

- **Junctions and market entrances:** The junctions and crossing on Queen's Crescent provide important entry points to the street and potential wayfinding markers that will help stitch the street into the surrounding context. The strategy should explore options for improving key junctions along Queen's Crescent and supporting a wider movement network through the area.
- **Pop-up spaces and events:** The strategy should explore potential opportunities for pop-up spaces on Queen's Crescent and work with our market team to develop a strategy for leasing and marketing these opportunities.
- **Rejuvenating the market:** The consultant team will be required to work with our market team to explore opportunities for rejuvenating the market to make it a successful and sustainable market in the long term. It is critical that physical interventions along Queen's Crescent compliment the strategy for rejuvenating the market and broadening its offer.
- **Accessibility:** A critical cross-cutting theme to the strategy is accessibility. The strategy should improve accessibility for all to Queen's Crescent and any physical intervention should work towards achieving this objective.



Collage showing potential improvement to junctions on Queen's Crescent

Greening and green infrastructure

The consultant team will be expected to place particular emphasis on efforts to improve greening and green infrastructure, delivering maximum impact within the available funding. Respondents to the Queen's Crescent public consultation said they felt the addition of trees, planters, hanging baskets and other methods of making Queen's Crescent greener would add much benefit to the general ambience. Camden Council feel that this is a priority but that options should be explored further, including those which extend beyond the usual planting of additional trees. Providing places to linger and supporting the growth of the market are a priority. Consultants should consider the following areas of intervention in addition to other, original ideas as identified through the community co-design process.

- Enhancing public realm at important points on the primary routes in Gospel Oak, indicating routes through to larger green spaces nearby and improving the appearance of Queen's Crescent.
- Pocket spaces along Queen's Crescent to knit together the green infrastructure network to the north and south of Queen's Crescent, providing stepping stones for wildlife and stronger green routes for pedestrians and cyclists.
- Introducing green areas to sit and relax, increasing high street dwell time and social activity.
- Sustainable Urban Drainage Systems to provide drainage and flood management benefits but also contribute towards building the place function of the street, increasing biodiversity and contributing towards better water and air quality.

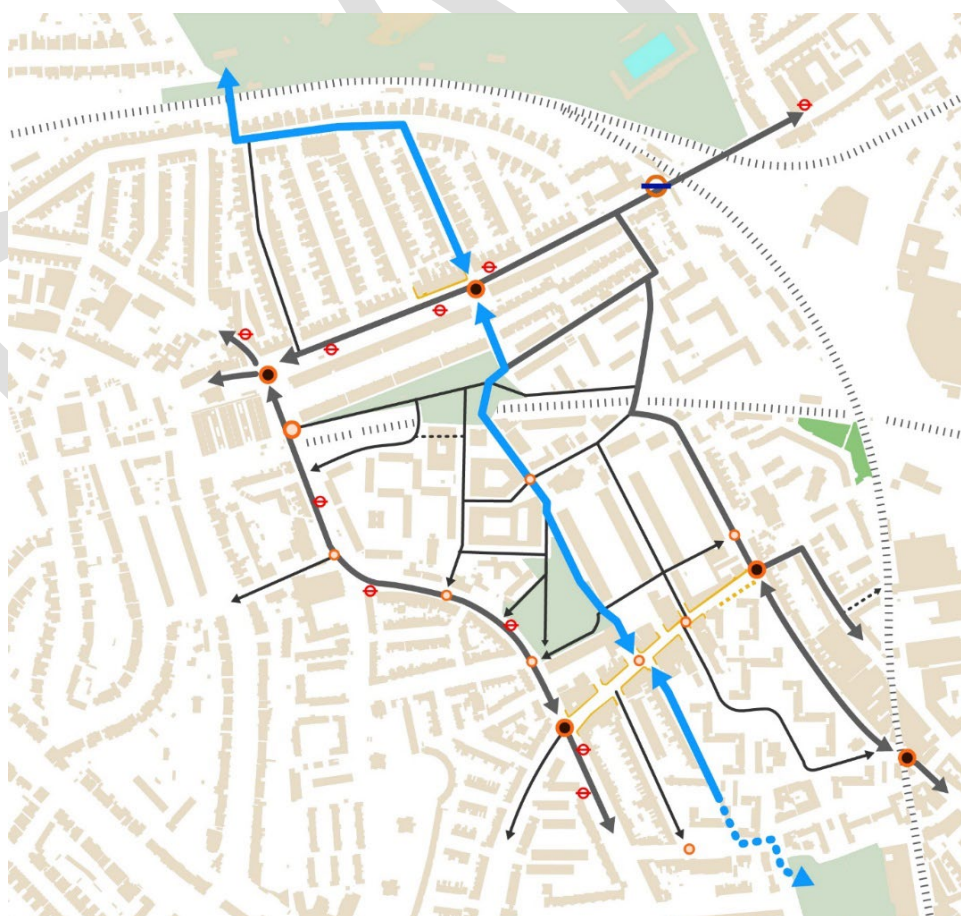
Co-design

- 3.5 A central part of the commission is that the strategy is co-designed with resident and business groups in the area. The Council's objective for this element is that the design is developed in partnership with the community and that the process strives to build consensus among participants and a sense of ownership of the designs.
- 3.6 The Council would like the consultant team to set out their approach to co-designing the strategy in their tender submissions. We welcome innovative approaches with the aim of broadening participation and encouraging continued engagement to help deliver the objectives of the brief. Responses should set out how the consultant team will form working groups, types of engagement methods that will help achieve consensus and how they will ensure continued engagement throughout the project.
- 3.7 Coinciding with the development of the public realm commission, the council will be undertaking community consultation with the residents of both Wendling and West Kentish Town. The consultant team could use the resident groups from these estate as well as approach Tenant and Resident Associations (TRAs) from other nearby estates. In addition to estate based groups, community organisations and business groups could be contacted to develop a working group for the public realm strategy.

Urban design

- 3.8 With the Gospel Oak Plan and the Strategic Framework for Kentish Town in development, there is potential for significant change in the wider area. It is critical that Queen's Crescent is both ready to benefit from these wider changes and that this strategy helps integrate Queen's Crescent into these emerging plans.
- 3.9 A key area of focus should be to support the wider movement strategy through junction improvements, enabling pedestrians and cyclists to move successfully through Queen's Crescent and support the wider wayfinding strategy. This should be achieved while supporting the role of the street as a retail hub and the function of the market.

- 3.10 The map on the following page shows the current ambition for improving the movement network through the area. The consultant team will be required to develop a strategy for Queen's Crescent that supports this wider ambition for improving movement in the area, taking into account potential future development opportunities.
- 3.11 The ambition of the Council is that the strategy creates gateway spaces at either end of Queen's Crescent and marks the junctions along the street to support wayfinding through the neighbourhood. The junction of Allcroft Road and Ashdown Crescent is particularly important to the wider movement strategy as a north-south neighbourhood walk that connects green infrastructure in the area. Other factors to consider include pedestrian and cycle movement along the street as well as cycle parking.
- 3.12 The public realm strategy should be developed in accordance with TfL's Healthy Streets Approach. The Healthy Streets Approach has been developed to improve air quality, reduce congestion and help make London's diverse communities greener, healthier and more attractive places to live, work, play and do business. For more information click [here](#).



Proposed movement framework through the Gospel Oak area

4. Specification and outputs

4.1 The Council is seeking to commission consultants to undertake the following stages of work:

- **Stage 1: Constraints mapping**

Document and map all physical and operational constraints impacting the delivery of a strategy for Queen's Crescent.

Output: A report and scaled plans identifying the physical and operational constraints.

- **Stage 2: Site analysis and opportunities**

Develop and document a comprehensive understanding of the role and context of Queen's Crescent within the local community and wider Gospel Oak area. This element should include working alongside the council to understand the wider regeneration objectives and with the community to understand the role and ambitions for the street.

Output: Text, images and plans summarising the consultant team's site analysis and opportunities in a report format.

- **Stage 3: Co-designed public realm strategy**

Co-design a public realm strategy for Queen's Crescent that recognises and builds on its strengths and responds to local need and objectives. This strategy should set the overall design approach for the street in accordance with the standards outlined in the Council's Streetscape Design Manual. The strategy should identify and cost distinct packages of works ready for delivery.

Output: A report that presents the public realm strategy for Queen's Crescent and includes key diagrams, drawings and illustrative plans for each identified package of works. Each package of works should be underpinned by the co-design element of the project and fully costed.

- **Stage 4: Detailed design and delivery**

Detailed design and delivery of each work package working with the Council and its preferred contactor.

Output: Detailed drawings of each work package for delivery.

5. Programme and budget

5.1 Please set out your proposed programme in the tender submission. Important dates impacting the programme are: we do not want to consult the community on the proposals until after our consultation on West Kentish Town and Wendling Estates which is taking place in spring and summer 2018 and we need the project to be fully delivered on site at the latest by September 2021, inclusive of identified intervention implementation.

5.2 It is critical that the strategy is designed to meet the project budget. The Council's indicative budget for the public realm strategy and the delivery of the works is £1,000,000.

- 5.3 The maximum consultancy budget for this commission is £140,000 for all stages of the project set out in paragraph 4.1.

6. Tender submission

- 6.1 Please provide a fixed fee proposal that includes:
- statement of consultant teams suitability for carrying out the commission and experience of delivering similar work including the co-design element
 - methodology
 - response to brief and first thoughts on a strategy for Queen's Crescent
 - co-design consultation strategy
 - programme including work stages, key milestones and deliverables, scheduling of update meetings with the Council and public consultation
 - breakdown of commission costs and resources, including a fixed cost for stages 1 - 3 and an additional cost for stage 4 (see paragraph 4.1)
 - Key team members and their role
- 6.2 All tender submissions should be submitted to XX.XX@camden.gov.uk by no later than 12 noon on the XX XX 2018.
- 6.3 If you have any questions about the tender, please email XX.XX@camden.gov.uk. The deadline for questions is XX XX 2018.

7. Evaluation criteria

- 7.1 The evaluation of the tender bids will consider whether or not every instruction and requirement contained within the Request for Quotation has been fulfilled. Scoring is based on the criteria listed below:

7.1.1 **Commercial:** Competitive price for the full study (40% of the overall score)

The full study price is the total price of the project outputs and work stages 1- 4. To calculate the price element of the total score, the lowest price will be awarded 40% (the maximum score for price) and the price score for other tenderers will be calculated using the following formula: (lowest tender price / tender price) * 40% where price is the total from the Pricing Schedule.

7.1.2 **Service Capability and Quality:** Written submission (60% of overall score)

- Appreciation of brief, methodology and submission of ideas (15% of the overall score)
- Approach to co-design and community engagement (15% of the overall score)
- Proposed programme to meet project requirements (15% of the overall score)
- Time and resources (10% of the overall score)
- Staff skills and experience of delivering similar projects (5% of the overall score)

7.2 **Financial**

The Council reserves the right to check the financial strength demonstrated by the successful Tenderer. Please provide details of your company registration number and registered address in your response.

8.0 **Management arrangements**

- The client for this project is Camden Council Transport Strategy Service.
- The successful consultant is required to nominate one senior person to be in overall charge of the project and with whom the project team should liaise.
- Reports should be provided in electronic format (pdf) with separate data and image files where appropriate.
- The London Borough of Camden shall hold the copyright to all material related to the project and shall be able to distribute the material in part or whole to any organisation or individuals they determine at no extra cost.

GOOD GROWTH FUND MILESTONE AND FUNDING SCHEDULE

				GLA budget forecast																				
Milestone	Description of activity	Evidence (e.g. consultant brief, contract, invoices, staff day rates and timesheets/cost codes, photos)	GLA budget totals	2017/18				2018/19				2019/2020				2020/2021				2021/22 (Match Only)				
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
1. Overall project scoping and design																								
1A. Scope project with GLA	Agree project elements (including consideration of match engagement and feasibility studies), finalise outputs and funding allocation per project element with GLA lead. Agree procurement routes for consultants (e.g. ADUP framework) and/or contractors. Agree detailed programme / timescales. Sign Grant Agreement.	Agreed brief for consultants	£0																					
1B. Consultancy appointment to deliver civic engagement in Gospel Oak to identify options for area regeneration to include new and refurbished homes, community facilities and workspace	Send out invitation to tender. Appoint successful practice & sign contract.	Signed contract	£0																					
1C. Appoint architect design teams to deliver feasibility and design options for the regeneration of Wendling, and West Kentish Town estates and the three enabling sites	Send out invitation to tender. Appoint successful practice & sign contract.	Signed contract	£0																					
1D. Consultancy appointment to deliver resident and business engagement for the Gospel Oak Plan and co-design of the public realm strategy for Queen's Crescent including deailed proposals of co-designed interventions	Send out invitation to tender. Invite teams to interview with GLA officer. Appoint successful practice & sign contract.	Signed contract	£0																					
1E. Appoint independent evaluators to establish pre-project baseline and conduct post-project evaluation	Send out invitation to tender. Invite teams to interview with GLA officer. Appoint successful practice & sign contract.	Signed contract	£0																					
2. Project delivery																								
2A. Establish baseline	Appointed independent evaluators to establish baseline, working closely with appointed co-design consultants.	Recorded baseline with quantitative and qualitative indicators	£10,000						£3,000	£3,000	£4,000													
2A. Deliver civic engagement in Gospel Oak to identify options for area regeneration to include new and refurbished homes, community facilities and workspace	Appointed community engagement consultants to identify options for area regeneration to include new and refurbished homes, community facilities and workspace	Civic engagement report, with established links to feasibility and design option process	£0																					
2B. Deliver feasibility and design options for the regeneration of Wendling and West Kentish Town estates and the three enabling sites	Appointed architects to assess feasibility and design options for Wendling and West Kentish Town estates and three enabling sites, working closely with appointed community engagement consultants, and deliver feasibility and design report.	Feasibility and design report, as facilitated by community engagement process and report.	£0																					
2C. Deliver resident and business engagement for the Gospel Oak Plan and co-design of the public realm strategy for Queen's Crescent, including deailed proposals of co-designed interventions	Appointed co-design consultants to deliver resident and business engagement for Gospel Oak Plan with a particular emphasis on Queen's Crescent, and produce Public Realm Strategy for Queen's Crescent including detailed proposals of co-designed interventions	Queen's Crescent Strategy including detailed proposals for co-designed interventions and evidence of co-design processes	£140,000							£60,000	£80,000													
2D. Implementation of Queen's Crescent co-designed public realm interventions	Implementation of co-designed public realm interventions	Completion of co-design interventions as identified in the Queen's Crescent Public Realm Strategy and agreed by Camden Council. Payment processed for each.	£830,000									£150,000	£130,000	£130,000	£130,000	£140,000	£150,000							
2E. Implementation of greening and green infrastructure interventions through Queen's Crescent co-design public realm strategy	Implementation of greening and green infrastructure interventions as identified through the Queen's Crescent Public Realm Strategy and supported by Camden Council's Greening Team.	Completion of co-designed greening and green infrastructure interventions as identified in the Queen's Crescent Public Realm Strategy and agreed by Camden Council. Payment processed for each.	£100,000									£20,000	£20,000	£20,000	£20,000	£20,000								
2F. Appoint provider for market enterprise programme and community events	Send out invitation to tender. Appoint successful provider & sign contract.	Signed contract	£0																					
2G. Deliver market enterprise programme and community events	Appointed provider to deliver market enterprise training and community events	Invoices provided and frequent monitoring reports delivered including numbers enrolled and completing, and additional indicators as identified by Camden Council.	£0																					
3. Evaluation																								
3A. Deliver post-project evaluation process	Appointed evaluators to deliver post project evaluation to measures project outputs and outcomes, review baseline and produce comprehensive analysis of project success against aims and objectives. Evaluators should work closely with Camden Council, co-design consultants, market enterprise providers, the resident and business community and any other relevant partners.	Project evaluation report	£20,000														£10,000	£10,000						
3B. Project consolidation: internal review and next steps planning	Camden Council to consider lessons learned from project and develop plans for next steps in light of. To consider further plans for development in Gospel Oak area including provision of additional housing, community and green space, and workspace.	Production of plans for Gospel Oak area, subject to outcomes of current project.	£0																					
			£1,100,000						£0	£3,000	£63,000	£84,000	£170,000	£150,000	£150,000	£150,000	£160,000	£150,000	£10,000	£10,000	£0	£0	£0	£0
									£0	£3,000	£63,000	£84,000	£170,000	£150,000	£150,000	£150,000	£160,000	£150,000	£10,000	£10,000	£0	£0	£0	£0
								£150,000				£620,000				£330,000				£0				
				£1,100,000																				

Match Funding 2017/18 - 2021/22			
Receipient Match		Non Recipient Match	
Capital	Revenue	Capital	Revenue
	£2,478		
	£2,478		
	£2,478		
	£13,221		
	£13,221		
	£19,831		
	£165,699		
	£382,462		
	£13,221		
	£54,653		
£88,000	£45,899		
	£9,286		
	£115,548		
	£17,508		
	£99,733		
£88,000	£957,717	£0	£0
£88,000	£957,717	£0	£0
£1,045,717		£0	
£1,045,717		£0	

			Match budget forecast																			
			2017/18				2018/19				2019/20				2020/21				2021/22			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Receipient Match	Capital	£88,000										£17,600	£17,600	£17,600	£17,600	£17,600						
	Revenue	£957,717				£332,253	£124,892	£131,502	£13,221	£13,221		£18,573	£18,573	£27,859	£47,859	£46,262	£37,508	£46,262	£17,508	£27,408	£27,408	£27,408
Non Recipient Match	Capital	£0																				
	Revenue	£0																				

Name of programme: Queen’s Crescent: the Heart of Gospel Oak

Name of applicant organisation: Camden Council

	Total project value (GLA + Match)	Total GLA funding	GLA capital funding	Total Match	Total Recipient Match	Total Non Recipient Match	Recipient Match capital	Recipient Match revenue	Non Recipient match capital	Non Recipient match revenue
2017-18	£332,253	£0	£0	£332,253	£332,253	£0	£0	£332,253	£0	£0
2018-19	£432,836	£150,000	£150,000	£282,836	£282,836	£0	£0	£282,836	£0	£0
2019-20	£803,264	£620,000	£620,000	£183,264	£183,264	£0	£70,400	£112,864	£0	£0
2020-21	£495,140	£330,000	£330,000	£165,140	£165,140	£0	£17,600	£147,540	£0	£0
2021-22 (Match Only)	£82,224	£0	£0	£82,224	£82,224	£0	£0	£82,224	£0	£0
Total	£2,145,717	£1,100,000	£1,100,000	£1,045,717	£1,045,717	£0	£88,000	£957,717	£0	£0

I hereby certify that:

1. the organisation named above is eligible to provide public match funding
2. the match funding provided does not contain any funds which have been provided by the GLA group

Signed:

Name:



GOOD GROWTH FUND
Stage 2 application appraisal form

NW32

Application details

Application number

NW32

Project Type 1

Public Realm

Type 2

Business Support

Project Title / Place

Queen's Crescent: The Heart of

Applicant Name

Camden Council

Type

Borough

Borough Location

Camden

Area

NW

GGF Request

17/18

18/19

19/20

20/21

TOTAL

Capital Grant (£)

150,000

620,000

330,000

1,100,000

Capital Loan (£)

0

ESF Revenue (£)

0

£ 1,100,000

Match Funding

£1,045,71

49% Match security/quality

G

Total Project Value

£2,145,71

Documentation supplied

Completed Stage 2 form

Y

Funding milestone table

Y

Financial forecast declaration

Y

Notes

£100k of Environment fund

Project summary

Project Summary

Improve a high st at the heart of one of Camden most deprived community in order to better serve that community and to begin to prepare the place for significant change in coming years. It incorporates public realm improvements, green infrastructure and support to the existing market.

Key outputs and outcomes

	Proposed	Reliability	Revised
New jobs created			
Public Realm improved	m2		m2
New / improved business space	5000 m2	G	m2
Vacant units brought into use			
Increase in business turnover	10 %	G	%
Increase in visitor satisfaction	30 %	G	%
Increase in footfall	%		%
Shop front improved	80 %	G	
Entry into Employment			
Sustained Employment			
People Progressing in Work			
People Supported			

Appraisal of application

Score 1

Score 2

Project description (40%)

Description of place/issue/need (why)

4

4

4.5

Description of project (what)

4

3

3.5

4

Deliverability (30%)

Team, management, collaboration (how)

5

4

4.5

Milestones and funding

4

3

3.5

Risks

4

4

4.0

4

24%

Value for money (30%)

Outputs and outcomes

4

4

4.0

Evaluation and Impact Strategy

4

4

4.0

4

GLA resource required to support delivery

Low

Programme Team Recommendation

Low

Appraiser details

Appraiser 1

Date complete

12/01/201

Appraiser 2

Date complete

17/01/201

Appraisal comments

General comments and issues to be raised at moderation

Is this a good application and project? Why?
What's missing? How could the project be improved?
A really good proposal which prepare Queen's Crescent to benefit from the wider growth of the area and includes a large engagement with the community. The regeneration of the High street has been identified by consultation as a priority.
The proposal shows a clear intention to follow the Mayor healthy street's criteria and deliver a market enterprise and promotion project by Dec 2020 Really good co-design process, with a proposed governance and decision making well described

Technical and programme team comments to be raised at moderation

Is the amount requested genuinely all capital? yes
Has VAT been included in the cost profile? unclear
Are there other applications or other Mayoral funding for the same place? Yes, Camden Innovation District and Bedford House Community
What is the source and security of match funding? is it cap or rev, or in-kind? Cap & Rev
Are there potential State Aid issues? suggested safeguards? N
Are there baselines for outputs/outcomes? are they realistic? yes

Comments from other teams

Economics - This application to improve the public realm was detailed and grounded in the results of a public consultation exercise. Part of this project also seems to offer facilitating good growth objectives (community engagement and co-design) from future regeneration in the area. Focus (in the logic chain) is given to the outcomes of the project, rather than simply the outputs. However, the outputs do seem somewhat limited (although difficult to judge as I'm not sure how much funding has been requested by this applicant) – and therefore a risk that engaged individuals do not value outputs such as detailed feasibility reports or community engagement reports. Regarding specific activities suggested, lighting is often considered a discretionary cost – something that local authorities cut when resources are stretched. It would be

Publishable Comments on 1 - Project description

The project is part of a 15-year programme of housing regeneration for Gospel Oak. The public realm strategy for Queen's Crescent high street with its old street market is at the centre of the area of change.
Gospel oak is identified as one of Camden most deprived area and the regeneration of the High street as a priority for the community.
The proposal fits perfectly with the Mayor's priorities for healthy street and market support and gives a really good sense of Queen's crescent project

Publishable Comments on 2 - Deliverability

£516.713 approved
£100k from Environment fund – tbc
£88k (s106) match to increase green infrastructure
£80k match to deliver skills and employability
Delivery September 2020

Additional £300k for approval in Sept 18

Publishable Comments on 3 - Value for money

Good value. The project will give full potential to the economic and social centre of the community.
Healthy street, supporting local businesses and supporting market.

Post-Moderation Recommendation

Overall Feedback

State the recommendation to be made following moderation as to whether a project should proceed into grant or not. List the key revisions the project should make as part of completing a grant agreement..

This should be in language to form the basis of communication with the applicant

Show revised funding profile below

Revised contribution	17/18	18/19	19/20	20/21	TOTAL
Capital Grant (£)					1,000,000
Capital Loan (£)				0	0
ESF Revenue (£)				0	0
				£	1,000,000

GREATER LONDON AUTHORITY

AGREEMENT FOR THE PROVISION OF FUNDING RELATING TO Queen's Crescent; The Heart of Gospel Oak

between

The Greater London Authority

-and-

Camden council

Summary cover sheet for publication

In compliance with the Local Government Transparency Code 2014

The Greater London Authority must publish details of all grants to voluntary, community and social enterprise organisations. **By signing the grant agreement overleaf, organisations are also accepting the publication of the information set out below (by GLA officers) and confirming its accuracy:**

The beneficiary is:	<i>A voluntary and community sector organisation:</i> <i>A social enterprise:</i> <i>Borough:</i> <i>Other:</i> <i>If "Other" please provide more detail</i>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>
The award of this grant was formally approved by:	MD/DD/ADD/DAR	DD2222
The grant is awarded on:	26/03/2018	
The grant covers the following time period:	from 01/04/2018 to 01/04/2022	
It is awarded by:	Regeneration-Development, Enterprise & Environment	
to:	Camden council	
Company or charity registration number:	Company number: _____ n/a _____ Charity number: _____ n/a _____	
The grant is for a total of:	£1m + £100k Environmental fund	
Purpose of the grant:	This project aims to deliver high street improvements to Queen's Crescent - the high street at the heart of the Gospel Oak area, ensuring that it better serves the existing community and is well positioned to benefit from future change. Significant regeneration is already underway in the wider area and further community-led regeneration is under discussion locally. This project incorporates public realm improvements, support for the existing shops and market, and green infrastructure	

IN ORDER FOR THE GLA TO COMPLY WITH THE 2014 LOCAL GOVERNMENT TRANSPARENCY CODE, THE GLA OFFICER WILL FORWARD THIS SHEET AND THE FUNDING AGREEMENT WHICH FOLLOWS TO THE GOVERNANCE TEAM AS SOON AS IT IS SIGNED.

THIS AGREEMENT is made this 26th of March 2018

BETWEEN:

- (1) **THE GREATER LONDON AUTHORITY** whose principal offices are at City Hall, The Queen's Walk, London, SE1 2AA ("the Authority"); and
- (2) **Camden council** (Company/Charity registration no: [n/a] [of/whose principal office is at] [5 Pancras Square, London, N1C 4AG] ("the Recipient")

IT IS HEREBY AGREED THAT:

1. Background

- 1.1 The Recipient requested funding from the Authority and provided to the Authority a proposal for the use of such funding. A copy of the Recipient's proposal is on file at the Greater London Authority.
- 1.2 Under its powers under Sections 30 and 34 of the Greater London Authority Act 1999 to do anything it considers will facilitate or which is conducive or incidental to the promotion of economic, social development and wealth creation in Greater London, the Authority wishes to assist the Recipient in its programme/project **Queen's crescent, the heart of Gospel oak/High street improvement**, by the provision of the GLA Funding to the Recipient.
- 1.3 The Recipient's total costs of fulfilling the Project Objectives are **two million, one hundred and eighty nine thousand, one hundred and twenty pounds sterling (£ 2,189,120)**, the Recipient has committed itself to meeting the Project Objectives and contributing **one million, eighty nine thousand, one hundred and twenty pounds sterling (£ 1,089,120)** to the Project ("the Recipient's Contribution") and use all reasonable endeavours to secure Additional Funding for the for use in meeting the Project Objectives.
- 1.4 This Agreement sets out the terms and conditions upon which the Authority will make the funding available to the Recipient.
- 1.5 The provision of the GLA Funding amounts to a conditional gift and is therefore not subject to VAT. If, at any time, it is held by the UK government to be subject to VAT, then the Recipient agrees and acknowledges that the GLA Funding shall have included any and all applicable VAT.
- 1.6 [Not used]
- 1.7 Where the Recipient is an ESF Sponsor it shall also, as a condition of this Agreement cooperate fully with the Authority and provide the Authority with such assistance as the Authority requires in relation to any ESF Project which shall include (without limitation) complying fully with the ESF Sponsor Agreement.

1.8 In this Agreement capitalised terms shall have the meaning prescribed to them in Clause 21.

2. The Project Objectives

2.1 The Recipient shall use the GLA Funding only to meet the Project Objectives in relation to the Project in accordance with this Agreement.

2.2 The Recipient hereby warrants that it has sufficient resources, including competent and qualified personnel, financial resources, premises and other resources as necessary, to meet the Project Objectives fully in accordance with this Agreement.

2.3 The Recipient shall:

- (a) promptly and efficiently deliver the Project Objectives and complete the Project fully in accordance with this Agreement; and
- (b) where the meeting of Project Objectives consists of the achievement of:
 - (i) Milestones, notify the Authority in writing immediately upon becoming aware that any Milestones are unlikely to be achieved fully in accordance with this Agreement; and
 - (ii) Deliverables, notify the Authority in writing immediately upon becoming aware that any Deliverables are likely to exceed or are likely to be less than the relevant agreed number of Deliverables set out in the Annex to Schedule 1.

2.4 Where the Project involves any element of urban design, sustainability, streetscape design and or architecture, the Recipient shall submit full details of such proposed design and/or re-design work to the Authority for its consideration and will co-operate and engage fully with the Authority to agree design dialogue arrangements to be followed (in accordance with available guidance issued or published by the Authority from time to time) in the procurement, commissioning and undertaking of agreed design and/or re-design work. To the extent that the undertaking of any agreed design and/or re-design work necessitates in the opinion of the Authority, the amendment of this Agreement all such amendment shall not be valid unless made in accordance with Clause 11.

2A. Designated Capital and Revenue Funding and Recipient's Contribution

2A.1 The Recipient's statutory chief finance officer or other officer validly authorised to act on his or her behalf has certified that: (a) **one million and one hundred thousand pounds sterling (£ 1,100,000)** will be used solely as a contribution to capital expenditure, incurred in relation to the Project Objectives such certification being made on the basis that the Recipient's determination of capital expenditure accords fully with all laws and best practice, is estimated to deliver benefits that will accrue over a period of 15 years on average and on the basis that it will be recorded in the Recipient's accounts in this manner. A copy of the certification is attached at Schedule 7 to this Agreement.

2A.2 The Recipient shall ensure that it has secured the Recipient's Contribution on or before [31 March 2018]. For the avoidance of doubt where the Recipient's Contribution comprises any sum(s) to be provided by a third party such component sum(s) shall not be deemed secured unless a legally binding obligation to provide such sums is in place between the Recipient and such third party funder(s)

evidence of which must be provided to the Authority on or before **31 March 2018**.

3. Duration of Agreement and Funding breakdown

This Agreement shall commence on the date at the head of this Agreement and, subject to the provisions for early termination set out in this Agreement, shall continue in force until **[31 March 2022]**.

4. Payment, Performance Monitoring and Repayment Arrangements

- 4.1 Subject to the Recipient complying with all of the terms of this Agreement, the Authority shall pay to the Recipient a sum not exceeding the GLA Funding, such payments to be made in accordance with the Funding Schedule and this Clause 4. For the avoidance of doubt the GLA Funding is capital funding and the Recipient shall not be permitted to make claims for GLA Funding in respect of revenue expenditure.
- 4.2 Where Project Objectives are to be met on a
- (a) Milestone basis the provisions of Part A of the Funding Schedule shall apply to and govern the Recipient's making of claims for and the Authority's making of payments of GLA Funding; and
 - (b) Project Output basis, the provisions of Part B of the Funding Schedule shall apply to and govern the Recipient's making of claims for and the Authority's making of payments of GLA Funding.
- 4.3 The Recipient shall use all reasonable endeavours to secure income and/or additional funding for the Project from third parties ("Additional Funding") providing written evidence of the same to the Authority with each Project Monitoring Form. To the extent that Additional Funding is to be applied specifically toward any of the Project Objectives, the Authority may in its discretion reduce any further payments of the GLA Funding by an amount equivalent to that Additional Funding.
- 4.4 The Recipient shall undertake and report to the Authority on post-Project delivery monitoring and evaluation, evaluating the impacts and outcomes of the Project as follows:
- (a) first post-Project delivery monitoring and evaluation report to be supplied to the Authority on the date 6 months after the completion of the final Milestone (in accordance with, as a minimum, the requirements of the self-evaluation template set out at Schedule 8);
 - b) second post-Project delivery monitoring and evaluation report to be supplied to the Authority on the date 3 years after the completion of the final Milestone (in accordance with, as a minimum, the requirements of the self-evaluation template set out at Schedule 8); and
-
- c) ongoing post-Project monitoring reports supplied to the Authority bi-annually commencing on the date 5 years after the completion of the final Milestone (in accordance with such requirements as the Authority shall notify the Recipient).

- 4.5 The Recipient shall also make all documents of its Sub-Grantees, suppliers and sub-contractors available to the Authority upon demand and procure access to such persons for the Authority and/or its agents, contractors or servants at any time for inspection visits, audit and scrutiny of the involvement of such persons in or about the Project and their respective contributions to the Recipient's delivery of Milestones and/or Project Outputs.
- 4.6 For the avoidance of doubt the Recipient hereby acknowledges that no further funding shall be provided in respect of such evaluation and warrants that the GLA Funding is sufficient in this regard.
- 4.7 Not used
- 4.8 In the event that the Recipient fails to make any repayment(s) under this agreement whether in accordance with the detail specified by the Authority pursuant to clause 4.7 (where applicable) or otherwise interest shall accrue on such sum(s) at the interest rate of [three percent (3%) above the base rate of Bank of England**] from time to time on all sums due and payable under this Agreement from the due date until the date of actual payment (both before and after judgement as applicable). The interest accrued under these circumstances shall be in addition to any interest rates set out in part C of Schedule 2 of this Agreement. All such interest shall be calculated on the basis of the actual number of days elapsed, over a three hundred and sixty five (365) day year and compounded at monthly intervals. The parties agree that this provision constitutes a substantial remedy for late payment of any sum payable under the Agreement in accordance with section 8(2) of the Late Payment of Commercial Debts (Interest) Act 1998

5. Ineligible Expenditure

- 5.1 Without prejudice to the fact that the Recipient must only use the GLA Funding for the purpose of meeting the Project Objectives, the Recipient must not use monies paid to it by the Authority under this Agreement for:
- a) activities or objectives not listed in Schedule 1 or 2;
 - b) recoverable input VAT incurred;
 - c) any liability arising out of the Recipient's negligence or breach of contract;
 - d) payments for unfair dismissal, constructive dismissal or redundancy to staff employed on fixed term contracts signed after June 1996, where this arises in respect of the expiry of that term without it being renewed; and/or
 - e) ~~the payment of any Ombudsman's award or recommendation as regards compensation for maladministration.~~
- 5.2 The list in Clause 5.1 is not exhaustive and other expenditure not listed in Clause 5.1 may also be ineligible for GLA Funding under the terms of this Agreement and

various incorporated documents. The Recipient must consult the Authority if there is any doubt as to whether particular costs are eligible.

6. Financial Accountability

6.1 The Recipient must ensure that the requirements set out in this Agreement, and in any clarification or guidance issued from time to time by the Authority, are complied with. In particular the Recipient shall:

- a) agree in writing in advance with the Authority any changes to any of the Project Objectives, Milestones and/or Projects Outputs;
- b) establish, implement and utilise effective monitoring and financial systems, so that as a minimum the costs funded by the GLA Funding can be clearly identified and the propriety and regularity of all payments and handling of the GLA Funding are ensured;
- c) notify the Authority of the monitoring and financial systems in place, and comply with the Authority's reasonable requirements for these systems;
- d) notify the Authority immediately if any financial irregularity in the use of the GLA Funding is suspected, and indicate the steps being taken in response. Irregularity means any fraud or other impropriety, mismanagement or use of funds for any purposes other than those approved;
- e) notify the Authority immediately if any other financial irregularity is suspected, and indicate the steps being taken in response;
- f) notify the Authority immediately if the Recipient is Insolvent, or if it has no reasonable prospect of avoiding Insolvency in the future;
- g) keep a record of all Expenditure Incurred together with full supporting evidence including (without limitation) copy invoices clearly showing Expenditure Incurred on the Milestones and/or Project Outputs or in the absence of such invoices contract documents and transaction listings from the Recipient's finance management system and certified as true and accurate records of such expenditure by the Recipient's Chief Financial Officer) and Additional Funding received. All evidence of Expenditure Incurred such as original invoices, receipts, timesheets and other relevant documents must be kept for at least 6 years after the end date of the Project. The Authority and any person nominated by the Authority has the right to audit any and all such evidence at any time during the 6 years after the end date of the Project on giving reasonable notice (whether in writing or verbally) and at any reasonable time to inspect any aspect of the Recipient's performance of the Project and the Recipient shall give all reasonable assistance to the Authority or its nominee in conducting such inspection, including making available documents and staff for interview;
- h) make (complying always fully with the requirements of the Data Protection Act 1998 and, from 25 May 2018 only, the Regulation (EU) 2016/679 on the protection of natural persons with regard to the processing of personal data

and on the free movement of such data, and all applicable regulations) all relevant data, information and documents available and provide access at any time for:

- i) inspection visits and scrutiny of files by the Authority or any other public body undertaking an audit function (whether by itself or its contractors, servants and/or agents);, and
- ii) an external audit and review of the Project Objectives, Milestones and/or Project Outputs and of financial appraisal and monitoring systems;

and cooperate fully with the Authority and/or anyone acting on their behalf or any other public body undertaking an audit function (whether by itself or its contractors, servants and/or agents) in this regard; and

- i) retain and maintain data and systems required (in the reasonable opinion of the Authority) for the verification of the delivery of Project Objectives, Milestones and/or Project Outputs providing the Authority with copies of and access to the same upon request; and
- j) notify the Authority in writing of any change in the identity of the Recipient's Representative.

6.2 No Capital Asset should be sold charged loaned or otherwise disposed of by the Recipient or cease to be used for the purposes of the Project without the prior written consent of the Authority which (if given) may be conditional on re-payment to the Authority of the relevant part of the GLA Funding and shall be subject to Clauses 6.5 and 6.6 below.

6.3 The Recipient shall procure the maintenance of an insurance policy with an insurer of good repute for every Capital Asset which must cover loss or damage for the full replacement value of those Capital Assets and (for the avoidance of doubt) in the event of any loss of or damage to any Capital Asset the Authority shall not be obliged to pay for its replacement or repair.

6.4 The Recipient shall keep a register of all Capital Assets which shall be accessible to the Authority its agents and auditors upon request at all reasonable times. Where the GLA Funding is used for the purchase of a Capital Asset such item or items must be included on the register of Capital Assets and the register shall include (for each Capital Asset):

- a) the date of purchase;
- b) a description sufficient to identify it;
- c) the purchase price excluding recoverable VAT;
- d) any third party interests or charges over the Capital Asset;
- e) the location of the documentation showing the Recipient's title to the Capital Asset; and

f) date of disposal and sale proceeds (net of VAT).

6.5 Where a Capital Asset is disposed of (subject always to the Authority having consented to such a disposal being made) the Authority shall require the Recipient to reimburse the Authority with the actual or estimated open market value of the Capital Asset at the time of disposal less any necessary sale expenses reasonably incurred or where the Capital Asset was partly funded by the GLA Funding the Authority may require the reimbursement of the percentage of the net sale value which represents the initial GLA Funding contribution to the purchase.

6.6 Unless otherwise agreed by the Authority all disposals of Capital Assets shall be at the best price reasonably obtainable based on an open market valuation evidenced in writing.

7. Breach of Conditions, Retention, Suspension, Withholding and Recovery of GLA Funding

7.1 The Authority may at its absolute discretion reduce, suspend or withhold GLA Funding, or require all or part of the GLA Funding to be repaid and, at its option, terminate this Agreement by giving written notice to the Recipient (with such termination to take effect either immediately or at the end of such notice period as the GLA may stipulate), if:

- a) the Recipient fails to comply with Clause 1.7;
- b) the Recipient fails to comply with Clause 2A.2 and/or apply the Recipient's Contribution to the Project Objectives Milestones and/or Project Outputs;
- c) in the Authority's opinion the Recipient fails to deliver or unsatisfactorily delivers the Project Objectives, Milestones and/or Project Outputs;
- d) there is a substantial change to the Project or the Project Objectives, Milestones and/or Project Outputs which the Authority has not approved, or any attempt is made to transfer or assign any rights, interests or obligations created under this Agreement or substitute any person in respect of any such rights, interests or obligations, without the prior consent in writing of the Authority;
- e) any information provided in the application for funding or in a claim for payment or in subsequent or supporting correspondence is found to be incorrect or incomplete to an extent which the Authority reasonably considers to be material;
- f) the Recipient fails to comply with any other term set out in this Agreement;
- g) the composition, ownership or control (save where control refers to the makeup of a London Borough Council's elected executive) of the Recipient changes, or the Recipient becomes Insolvent or is dissolved in any way;

- h) any other circumstances significantly affect the Recipient's ability to deliver the Project and/or meet the Project Objectives, Milestones and/or Project Outputs or result in or are in the reasonable opinion of the Authority likely to lead to the Project and/or the meeting of the Project Objectives, Milestones and/or Project Outputs as approved not being completed;
- i) insufficient measures are taken by the Recipient to investigate and resolve any financial irregularity or the Authority reasonably concludes the GLA Funding is at risk of being misapplied; and/or
- j) the Recipient fails to comply with the Authority's policies on sustainability and accessibility from time to time in place in undertaking activity pursuant to the Project including (without limitation) those comprised in the London Plan (<http://www.london.gov.uk/priorities/planning/london-plan>)) ;
- k) the Recipient fails to provide the Authority upon request with:
 - (i) copy invoices clearly showing Expenditure Incurred on the Milestones and/or Project Outputs or in the absence of such invoices contract documents and transaction listings from the Recipient's finance management system and certified as true and accurate records of such expenditure by the Recipient's Chief Financial Officer; or
 - (ii) documentary evidence verifying (in the opinion of the Authority) the delivery of the Project Objectives, Milestones and/or Project Outputs; and/or
- l) the acts or omissions of the Recipient, its contractors, agents, servants of any persons receiving grant funding from the Recipient might (in the reasonable opinion of the Authority) conflict with the objectives of the Authority, bring the Authority into disrepute or adversely affect the reputation of the Authority.

7.2 The Recipient shall notify the Authority immediately and provide the Authority with a full written explanation, if any of the circumstances in Clause 7.1 above arise.

7.3 If the Authority becomes entitled to exercise its rights under Clause 7.1, it may nevertheless decide not to exercise those rights, or not to exercise them to the fullest extent possible, or to delay in exercising those rights. Any decision not to exercise the Authority's rights under Clause 7.1, or to exercise them only partially or to delay in exercising them, may be made on conditions which will be notified to the Recipient provided always that any such decision by the Authority shall not prevent the subsequent enforcement of any subsequent breach of that provision, and shall not be deemed to be a waiver of any subsequent breach of that or any other provisions.

7.4 The Authority may also in addition to but without prejudice to its rights under ~~Clauses 7.1 to 7.3 (inclusive) and at its sole discretion terminate this Agreement at~~ any time by giving two calendar months' notice in writing to the Recipient.

7.5 In the event that the Authority exercises its right to terminate this Agreement under

a) Clause 7.1:

- i) the relationship of the parties shall cease and any rights granted under or pursuant to this Agreement shall cease to have effect save as (and to the extent) expressly provided for in this Clause 7.5;
- ii) any provision which expressly or by implication is intended to come into or remain in force on or after termination shall continue in full force and effect;
- iii) the Recipient shall promptly return to the Authority or dispose of in accordance with the Authority's instructions all information, other data and documents and copies thereof disclosed or supplied to the Recipient by the Authority pursuant to or in relation to this Agreement; and
- iv) the Recipient shall repay to the Authority upon demand such amounts of the GLA Funding paid to the Recipient prior to termination as it deems appropriate including (without limitation) such sums of the GLA Funding which are repayable pursuant to Clause 4 for and/or part C of Schedule 2;

b) **Clause 7.4:**

- i) the provisions of Clause 7.5(a) (i) to (iii) shall apply; and
- ii) the GLA shall pay the Recipient a pro-rated sum calculated by reference to Expenditure Incurred on or before the date on which notice is served under clause 7.4 and for which it has yet to invoice the Authority provided always that the Recipient provides the Authority with an invoice for the same with all supporting documentation required by the GLA in accordance with Clause 4 of this Agreement and the Funding Schedule.

7.6 Where the Authority exercises its right to reduce, suspend or withhold GLA Funding, or requires all or part of the GLA Funding to be repaid pursuant to Clause 7.1, where the sums in question relate to GLA Funding paid in respect of Project Outputs, the GLA Funding may be re-calculated based on the revised maximum number of Sustained Outcomes deemed achievable by the Authority (at its discretion) and multiplied by the Overall Unit Cost, regardless of the associated value of the volume of prior Project Outputs achieved at the date on which the GLA notifies the Recipient of its exercise of its Clause 7.1 rights, provided always that the Authority reserves the right to apply an alternative methodology to re-calculate the GLA Funding amount.

8. Procurement and State Aid

8.1 All procurement of works, equipment, goods and services shall be based on value for money and suitable skills and experience and conducted:

- a) using a fair and transparent documented decision making process taking account of public sector accountability and probity;
- b) in accordance with all relevant law including the Public Contracts Regulations 2015 and GLA Contracts and Funding Code and in any event,

where the Recipient is a London Borough Council, in accordance with its relevant contracting and/or procurement procedures and rules, which for the avoidance of doubt the Recipient hereby warrants are compliant with the aforementioned regulations and related best practice; and

- c) in accordance with government best practice relating to procurement practices and procedures.

8.2 In accepting and disbursing the GLA Funding the Recipient shall comply with all applicable European Union rules on State Aid and shall ensure that all requirements for any application of the Block Exemptions or notification and approval by the European Commission under such rules are met.

8.3 Unless otherwise notified by the Authority when utilising the GLA Funding to fund Relevant Aid to a Relevant Enterprise under the Project (whether directly by the Recipient itself or by funding the Relevant Enterprise in question to do so) the Recipient shall ensure that such aid is provided as "de minimis aid" in accordance with the De Minimis Aid Exemption.

8.4 In order to prevent any single Relevant Enterprise receiving aid in excess of the De Minimis Threshold (whether under the Project or otherwise from the Authority or any other public body or public source) the Recipient shall:

- a) obtain a completed De Minimis Disclosure Form from the Relevant Enterprise before allowing it to participate in the Project, providing it with any Relevant Aid or releasing any funding to it;
- b) only provide Relevant Aid to a Relevant Enterprise when satisfied that doing so will not raise the total amount of Relevant Aid received by that Relevant Enterprise from the Authority or any other public body or public source above the De Minimis Threshold;
- c) maintain copies of the De Minimis Disclosure Forms and information about the amount and nature of the Relevant Aid provided for a period (in each and every case) of ten financial years after the date on which the Relevant Aid is provided to the Relevant Enterprise in question; and
- d) permit the Authority its auditors and agents access to the Minimis Disclosure Forms and to any other related records and information it considers necessary for assessing whether relevant State Aid rules have been complied with within ten (10) working days of a request for the same which the Authority may then disclose to the Department of Business Energy & Industrial Strategy and European Commission.

8.5 The Recipient shall notify the Authority when;

-
- (a) the value of Relevant Aid provided under the Project to any single Relevant Enterprise reaches the Relevant Aid Trigger Point; and
 - (b) the Recipient envisages that the Relevant Enterprise's continued participation is required in the Project.

- 8.6 Following the Recipient notifying the Authority in accordance with Clause 8.5, the Authority may consider what measures need to be implemented to ensure that any further Relevant Aid received by the Relevant Enterprise complies with State Aid rules, including (without limitation) directing the Recipient:
- a) not to provide the Relevant Enterprise with any further Relevant Aid;
 - b) to utilise the Block Exemptions or any other applicable exemption or European Commission notification and approval procedure.
- 8.6 If the Authority directs it to do so the Recipient shall itself complete a De Minimis Disclosure Form in respect of any portion of the GLA Funding utilised by the Recipient that the Authority considers to be Relevant Aid to the Recipient as a Relevant Enterprise and shall fully cooperate with the Authority in utilising the Block Exemptions or any other applicable exemption or European Commission notification and approval procedure to comply with State Aid rules.
- 8.7 The Authority reserves the right to vary the requirements relating to State Aid in line with changes to relevant European legislation from time to time.
- 8.8 The Authority may monitor the Recipient's compliance with the requirements of this Clause 8 (where applicable).
- 9. Publicity and Intellectual Property**
- 9.1 The Recipient shall ensure that publicity is given to the Project and the fact that the Authority, and/or the London Economic Action Partnership (LEAP) is financially supporting the Project. In acknowledging the contribution made by the Authority, the Recipient must comply with any guidance on publicity and/or branding provided by the Authority from time to time and the Authority's logos (in the form set out in Schedule 3) shall be used wherever possible including (without limitation) on hoardings/construction signboards.
- 9.2 All publicity generated by the Recipient referring to the Mayor of London, the Authority, and/or the London Economic Action Partnership (LEAP) and/or each of their respective names, logos or branding including (without limitation) all press and media releases must be approved in writing at least two weeks in advance of any release of publicity material (in any form) by the Authority's Representative. The Recipient shall also ensure that any proposals for any launch or other related publicity activity are approved in writing by the Authority at least one month before the date of such proposed launch or other related publicity activity.
- 9.3 The Recipient shall ensure that it does not by its own actions or omissions, or those of its contractors or agents, harm the Authority's reputation or bring the Authority into disrepute.
- 9.4 If any part of the GLA Funding is used directly or indirectly to purchase or develop any Intellectual Property Rights then the Recipient shall take all necessary steps to protect such rights and hereby grants a perpetual, royalty-free licence to the Authority to use the same for the purposes related to, and connected with, policies,

initiatives and campaigns, and related to, or connected with, the Authority's discharge of its statutory duties and powers.

10. Agency

- 10.1 The Recipient is not and shall in no circumstances hold itself out as being the agent or partner of the Authority.
- 10.2 The Recipient is not and shall in no circumstances hold itself out as being authorised to enter into any contract on behalf of the Authority, or in any other way to bind the Authority, to the performance, variation, release or discharge of any obligation or power; or to make any statement on behalf of the Authority (unless approved in writing in advance).
- 10.3 The employees of the Recipient are not, shall not hold themselves out to be, and shall not be held out by the Recipient as being, employees of the Authority for any purpose whatsoever.

11. Amendment

The Recipient understands that amendments to this Agreement may be necessary in accordance with instructions and guidance issued by the Authority. No amendment to this Agreement shall be effective unless it is in writing and signed by or on behalf of each of the parties hereto, but the Recipient shall comply with any formal procedures for amending agreements which the Authority may have in place from time to time, and shall not unreasonably withhold or delay its consent to any amendment proposed by the Authority.

12 Review, Consultation and Final Report

- 12.1 In preparation for each of the Review Meetings (as that term is defined in Clause 12.2), the Recipient shall not less than 7 days before the date of the relevant Review Meeting submit to the Authority a report detailing the Recipient's activities in relation to meeting the Project Objectives, Milestones and/or Project Outputs.
- 12.2 The Recipient and the Authority shall meet to review the progress of the Project and the meeting of the Project Objectives, Milestones and/or Project Outputs ("Review Meeting") from time to time on a regular basis, at such times as agreed by the parties. Review Meetings will be organised by the Authority.
- 12.3 The agenda for the Review Meeting (which shall be attended by the Recipient's Representative) shall be informed by the Recipient's claims for payment and Project Monitoring Forms and shall include but not be limited to:
 - a) the progress and delivery of the Project and Project Objectives, Milestones and/or Project Outputs against the Milestones, any risks which may have any cost, funding, programme delay or quality implications and/or which may affect the delivery of the Project Objectives, Milestones and/or Project Outputs or any part thereof fully in accordance with this Agreement and the

action the Recipient proposes to take to prevent and/or mitigate such risks adversely affecting the Recipient's ability to deliver the Project Objectives, Milestones and/or Project Outputs;

- b) the amount of Additional Funding secured by the Recipient;
- c) the Recipient's proposals for publicising, branding and acknowledging the Authority's funding of the Project; and
- d) any revisions that may be necessary to the Project Objectives, Milestones and/or Project Outputs for whatever reason.

12.4 Any variations to this Agreement that appear to be necessary as a result of a Review Meeting shall be made in accordance with Clause 11.

12.5 In addition to the Review Meetings, throughout the term of this Agreement, the Recipient shall:

- a) comply fully with the requirements set out at Schedule 10;
- b) cooperate fully with and provide the Authority and its agents including, but not limited to the IMS, servants and contractors with all information and assistance that it reasonably requests from time to time including (without limitation) participating in and supporting the Authority's evaluation of the Project;
- c) procure that its agents, servants and contractors cooperate fully with and provide the Authority and its agents including, but not limited to the IMS, servants and contractors with all information and assistance that it reasonably requests from time to time including (without limitation) participating in and supporting the Authority's evaluation of the Project and the Authority's Skills for Londoners Capital Fund and related programmes; and
- d) provide upon request the IMS with such information and materials as the Authority requests;
- e) take all steps necessary to facilitate the Authority and/or the IMS conducting visits to the site(s) of GLA funded activity as notified by the Authority from time to time; and
- f) enable attendance at and provide reasonable notice and meeting papers for project team meetings by the Authority or its nominee including (without limitation) the IMS.

13. Compliance with Legislation and Policies

13.1 The Recipient shall ensure that it, and anyone acting on its behalf, complies with the law for the time being in force in England and Wales, and in particular:

- a) shall take all necessary steps to secure the health, safety and welfare of all

persons involved in or attending the Project;

- b) shall ensure it complies and its Sub-Grantees, suppliers and sub-contractors comply with the provisions of Bribery Act 2010 and any guidance issued by the Secretary of State under the same (whether or not so obliged expressly by that act or such guidance); and
- c) shall have in place appropriate equal opportunities and complaints policy/procedures and shall not unlawfully discriminate against any person.

13.2 The Recipient warrants that it has or will obtain the necessary authority (legislative or otherwise) to deliver the Project.

13.3 Without prejudice and in addition to Clauses 13.1 and 13.2 the Recipient:

- (a) shall comply with all relevant enactments in force from time to time relating to discrimination in employment and the promotion of equal opportunities;
- (b) acknowledges that the Authority is under a duty under section 149 of the Equality Act 2010 to demonstrate it has paid due regard to the need to:
 - (i) eliminate unlawful discrimination and harassment;
 - (ii) advance equality of opportunity between groups who share protected characteristics and those that do not, in particular, minimise disadvantage suffered by the equality groups; taking steps to meet the needs of equality groups that are different from the needs of others; encouraging equality groups to participate in public life or in any other activity (such as elected office or management positions) in which their participation is disproportionately low.
 - (iii) Foster good relations between people who share a protected characteristic and those that do not.

The protected characteristics noted in the Equality Act include: age, race, sex, disability, religion or belief, sexual orientation, gender reassignment, pregnancy and maternity. For the first tenet, marriage and civil partnership would also be applicable. In undertaking any activity concerning the Project the Recipient shall assist and cooperate with the Authority where possible in satisfying this duty in respect of the Authority's compliance with its duties under Clause 13.3(b); and

- (c) shall assist and co-operate with the Authority where possible with the Authority's compliance with its duties under section 149 of the Equality Act 2010 and section 1 when it comes into force, including any amendment or re-enactment of section 1 or section 149, and any guidance, enactment, order, regulation or instrument made pursuant to these sections;
- (d) shall (before the commencement of the Project):
 - (i) undertake Disclosure and Barring Service checks in respect of all persons engaged in or about the Project (by the Recipient, any agent, sub-recipient of GLA Funding, contractor or sub-contractor) where such persons shall be working with children or vulnerable persons or

have access to personal data (as defined by the Data Protection Act 1998 and, from 25 May 2018 only, the Regulation (EU) 2016/679 on the protection of natural persons with regard to the processing of personal data and on the free movement of such data, as applicable) concerning such children and vulnerable persons in relation as part of the Project; and

- (ii) have in place (and maintain throughout the continuance of the Project) appropriate child and vulnerable persons safeguarding policies, which must, for the avoidance of doubt meet any requirements of the GLA's related policies in this place from time to time, including (without limitation) the GLA's Child Policy and Protection Procedures;
- (e) shall if required by the Authority, ensure that the Project shall incorporate and be carried out in accordance with the Responsible Procurement Policy in which case, if requested by the Authority, the Recipient shall develop a responsible procurement plan (the "Recipient's Responsible Procurement Plan") setting out how the Recipient intends to carry out the Project in accordance with the Responsible Procurement Policy, and the Recipient shall submit the Recipient's Responsible Procurement Plan to the Authority for approval, such approval not to be unreasonably withheld. The Authority shall monitor the Recipient's compliance with this clause and the Recipient's Responsible Procurement Plan, and any failure to comply with such requirements shall constitute a material breach of this Agreement; and
- (f) shall if relevant to the Project be fully responsible for complying with all obligations on the part of the "client" contained in the Construction (Design and Management) Regulations 2015 and the Recipient shall indemnify the Authority in respect of all liabilities which the Authority may incur or suffer in relation to such Regulations.
- (g) shall make reasonable efforts to utilise and adhere to the Authority's Sustainability Charter

<https://lep.london/sites/default/files/FE%20Capital%20sustainability%20charter%20final.pdf>;

14. Liability and Insurance

- 14.1 The Recipient shall be liable for and shall indemnify and keep indemnified the Authority from and against any loss or damage incurred and any injury (including death) suffered and all actions, claims, costs, demands, proceedings, damages, charges and expenses whatsoever brought against the Authority and arising in connection with the management (including financial management) and delivery of the Project to the extent that such loss, damage, injury (including death), actions, claims, costs, demands, proceedings, damages, charges and expenses are due to the negligence of the Recipient or the default of the Recipient in carrying out its obligations under this Agreement.

14.2 The Recipient shall ensure that at all material times it maintains in force policies of insurance with an insurance company of long-standing and good repute in respect of:

- a) public liability for a minimum amount of five million pounds sterling (£5,000,000.00) in respect of any one occurrence or a series of occurrences arising out of any one event; and
- b) such other insurance as may be required in order to fulfill the conditions of this Agreement including (without limitation) employers liability insurance for the statutory minimum amount of cover.

14.3 The Recipient shall on the written request of the Authority from time to time allow the Authority to inspect and/or provide the Authority with evidence that it has all necessary policies of insurance in place.

15. Data Protection, Freedom of Information, Confidentiality and Transparency

15.1 The Recipient shall ensure that at all times it complies with its obligations under this Agreement in such manner so as to comply with the Data Protection Act 1998 (and, from 25 May 2018 only, the Regulation (EU) 2016/679 on the protection of natural persons with regard to the processing of personal data and on the free movement of such data) and all applicable regulations including (without limitation) the maintenance of an appropriate registration with the Information Commissioner.

15.2 The Freedom of Information Act 2000 (FOIA) and the Environmental Information Regulations 2004 (EIR) gives a general right of access to information held by a public authority. Subject to any exemptions applicable, the Recipient shall co-operate fully with the Authority as reasonably requested by the Authority in respect of any request for information made to the Authority in connection with this Agreement pursuant to the FOIA, EIR or other applicable legislation.

15.3 Subject to Clauses 15.2, 15.4 and/or 15.5 the parties shall keep confidential any information exchanged between the parties which either party has specified as confidential or which would be likely to prejudice the interests of either party commercially or otherwise.

15.4 The obligations under Clause 15.3 above shall not apply to:

- (a) information which at the time of disclosure is in the public domain;
- (b) information which is required to be disclosed by law (including the Parties' under the FOIA);
- (c) information which is disclosed with the consent of the disclosing party.

15.5 Both Parties acknowledges and agrees that the Authority:

- (a) is subject to the Transparency Commitment and accordingly, notwithstanding Clause 15.3 hereby gives their consent for the other Party to publish the Agreement Information to the general public; and

- (b) may in its absolute discretion redact all or part of the Agreement Information prior to its publication. In so doing and in its absolute discretion the Authority may take account of the exemptions/exceptions that would be available in relation to information requested under FOIA. The Authority may in its absolute discretion consult with the Recipient regarding any redactions to the Agreement Information to be published pursuant to this Clause 15.5. The Authority shall make the final decision regarding publication and/or redaction of the Agreement Information.

- 15.6 For the avoidance of doubt in the event that the Authority consents to the Recipient's disposal or cessation of use in the Project of any Capital Asset (pursuant to Clause 6.2) the Recipient shall ensure all data collected used or in any way related to or connected with the Project is erased (so that it cannot be recovered there from) from the Capital Assets to which such consent relates.

16. Entire Agreement

This document sets out the entire agreement between the parties and supersedes all prior oral or written agreements, arrangements or understandings between them. The parties acknowledge that they are not relying on any representation, agreement, term or condition, which is not set out in this Agreement.

17. Force Majeure

- 17.1 Either party shall notify the other in writing of any Force Majeure Event as soon as it is aware of it.
- 17.2 Neither party shall be in breach of the Agreement by reason of any Force Majeure event. Each party shall bear their own costs arising as a consequence of the Force Majeure Event.

18. Governing law and jurisdiction

This agreement and any dispute or claim arising out of it or in connection with it or its subject matter or formation (including non-contractual disputes or claims) shall be governed by and construed in accordance with the law of England and Wales. The parties irrevocably agree that the courts of England and Wales shall have exclusive jurisdiction to settle any dispute or claim that arises out of or in connection with this agreement or its subject matter or formation (including non-contractual disputes or claims).

19. Contracts (Rights of Third Parties) Act 1999

A party who is not a party to this agreement shall not have any rights under the Contracts (Rights of Third Parties) Act 1999 to enforce any term of this agreement.

20. Severance

If any court or competent authority finds that any provision of this agreement (or part of any provision) is invalid, illegal or unenforceable, that provision or part-provision shall, to the extent required, be deemed to be deleted, and the validity and enforceability of the other provisions of this agreement shall not be affected

21. Definition of Terms

In this Agreement the following terms shall have the following meanings:

- 21.1 **"Additional Funding"** has the meaning prescribed to that term in clause 4.3 of this Agreement.
- 21.2 **"Agreement Information"** means (i) this Agreement in its entirety (including from time to time agreed changes to the Agreement) and (ii) data extracted from the claims made under this Agreement which shall consist of the Recipient's name, the expenditure account code, the expenditure account code description, the document number, the clearing date and the claim amount;
- 21.3 **"Authority's Representative"** means any person nominated by the Authority from time to time to be its representative for any matters relating to this Agreement.
- 21.4 **"Block Exemptions"** the Commission Regulation 651/2014 declaring certain categories of aid compatible with the internal market in application of Articles 107 and 108 of the Treaty of the Functioning of the European Union.
- 21.5 **"Certificate of Output Delivery"** means (where applicable) the certificate to be completed and submitted to the Authority in accordance with part B of the Funding Schedule 2, in the form set out Schedule 8 as amended by the Authority from time to time.
- 21.5 **"De Minimis Aid Exemption"** means the De Minimis block exemption (EC Regulation 1407/2013 of 18 December 2013 on the application of Article 107 and 108 of the Treaty of the Functioning of the European Union).
- 21.6 **"De Minimis Disclosure Form"** means the form attached at Schedule 4 or such other disclosure form as the Authority may on the giving of notice to the Recipient require it to use.
- 21.7 **"De Minimis Threshold"** means the ceiling on Relevant Aid provided under the De Minimis Block Exemption to a Relevant Enterprise as more particularly set out in the De Minimis Disclosure Form.
- 21.8 **"Deliverables"** means any deliverables including the Sustained Deliverables to be met by the Recipient and as may be set out in the Annex to Schedule 1 and/or to any annexure thereto and any amendment thereto agreed between the parties in accordance with clauses 11 and 12, and to be carried out in accordance with the undertakings set out in Schedule 1 and the achievement of which for the avoidance of doubt shall be measured by reference to Output and Outcomes Framework.
- 21.9 **"Output and Outcomes Framework"** means the Good Growth Fund Output and Outcomes Framework as amended from time to time and the current version of

which can be found at <https://www.london.gov.uk/what-we-do/regeneration/funding-opportunities/good-growth-fund-supporting-regeneration-london>

- 21.10 **"ESF Project"** means [not applicable].
- 21.11 **"ESF Sponsor"** means a person having entered into an ESF Sponsor Agreement with the Authority on the same date as having entered into this Funding Agreement.
- 21.12 **"ESF Sponsor Agreement"** means an agreement governing the Recipient's provision (as an ESF Sponsor) to the Authority (acting as agent for the Department of Work and Pensions in the award of European Social Funding) in such from as is issued by the Authority from time to time.
- 21.13 **"Capital Asset"** means any item of equipment or other asset which has a purchase value of five thousand pounds sterling (£5,000.00) or more and which on the date of its purchase by the Recipient has a useful life of more than three (3) years and is purchased wholly or partly out of the GLA Funding.
- 21.14 **"Expenditure Incurred"** means expenditure connected with the Project in respect of which the Recipient has received relevant goods and services, or in respect of which it has entered into contractual obligations, for which payment has been made or is due to be made.
- 21.15 **"Financial Year"** means the annual period from 1 April to 31 March.
- 21.16 **"FOIA"** has the meaning given to it in Clause 15.2.
- 21.17 **"Force Majeure"** means any of the following: riot, civil unrest, war, act of terrorism, threat or perceived threat of act of terrorism, fire, earthquake, extraordinary storm, flood, abnormal weather conditions or other natural catastrophe or strikes, lock-outs or other industrial disputes to the extent that such event has materially affected the ability of the Party relying on the Force Majeure Event ("Affected Party") to perform its obligations in accordance with the terms of the Agreement but excluding any such event insofar as it arises from or is attributable to the willful act, omission or negligence of the Affected Party or the failure on the part of the Affected Party to take reasonable precautions to prevent such Force Majeure Event or its impact .
- 21.18 **"Funding Schedule"** means the schedule of payments agreed between the parties as set out in Schedule 2 to this Agreement
- 21.19 **"GLA Funding"** means a sum of up to one million + one hundred thousand (Environmental fund) pounds sterling £1m + £100k to be paid to the Recipient by the Authority in accordance with the terms and conditions of this Agreement.
- 21.20 **"IMS"** refers to any independent monitoring surveyor, acting on behalf of the Authority from time to time.
- 21.21 **"Insolvent"** means:

- where the Recipient is an individual (or if more than one individual than any one of them):
 - (a) the subject of a bankruptcy petition;
 - (b) is the subject of an application for an interim order under Part VIII of the Insolvency Act 1986 as amended by the Insolvency Act 2000 and the Enterprise Act 2002;
 - (c) enters into any composition, moratorium or other arrangement with its creditors, whether or not in connection with any proceeding under the Insolvency Act 1986 as amended by the Insolvency Act 2000 and the Enterprise Act 2002; and
- where the Recipient is a body corporate (or if more than one body corporate than any one of them):
 - (a) a proposal for a voluntary arrangement is made under Part 1 of the Insolvency Act 1986 as amended by the Insolvency Act 2000 and the Enterprise Act 2002 or the Directors of the Recipient resolve to make such a proposal;
 - (b) a petition for an administration order is presented under Part II of the Insolvency Act 1986 as amended by the Insolvency Act 2000 and the Enterprise Act 2002 or the Directors of the Recipient resolve to present such a petition;
 - (c) a receiver (including a receiver under section 101 of the Law of Property Act 1925 or manager or administrative receiver of its property (or part of it) is appointed;
 - (d) a resolution for its voluntary winding up is passed under Part 1V of the Insolvency Act 1986 as amended by the Insolvency Act 2000 and the Enterprise Act 2002 or a meeting of its creditors is called for the purpose of considering that it be wound up voluntarily (in either case, other than a voluntary winding up whilst solvent for the purposes of and followed by a solvent reconstruction or amalgamation);
 - (e) a petition for its winding up is presented to the court under Part IV or by virtue of Part V of the Insolvency Act 1986 as amended by the Insolvency Act 2000 and the Enterprise Act 2002 or a resolution is passed that it be wound up;
 - (f) an application is made under section 895 of the Companies Act 2006 or a proposal is made which could result in such an application;
 - (g) entry into or a proposal to enter into any arrangement, moratorium or composition (other than any referred to above) with its creditors; or
 - (h) the dissolution or removal from the Register of Companies of the Recipient or it ceasing to exist (whether or not capable of reinstatement or reconstruction).

- 21.22 **"Intellectual Property Rights"** means copyright, patents, registered and unregistered trade marks, registered and unregistered designs and all other industrial and intellectual property rights anywhere in the world whether registered or unregistered and including any applications for any of those rights
- 21.23 **"Milestones"** means the milestones for the Recipient's fulfillment of the Project Objectives set out in part A of Schedule 2.
- 21.24 **"Output Related Funding"** means (where applicable) the any GLA funding paid in respect of Project Outputs as may be set out in Part B of Schedule 2.
- 21.25 **"Outputs Value Return"** means (where applicable) the return confirming Outputs delivered in a quarterly claim period and cumulatively from which, using the Unit Rates, the claim amount for the Quarter will be calculated as well as the cumulative amount claimed to date in the form set out at Schedule 5(c) as amended by the Authority from time to time.
- 21.26 **"Project Outputs"** means (where applicable) any outputs including the Sustained Outcomes to be met by the Recipient and as may be set out in the Annex to Schedule 1 and/or to any annexure thereto and any amendment thereto agreed between the parties in accordance with clauses 11 and 12, and to be carried out in accordance with the undertakings set out in Schedule 1.
- 21.27 **"Project"** means the **Queen's crescent high street improvement**.
- 21.28 **"Project Monitoring Form(s)"** means the form(s) to be completed and submitted to the Authority by the Recipient under Clause 4.2 and which shall take the form of the template set out at Schedule 5a.
- 21.29 **"Project Objectives"** means the objectives to be met by the Recipient as set out in Schedule 1, including (without limitation the Deliverables) and any amendment thereto agreed between the parties in accordance with clauses 11 and 12, and to be carried out in accordance with the undertakings set out in Schedule 1.
- 21.30 **"Quarter"** means the following periods in the relevant calendar year (i) 1 April to 30 June, (ii) 1 July to 30 September, (iii) 1 October to 31 December and (iv) 1 January to 31 March.
- 21.31 **"Recipient's Chief Financial Officer"** has the meaning given to it in paragraph 1 of Part A of Schedule 2.
- 21.32 **"Recipient's Representative"** means the representative of the Recipient responsible for ensuring the effective delivery and management of the Project whom as at the date of the commencement of this Agreement is :
-
- 21.33 **"Recipient's Responsible Procurement Plan"** has the meaning given to it in Clause 13.3(e).
- 21.34 **"Relevant Aid"** means any financial or non-financial aid or assistance provided to a Relevant Enterprise incusing (without limitation) any capital or revenue grant

payments any diagnosis and/or consultancy services and/or training services provided to a Relevant Enterprise and/or its employees at less than market value and subsidies towards the normal operating costs of the Relevant Enterprise any guarantees against any of its liabilities and loans charged at less than market interest rates (in the case of novel or contentious forms of aid and assistance the Recipient should seek the Authority's advice).

- 21.35 **"Relevant Aid Trigger Point"** means unless the Authority notifies the Recipient otherwise the value of the Euro equivalent (at the date of this Agreement) of fifty thousand pounds sterling (£50,000.00) of Relevant Aid provided by the Recipient to a Relevant Enterprise within the last three consecutive financial years.
- 21.36 **"Relevant Enterprise"** means an entrepreneur sole trader partnership firm of business (whether incorporated or not) or other body (public or private) undertaking activities of a commercial character or conducted with a view to profit or providing goods and services in an environment for which there is a commercial market but (for the avoidance of doubt) excluding aid and assistance to children young people and adults in education unemployed persons apprentices persons on work placements and employees where the Relevant Aid provided does not directly assist their employer.
- 21.37 **"Responsible Procurement Policy"** means the GLA Group Responsible Procurement Policy in place from time to time and the current version of which can be obtained from https://www.london.gov.uk/sites/default/files/gla_group_rpp_v7.12_final_template_for_web.pdf
- 21.38 **"Review Meeting"** has the meaning given to it in Clause 12.2.
- 21.39 **"State Aid"** means aid defined by the Treaty of the Functioning of the European Union, Article 107(1). It is granted through state resources in any form which could distort competition and affect trade by favouring certain undertakings or the production or certain goods is incompatible with the common market unless the Treaty of the Functioning of the European Union allows otherwise.
- 21.40 **"Schedule"** means a schedule to this Agreement which shall form part of this Agreement as if set out here.
- 21.41 **"Statement of GLA Funding Expenditure"** means the statement to be provided by the Recipient to the Authority in accordance with section 1 of Part B of the Funding Schedule setting out full details of Expenditure incurred on the Project and in respect of which claims for GLA Funding have been made [in the previous Financial Year], which shall be accompanied by copy invoices clearly showing Expenditure Incurred on the Project Outputs or in the absence of such invoices contract documents and transaction listings from the Recipient's finance management system and certified as true and accurate records of such expenditure by the Recipient's Chief Financial Officer in the form set out in Schedule 7 as amended by the Authority from time to time.
- 21.42 **"Sub-Grantee"** means any person which the Recipient funds in whole or in part from the GLA Funding.

21.43 **"Sustainability Charter"** means the Authority's policies and guidance on sustainability as comprised in the Sustainability Charter (<https://lep.london/sites/default/files/FE%20Capital%20sustainability%20charter%20final.pdf>),

21.44 **"Sustained Deliverables"** means any deliverables including the Sustained Deliverables to be met by the Recipient and as may be set out in the Annex to Schedule 1 and/or to any annexure thereto and any amendment thereto agreed between the parties in accordance with clauses 11 and 12, and to be carried out in accordance with the undertakings set out in Schedule 1.

21.45 **"Sustained Outcomes"** means (where applicable) any outputs or outcomes which by their nature are to be measured over a sustained period as may be set out at Annex 1 to Schedule 1.

21.46 **"Transparency Commitment"** means the Authority's commitment to publishing its agreements, contracts, tender documents and data from invoices and claims received in accordance with the Local Government Transparency Code 2015 and the GLA's Contracts and Funding Code..

21.47 **"Unit Rates"** means (where applicable) the values associated with each specific Project Output as set out in Schedules 1 and/or 2 or any annexure thereto.

22. A reference to any statute, enactment, order, regulation or other similar instrument shall be construed as a reference to the statute, enactment, order, regulation or instrument as amended or re-enacted by any subsequent statute, enactment, order, regulation or instrument and shall include all statutory instruments or orders made pursuant to it whether replaced before or after the date of execution of this Agreement.

IN WITNESS OF THE ABOVE the parties have executed and delivered this Funding Agreement as a deed on the date written at the head of this document.

The Corporate Seal of the
GREATER LONDON AUTHORITY
hereto affixed is authenticated by:)
)
)



.....
(Signature of Authorised Signatory)

.....
(Print Name)

.....
(Date)

THE COMMON SEAL OF THE MAYOR)
AND BURGESSES OF THE LONDON)
BOROUGH OF CAMDEN was hereunto)
Affixed by Order:-)

.....

Authorised Signatory



Schedule 1

Project Objectives

Queen's Crescent; The Heart of Gospel Oak

Project Summary

Queen's Crescent is at the geographical centre of the area of change and is home to shops and amenities serving the local community and one of London's oldest street markets.

Camden acknowledges the importance of situating the plans for Queen's Crescent within the wider transformation of the Gospel Oak area and delivering community led regeneration. The ambition is to co-design a strategy with the community that will improve the physical environment of Queen's Crescent, help stitch it into a changing context and reinforce it as the heart of the wider area. A growth that will benefit London's diverse communities and brings together local people to foster active citizenship.

Aims

- To design and deliver civic engagement which delivers meaningful involvement of citizens in decision making about the future of their neighbourhoods and their high street.
- To scope options and feasibility for regeneration in Gospel Oak to deliver new homes, community facilities, workspace and improved public realm and amenity.
- To strengthen Queen's Crescent and its market as the thriving economic and social hub of Gospel Oak, sustaining community cohesion and resilience through a period of transformational change.
- To improve the skills and employability of local people and the range of traders on the market.
- To explore approaches to greening the grey, providing pleasant places for sitting and relaxing and forming a focus for social activity, while improving the local environment and air quality, as supported by the Mayor's Healthy Streets approach.

Objectives

- To design and deliver an **overarching community engagement** and consultation programme for Gospel Oak. (Stage 1: February – September 2018, Stage 2: October 2018 – March 2019)
- To deliver **design and feasibility options** for the regeneration of Wendling and West Kentish Town estates and the three enabling sites (including the Weedington site on Queen's Crescent) (February – September 2018)
- To deliver a co-designed **public realm strategy for Queen's Crescent**, identifying and costing a range of measures to deliver high street improvements, and balancing the needs of pedestrians, cyclists and vehicles. This will include conducting an audit of existing and potential green infrastructure, including sustainable urban drainage, pocket green spaces, green walls and roofs as well as street trees and planting. (October 2018 – March 2019)
- To **implement the measures identified** in the Queen's Crescent Public Realm Strategy (April 2019 – September 2020)

- To develop and deliver a **market enterprise and promotion project**, building on a previous market enterprise programme (January 2020 – December 2020)
- To **evaluate** the extent to which the aims and objectives of this project have been met.

High street improvements:

- **Places to sit and linger:** Providing additional sitting and/or areas to linger will prevent those having purchased food items from leaving the market, increasing dwell time and improving the overall environment and profitability of the market.
- **Decluttering:** The strategy should explore options for reducing excessive street clutter to create a more open and consistent street scene.
- **Wayfinding:** The signage is currently inconsistent and confusing and contributes to the wider clutter problem on the high street. The Council would like to look into options for reducing the volume of signage and improving the clarity of messaging
- **Public facilities:** Consider the costs, benefits and utility of the facilities and options for public realm improvements.
- **Shop fronts:** improvements to the shop fronts and options to be explored further.
- **Junctions and market entrances:** Improving key junctions along Queen's Crescent and supporting a wider movement network through the area. Including improvement of cycle network and pedestrian experience (anticipating future connection with Kentish town)
- **Pop-up spaces and events:** Explore potential opportunities for pop-up spaces on Queen's Crescent and work with our market team to develop a strategy for leasing and marketing these opportunities.
- **Rejuvenating the market:** It is critical that physical interventions along Queen's Crescent compliment the strategy for rejuvenating the market and broadening its offer.
- **Accessibility:** Support the wider movement strategy through junction improvements, enabling pedestrians and cyclists to move successfully through Queen's Crescent and supporting the wider wayfinding strategy.
- **Lighting:** Improved lighting to add aesthetic value and support residents and business owners to feel safe in the area at night.
- **Greening and planting:** Explore the possibility for integrating green infrastructure including SuDS, pocket green spaces, green walls and roofs and street trees to meet healthy street objectives

Activities:

- Design overarching community engagement brief for West Kentish Town and Wendling estates and three enabling sites: Gospel Oak Open Space, Ashdown Crescent, and Weedington, within the context of the wider area plan.
- Design options and feasibility study brief for the regeneration of Wendling and West Kentish Town estates and three enabling sites: Gospel Oak Open Space, Ashdown Crescent, and Weedington.
- Deliver overarching community engagement and feasibility studies with appointed consultants.
- Design resident and business engagement brief for the Gospel Oak Plan and co-design of the public realm and green infrastructure strategies for Queen's Crescent, including detailed proposals of co-designed interventions.
- Implement locally identified improvements to Queen's Crescent, through a) co-design consultant (subject to satisfactory completion of strategy with co-designed public realm interventions) or, b) distinct delivery partner.
- Commission the delivery of a market enterprise programme to deliver employability and skills training for local unemployed people and run focused events for Queen's Crescent to promote the market and high street in the wider Gospel Oak area.
- Evaluate the extent to which the aims and objectives of this project have been delivered.

Completion and Evaluation:

Wendling, West Kentish Town and enabling sites

A paper will be submitted to Cabinet in September of 2018 outlining the feedback from and evaluation of the engagement process and presenting any identified options for taking forward redevelopment in the area. This paper will identify an appropriate timeline for progressing to detailed planning and delivery.

Queen's Crescent

An independent evaluation will be commissioned to collate post project outputs and outcomes, assess against intended targets and evaluate the project deliverables, both individually and as a comprehensive and interrelated programme of interventions. The evaluation process will involve assessing delivery against the baseline. The independent evaluators will be expected to work with the co-design consultants at the beginning of the project to identify the baseline and establish a process for collecting and monitoring any data throughout the project that will later be used in the project evaluation. In addition to quantitative data, the baseline should account for qualitative measures such as the perceptions of local people and businesses around the impact of the interventions and related regeneration. The evaluation brief will be designed with the GLA before progressing to tender. Camden's Council's Economic Development Team will support the evaluation with any additional relevant data and will conduct quality checks during the evaluation process.

Design dialogue arrangements:

1. Project Scoping

LB of Camden will share any scoping work that has been undertaken and present and discuss this work at project team meetings, including the allocation of funding. The GLA lead will provide comments and feedback and, if required, recommend further work to be undertaken before brief writing begins.

2. Brief writing

LB of Camden and GLA lead will collaborate on brief writing and the brief will be agreed by both parties before issue. This will involve regular discussion on approach to the briefs and direct input from GLA lead.

3. Procurement

LB of Camden will seek to use the GLA's procurement framework where possible. The Delivery Team will ensure that the procurement process is open, competitive and well executed so that the best talent available is used to deliver excellent projects. Procurement options and the final procurement route will be discussed and agreed by LB of Camden and the GLA lead before actions are taken and the procurement process begins. The GLA lead will be invited to contribute to selection and/or interview processes.

4. Design development

Regular design meetings will be organised with the GLA lead and any appointed consultants in attendance. A mutually convenient timetable will be agreed by the GLA and LB of Camden leads. The Council will keep the GLA lead informed of all developments and share all materials, such as drawings and other documents, in advance of any meetings and as requested. The GLA lead will offer comments on design and arrange design reviews and workshops as required or agreed with the borough lead.

5. Development-to-delivery milestone

A single development to delivery milestone will be agreed between LB of Camden and the GLA lead. A formal design review will then be arranged by the GLA lead to coincide with this milestone. Delivery funding will be released subject to a satisfactory report from the review panel. It is expected that once the procurement route has been agreed, draft agreements reached with landowners, and design work around scope of refurbishment works and detailed brief(s) for flexible workspace provider(s) prepared, a high level design review meeting will be held to coincide with the development-to-delivery milestone at a date to be agreed.

6. Delivery

On-going design dialogue will be maintained by the project team throughout the delivery stage of the project as new challenges and key decisions may emerge. LB of Camden and GLA leads will hold regular meetings during delivery phases to review all work including any development of, or change to, designs. The Council will share all relevant documents including all drawings and technical reports, and arrange site visits where required.

7. Completion and evaluation

Rigorous evaluation will be carried out as per the methodology laid out in the evaluation self-assessment herein. An interim evaluation will be carried out at end of 2019/20 financial year, with final evaluation following at end of 2021/22 financial year. Efforts will be made to share best practice resulting from this exercise, both within and without the borough.

8. Meetings and Reviews

Project team meetings

Recurrence: monthly / as required

1 week to 48h in advance:

- Agenda prepared by LB of Camden lead
- Documents circulated to GLA and provided at meeting, at appropriate scales and number of copies. These should include:
 - Related reports and studies
 - Briefs or project scoping documents
 - Drawings – plans, sections, maps as appropriate
 - Renders and illustrations
 - Site photographs

Within 1 week:

- Notes circulated by LB of Camden lead to other team members and GLA project lead.

Informal design reviews

Recurrence: as required, c. bi-monthly

1 week to 48h in advance:

- Agenda circulated by GLA lead.
- Relevant and up-to-date documents circulated by consultants on instruction from borough lead.

Within 1 week:

- Review recommendations circulated by GLA lead to LB of Camden lead.

Design workshops

Recurrence: as required,

Agenda, attendees, timing and location agreed by LB of Camden and GLA leads.

14 days to 1 week in advance:

- Agenda circulated.
- Relevant documents circulated by consultants on instruction from borough lead.

Within 1 week:

- Recommendations agreed between borough project lead and GLA lead and circulated to attendees as appropriate

Formal/high-level reviews

Recurrence: as required, c. two over project lifetime, one to coincide with the development-to-delivery milestone

10+ days in advance:

- Agenda circulated by GLA lead.
- Relevant documents circulated by consultants on instruction from LB of Camden lead.

Within 10 days:

Recommendations circulated by Project Review Panel Chairman

Annex to Schedule 1

Deliverables

<u>Deliverables</u>	Baseline	Target	Monitoring Approach Overview	Information Collected
	<i>Where applicable include a baseline figure</i>	<i>What is your overall aim against this Deliverable?</i>	<i>Please insert a brief description of the approach you will take</i>	<i>List monitoring & verification information you intend to collect</i>
Detailed community engagement report/options and feasibility report for Wendling, West Kentish Town, Gospel Oak Open Space, Ashdown Crescent and Weedlington	N/A	Adequacy in facilitating next steps	Developed by senior development managers with input from key stakeholders including the resident steering groups	Information to enable one or more sites to move forward through RIBA stages 0 and 1, subject to decision making by LB of Camden'.
Residents, businesses and other stakeholders from different backgrounds taking part in engagement exercises and opportunities to shape the project	Baseline to include resident and business self-assessment of pre-project levels of engagement	100+ residents engaged and 60+ repeat/heavily engaged, 60% of businesses engaged and 30% repeat/heavily engaged	Levels of engagement will be measured by co-design consultants. This information will be reported to the Gospel Oak Board which will oversee the project and its various components.	Count of number of people, profiled by group.
Public realm improvements/creation. With good quality design that meets local needs.	None	5000m2 of improvements/creation delivered	Brief and co-design process. Monitoring by consultants throughout its development and delivery. Camden commissions Frame Projects to undertake all of its design review function.	Architect drawings demonstrating the area improved (before and after) and invoices and contracts to demonstrate work has been commissioned and completed.
Physical design that encourages social interaction	None	Community cohesion	Captured by independent evaluators and co-design consultants. Post project outcomes	Observation and accounting for local demographics. Case studies regarding the use of the high street
Shop fronts improvement	None	50% of occupied shop fronts improved	Camden Council with funding to be based on per shop completion	Number count and interviews on perception of quality with willing business owners.
Learners supported by market enterprise programme	49 learners supported	60 learners supported by market enterprise programme with 80% completion rate.	Provider with experience in delivering employability and skills training and a track record of delivering successful outcomes for programme participants.	Number of people recorded by provider, including specific targeting of vulnerable groups who are disproportionately reflected in labour markets/skills shortages.
Other support from market enterprise programme	TBC	100% of those achieving full completion receiving 25 hours of support	Delivered by a provider with experience in delivering employability and skills training.	Number of hours recorded count. Number of hours to be defined by Camden Council at outset and agreed with GLA. Suggested 25 hours per completing participants.
Learners progressing into work/further skills development/volunteering/paid work experience and internships (hard outcomes) and learners reporting improved soft skills	40% of completing learners achieving hard outcomes	50% of learners achieving course completion progressing into work/ further skills development/ volunteering/ paid work experience	Provider to deliver based on participant being motivated to keep in contact with the project representative and validation from relevant party.	Data screened to not include unpaid internships as a successful outcome. Data including outcomes for specific target groups. Self-reported case studies on the perceived value of the programme in helping the participant develop

		placements and internships 80% of learners achieving course completion with increased soft skills (self-reported) 80% of learners retained until completion.	Provider to measure self-reported impacts by course completers	oral communication skills, team working skills, customer handling skills, planning and organising skills, problem solving skills.
Increase in visitor satisfaction	Baseline to be established as a measure of pre-project visitor satisfaction.	30% Increase in visitor satisfaction	Independent evaluators and co-design consultants that to identify baseline, through method that can be repeated at the project end. Post project outcomes to be identified by independent evaluators.	Standardised questionnaire survey collection, qualitative case studies
Increase in individual/Queen's Crescent-wide business turnover	Baseline of current turnover to be identified with willing business participants'	10% increase in turnover	Independent evaluators and co-design consultants to identify baseline, through method that can be repeated at the project end Post project outcomes to be identified by independent evaluators	Collection through business survey, number of businesses with increased turnover/£. In depth qualitative reports of the business impact with willing participants
Increase in Queen's Crescent footfall	TBC	20% increase in footfall	Independent evaluators and co-design consultants to identify using observation techniques Post project outcomes to be identified by independent evaluators following same methodology, and taking into consideration the impact of local or nearby developments and increased visitor populations.	Case studies captured with new visitors, and observation findings.
Number of local people participating in events to promote the identity of the area	None	50+ local people participating in events	Market enterprise programme provider. focused community events against target	Number of people at each event recorded and an average across events calculated/
Perceptions of change and improvement of the place/ overall user satisfaction with particular elements of the scheme	None	Positive qualitative case study	Identified by independent evaluators	Capture of the reasoning behind the perceived changes.
Increase in sense of ability to influence local decisions or projects, for residents and businesses.	Baseline to be established as a measure of pre-project sense of ability to influence local decisions (self-reported)	20% increase	Independent evaluators and co-design consultants to identify during baseline process. Post project outcomes to be identified by independent evaluators	Resident's perceptions to be identified and information collected through survey containing quantitative, comparable data and free text qualitative data, as well as detailed case studies through in depth interviews. Consider CLS analysed to OAC categories
Increase in sense of belonging to an area, for residents and businesses.	Baseline to be established as a	20% increase	Independent evaluators and co-design consultants to identify during	Residents' perceptions collected through survey and benchmarked against national data. Consider

	measure of pre-project sense of belonging to a local area		baseline process. Evaluation to be conducted by independent evaluation consultants	Understanding Society Survey analysed to OAC categories.
Increase in amount of green infrastructure	TBC following audit	TBC following audit (m ² greening created).	Work with landscape architects, suds specialist and civil engineers around existing constraints and ensure the flexibility and function of the street is not compromised	Survey, green infrastructure audit and feasibility study. Landscape architect drawings demonstrating green infrastructure proposed (before and after) and invoices and contracts to demonstrate work has been commissioned and completed.

The project develops a detailed community engagement report and a detailed feasibility report for Queen's crescent, Wendling, West Kentish Town, Gospel Oak Open Space, Ashdown Crescent, and Weedington. It will also produce a Public Realm Strategy for Queen's Crescent with consideration given to greening and green infrastructure. This strategy will be developed with 100+ Residents and 40+ heavily involved, 60% of businesses engaged and 30% heavily involved and other stakeholders from different backgrounds taking part in engagement exercises and opportunities to shape local decisions.

The project of Queen's crescent will deliver 5000m² of public realm with good quality design interventions and improvements that encourages social interaction within Queen's Crescent geography. It will increase the amount of green infrastructure (green cover) across the area, the number of trees and facilitate accessibility for pedestrian and cyclist. It will improve 80% of occupied shop fronts on Queen's crescent between Grafton Road and Malden Road and support 60 learners with the market enterprise programme.

100% of those achieving full course completion will receive 25 hours of support from market enterprise programme, subject to GLA approval and 80% of learners will increase soft skills and be retained until completion. 50% of learners achieving course completion will progress into work/ further skills development/ volunteering/ paid work experience placements and internships.

The project aims to increase the sense of ability to influence local decisions or projects by 20%, for residents and businesses, and improve the sense of belonging to the area, the business turnover, and the high street footfall. It also aims to increase visitor satisfaction by 30%.

Schedule 2

Funding Schedule

Part A: Milestone Related GLA Funding

1. In addition and without prejudice to its other reporting obligations, on achievement of the Milestones and in any event no less than once per quarter, the Recipient shall submit a claim form in the form set out at part b of Schedule 5 (with supporting evidence of Expenditure Incurred on the Project Objectives including copies of third party invoices, and/or contract documents and transaction listings from the Recipient's finance management system and certified as true and accurate records of such expenditure by its statutory chief financial officer (which shall mean where the Recipient is a London borough council including, without limitation, the Royal Boroughs, the City of Westminster and Corporation of London, the officer of the Recipient who is responsible for the proper administration of its financial affairs pursuant section 151 of the Local Government Act 1972 (Recipient's Chief Financial Officer) or where the Recipient is not a London borough council, such officer validly authorised to act in such capacity on the Recipient's behalf) to the Authority for the appropriate amounts as set out in the Funding Schedule for the relevant Milestone such claims to be accompanied by:
 - (a) a written report detailing progress in meeting the Project Objectives, the application of the Recipient's Contribution to the Project Objectives and its efforts to secure and the details of any Additional Funding secured together with such evidence and other information as the Authority may reasonably require (in the form of the forms set out at part a of Schedule 5); and
 - (b) such other evidence and information as the GLA may require from time to time (as set out in the Funding Schedule or otherwise).
2. The Authority shall make payment to the Recipient, or as otherwise directed in accordance with the Funding Schedule, within 30 days of receipt of a valid invoices which the Recipient may issue following the approval by the Authority of valid claim forms submitted in accordance with paragraph 1 above.
3. If the report referred to in Clause 6.1(g) of this Agreement shows that the GLA Funding paid to the Recipient as at the date of the report is in excess of the total Expenditure Incurred by the Recipient for the achievement of the Project Objectives, then the Recipient shall repay that excess amount to the Authority forthwith and in all circumstances no later than 30 days following the approval of the report by the Authority in accordance with Clause 6.1(g) of this Agreement. Without prejudice to this obligation, the Authority may recover this excess by reduction of any funding still to be paid under this Agreement, or by set off against any other money due or to be due from the Authority to the Recipient.

[illegible]

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Part B: Output Related GLA Funding – Not applicable

1. The Recipient shall complete and submit to the Authority, within 14 days of the end of each quarter (Quarters commencing on 1 April 201[], for the term of this Agreement, a:
 - (a) completed Outputs Value Return (in the form set out at part C of Schedule 5as amended by the Authority from time to time).The Recipient shall ensure that all Project Outputs claimed meet the eligibility criteria as specified in Schedule 9 (Programme/Project Output Definitions & Evidence Requirements);
 - (b) written report detailing progress in meeting the Project Outputs, the application of the Recipient's Contribution to the Project Outputs and its efforts to secure and the details of any Additional Funding secured together with such evidence and other information as the Authority may reasonably require from time to time (in the form of the Monitoring Forms set out at Schedule 5);
 - (c) in addition and without prejudice to the forgoing provisions of this paragraph 1 the Recipient shall prepare and submit to the Authority an end of financial year estimate claim which shall confirm actual Project Outputs delivered pursuant to the Project to date and the associated drawdown of GLA Funding and provide a prudent estimate of all outstanding Project Outputs to be delivered pursuant to the Project to the end of that financial year no later than 4 March in each Financial Year in respect of which GLA Funding has been or is to be sought;
 - (d) the Recipient shall no later than fifteen (15) working days after the end of a Financial Year in respect of which GLA Funding has been or is to be sought submit to the Authority a fourth Quarter actual claim indicating actual Project Outputs delivered in the fourth quarter (January-March) of the previous financial year; and
 - (e) as soon as reasonably practicable after the end of each Financial Year in respect of which GLA Funding has been or is to be sought and by such date as the Authority shall specify (provided always that such date shall be no later than 31 July in the Financial Year immediately succeeding that financial year) the Recipient shall submit to the Authority a Certificate of Output Delivery which shall confirm actual Outputs delivered and the associated drawdown of GLA Funding.
2. The Authority shall make payment to the Recipient in accordance with the Funding Schedule, within 30 days of receipt of a valid invoice which the Recipient may issue following the approval by the Authority of valid claim forms submitted in accordance with paragraph 1 above provided always that Recipient hereby acknowledges and agrees that in any event the Authority shall not pay any claim(s) for the final ten percent (10%) of the GLA Funding until it is satisfied, that the Recipient has adhered to its obligations under this Part B of Schedule 2 under this Agreement, having conducted any final monitoring and/or verification exercises which it considers, in its absolute discretion, necessary or otherwise.
3. The Recipient shall only include in any claims made in respect of Project Outputs made under this Agreement sums calculated in accordance with the Unit Rates for delivered Project Outputs as set out in this Output Related Funding Schedule and which meet the eligibility criteria as specified in Schedule 9.].
4. If the Certificate of Output Delivery shows that the GLA Funding paid to the Recipient as at the date of the submission exceeds the Project Outputs delivered in the period to which the Certificate of Output Delivery relates, then the Recipient shall repay that excess amount to the Authority forthwith and in all circumstances no later than 30 days following submission of the Certificate of Output Delivery to the Authority. Without prejudice to this obligation, the Authority may recover this excess by reduction of any GLA Funding still to be paid under this Agreement, or by set off against any other money due or to be due from the Authority to the Recipient.

5. In accordance with the guidance set out in the Output Definitions & Evidence Requirements document (Schedule 9 of this Agreement), the Recipient shall retain data and systems needed for verification of each Output that has been delivered. This information shall be reviewed by the Authority at review meetings in accordance with Clause 12 of this Agreement.

Part C – Repayment Profile

[Not applicable]

Schedule 3

The Authority's Logo

MAYOR OF LONDON



For advice and guidance on how to reproduce and use these logos, please contact your assigned project lead for more information

Schedule 4

De Minimis Disclosure Form

GREATER LONDON AUTHORITY DE MINIMIS AID DISCLOSURE FORM DE MINIMIS DECLARATION

The GLA is considering giving you de minimis aid under Commission Regulation (EC) No. 1407/2013 of 18 December 2013 on the application of Articles 107 and 108 of the Treaty on the Functioning of the European Union to de minimis aid (OJ L 352 ("the Regulation"))¹ up to a maximum of the GLA Funding (applicable Euro/Sterling exchange rate [enter details of applicable rate]) in relation to the Project

Under the Regulation, the GLA is required to check whether you will have received more than €200,000 (€100,000 if you are an entity operating in the road freight transport sector) of de minimis aid within the Member State in question (i.e. the UK) in this fiscal year (based on your accounting year e.g. by reference to your accounting reference date) and in the previous 2 fiscal years when combined with the proposed Project de minimis aid. **Please note if you are part of a group of companies your declaration needs to relate to funds received by all entities within that group for these purposes (see definition of "single undertaking" under Article 2 of the Regulation for further information).**

Please note you do not need to include funding that you may have received under a scheme or individual award which has been notified to and approved by the European Commission or under the State aid General Block Exemption Regulation unless such funding has been/is intended to be used by you in relation to the same costs as the proposed Project de minimis funding. If you have (in this fiscal year or the 2 fiscal years prior to that) received any de minimis aid or public funding in respect of costs to which you are intending to apply the de minimis aid proposed to be provided to you under the Project (as detailed above), you must inform the Grantor (through the contact provided below) of details of such sums by completing the tables set out below. If you have received no such funding please insert "None" in the Amount column in the relevant table(s). **Please also provide details of any de minimis aid not yet received but which you already have a legal right to receive during the remainder of this fiscal year.**

Accordingly please complete and return this documents having signed and dated it and (where applicable) having completed the tables below. Please then return the document to goodgrowthfund@london.gov.uk. If you do not return the document signed and dated (and provided detail of relevant funding, if any, as requested), the Grantor will be unable to provide you with a de minimis grant in relation to the Project.

Provider of de minimis aid	Purpose and Name of specific entity receiving de minimis aid	Amount	Date

Amount of other public funding applied/ to be	Provider of other funding	Date (if already granted)
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¹ http://ec.europa.eu/competition/state_aid/legislation/de_minimis_regulation_en.pdf

applied towards same costs as the required de minimis aid		

I confirm the above details are correct as at the date below.

Name	Position	Signature	Date

Schedule 5

a) Monthly Monitoring Form

GREATER LONDON AUTHORITY Monthly monitoring form		Organisation:	Project:																																																																																				
<p>1. Delivery programme</p> <p>Please provide an update on progress made in the last month highlighting the achievement of any key milestones, delivery of outputs / outcomes and any communication activities undertaken.</p>																																																																																							
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<p>7. Communications</p> <p>List out the details of any upcoming events (i.e. markets, festivals, openings, launches, etc.) and list out the details of any communication materials (press releases, articles, leaflets, website screen shots, photographs) you are planning. Please be sure to attach the relevant material when you submit this form to your CLAs project manager.</p> <table border="1"> <thead> <tr> <th>Date</th> <th>Upcoming News Items</th> <th>Outgoing on</th> </tr> </thead> <tbody> <tr><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td></tr> </tbody> </table>				Date	Upcoming News Items	Outgoing on																																																																																	
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Sample - to be provided in spreadsheet at a later date

b) Quarterly Claim Form

GREATER LONDON AUTHORITY											
Schedule 6 Section B											
Cover Sheet											
For delivery partner use	<table border="1"> <tr> <td>Org Name</td> <td></td> </tr> <tr> <td>Project name</td> <td></td> </tr> <tr> <td>Project Manager:</td> <td></td> </tr> <tr> <td>Start Date:</td> <td></td> </tr> <tr> <td>Completion:</td> <td></td> </tr> </table>	Org Name		Project name		Project Manager:		Start Date:		Completion:	
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Contents	Guidance										
Section I	<p>Please submit an electronic copy of this claim form signed by your Section 151 Officer/Chief Finance Officer, and follow up with an hard copy.</p> <p>Electronic copies should be returned to: your project manager and programme manager. Hard copies should be returned to: your project manager, Greater London Authority, City Hall, The Queen's Walk, London, SE1 2AA</p> <p>Please attach evidence of expenditure (see section II for guidance on acceptable evidence).</p>										
Section II	<p>Set out the details of your use of GLA funding on the project objectives to date (with evidence of expenditure, e.g. third party invoices, purchase orders and/or contract documents and transactions listings from your finance management system and certified as true and accurate records of such expenditure and/or committed expenditure by your section 151 officer/Chief Finance Officer).</p>										
Section III	<p>A declaration that you have read, understood and complied with all the conditions of the grant set out in the Funding Agreement to which the particular claim refers. Please note, although we will not be asking delivery partners to evidence their match funding expenditure, a signed quarterly claim from your section 151 officer will act as a declaration that monies have been spent as agreed in the Funding Agreement. Should there be any slippage, an explanation would need to be provided. This declaration must be signed by both the project manager and the section 151 officer/Chief Finance Officer.</p>										
Section IV	<p>A reminder of the deadlines for quarterly claim submissions and monthly monitoring forms. Please note, should you miss these claim deadlines, you will be required to wait until the following quarter to submit your claim.</p>										

GREATER LONDON AUTHORITY	
Section I: Quarterly Claim Form	Guidance
Organisation Name	
Project Name	
Quarter	
Name(s) of officer applying for grant	
Position in Organisation	
Email address	
Correspondence address	
Postcode	
Telephone Number	
Mobile Number	

Samples - to be provided in spreadsheet at a later date

Section IX: Maintenance and Cost Claims

Customers

Endorse on recruiting letter

- A. Each Claim should have a unique ID. It should be in the order it is listed on the claim form. Mark the claim form with the unique ID given below.
- B. Projects should match with the projects set out in Schedule 2 of the funding agreement.
- C. Workstream should match the projects set out in Schedule 2 of the funding agreement.
- D. Milestones should match with the milestones set out in Schedule 2 of the funding agreement.
- E. Only submit evidence relevant to this particular claim. Please indicate the nature of the evidence provided to support this expenditure. The evidence should be a copy of an invoice, or in the absence of such an invoice, transaction listings from your financial management system showing actual expenditures.
- F. Self-explanatory.
- G. Budget should match the budget set out in Schedule 2 of the funding agreement.
- H. Cumulative spend to date on this project against the milestone (i.e. to include all previous claims against the milestone if relevant).
- I. Total amount claiming for this claim in this claim.

[illegible]**Performance Reporting Schedule 2018/19**

Financial period	Deadline for quarter (n) submissions by delivery partners
Quarter 1	20th July 2018
Quarter 2	19th October 2018
Quarter 3	18th January 2019
Quarter 4*	15th March 2019*

*Subject to change

GREATER LONDON AUTHORITY

Section 11b: Declaration and undertaking

Guidance

We declare that:

- We have read, understood and complied with all the conditions of the grant set out in the Funding Agreement to which this claim refers.
- The information on this form is correct to the best of our knowledge and belief and I/we accept full responsibility for it.
- We undertake that we will keep accounts, invoices and receipts for 5 years after the last date grant is paid in connection with this grant and make them available for inspection on request by GLA officers.
- We have taken delivery of and/or incurred expenditure on the project objectives for which we are claiming grant and our claim covers only the amounts spent on the items described in this form. Our claim is for the net costs of the items, excluding recoverable VAT.
- We undertake that we will notify the GLA immediately in writing or by email of any changes to the details provided in this form.
- We confirm that this claim is for the following amount and relates to the following quarter:

Capital		Q1
Revenue		Q1

- We confirm that the following match funding has been spent on the project this quarter as set out in the schedule 4 of the funding agreement:

Delivery Partner	Forecast (£)	Actual (£)	Variance	Comments
			0.00	
			0.00	

- We confirm that the following is an accurate reflection of the GLA funding drawdown to date:

GLA Funds	Project Lifetime Budget	Previous Years Spend	FY 18/19 Budget	FY 18/19 YTD	18/19 Remaining Budget	Future Years Budget
Capital					0.00	
Revenue					0.00	

- We confirm that the following is an accurate reflection of the match funding accounts:

Match Funds	Project Lifetime Budget	Previous Years Spend	FY 18/19 Budget	FY 18/19 YTD	18/19 Remaining Budget	Future Years Budget
Capital					0.00	
Revenue					0.00	

- We confirm that the following is an accurate reflection of the overall project accounts, including both match and GLA funds:

Total Project Budget (inc GLA and Match funds)	Project Lifetime Budget	Previous Years Spend	FY 18/19 Budget	FY 18/19 YTD	18/19 Remaining Budget	Future Years Budget
Capital	0.00	0.00	0.00	0.00	0.00	0.00
Revenue	0.00	0.00	0.00	0.00	0.00	0.00

This declaration must be signed by the project manager and the Section 151 Officer/Chief Finance Officer

Signature	Name in BLOCK letters	Position	Date
		(Project Manager)	
		(S151/Chief Finance Officer)	

c. Output Values Return

Not applicable

Schedule 6

Self Evaluation Template

Section 1: Project Information

Note: this section is required for submission to the GLA, but may be excluded in versions of the evaluation for publication / sharing with your local partners.

Project Summary: please insert short description of your project	
Place and Borough	
Lead Delivery Organisation	
GLA Project Manager	
Self-evaluation lead	
Total GLA funding for project	
Total lifetime cost of project	
Other public/private investment	
Actual Project start date	
Actual Project end date	
Evaluation methodology: please include a short summary of the approach that you have taken to completing the self-evaluation, including the groups and individuals you have consulted with, and the primary research you have undertaken.	

Section 2: Stand-out Messages

A one page summary of your project and key achievements and/or lessons learned. This might include:

- A quick introduction to the project and what's been delivered
- A summary of impacts achieved to date
- An overview of wider achievements and lessons learned
- Project legacy.

Section 3: Project Context and Objectives and Design

This section will provide an overview of the context of the project and summarise how the project was designed to respond to this. This section effectively summarises the information and set out within your bid for funding, and within your grant agreement. It provides a basis against which to test the performance of project delivery.

Please complete the assessment under the following headings:

3.1: Project background: a summary of the local socio-economic and strategic context that you project was responding too.

3.2 Project rationale: a summary of how your project was designed to respond to this context, and the rationale for public sector intervention (i.e. the need for Good Growth Funding).

3.3 Project aims and objectives: an outline of the specific objectives identified by your project at outset.

3.4 Project design and delivery activities: please provide a short overview of the project delivery activities agreed at outset.

3.5 Funding and delivery mechanisms: please provide an overview of the GLA and match funding agreement for your project (as agreed at outset), and the delivery mechanisms that you were expecting to in place to deliver the project.

3.6 Project targets: please set out here the specific output and outcome targets that have been agreed with the GLA, along with any wider measures that you will be assessing your project performance against.

3.7 Project logic chain: *please insert your project logic chain which in effect summarises the above information.*

Section 4: Project delivery

This section will provide a review of the delivery process after grant agreement stage, including activities delivered, performance in terms of delivery timescales, funding, and outputs (deliverables):

Section 4.1: Overview of Project Design Process: a summary of how the project design process, including commentary on stakeholder and community engagement

Section 4.2: Activities Delivered: this section should provide an overview of the activities which have been delivered. It should include:

- A table summarised the different strands of delivery activity, and a summary of delivery progress

- Commentary on each of the strands of delivery activity, outlining what has been delivered and outlining any way in which this evolved from original plans. Photos / plans may help to illustrate this.

- Commentary on any strands of delivery not delivered, outlining the reasons for this and how funding was reallocated

Section 4.3: Delivery Timescales. A summary of delivery timescales, reflecting on how the project progressed versus the timescales planned at outset, and any reasons for delays.

Section 4.4: Funding Performance. A summary of how the project has performed financially. Please include a table which compares actual spend to budgeted spend for each funding source. Please include commentary on any reasons for variance.

Section 4.5: Delivery Mechanics. A summary of the mechanisms underpinning delivery. This should consider:

- A summary of external support procured (to support design, construction, and delivery), and approach taken to procurement

- A summary of project management mechanisms

- A summary of any project governance mechanisms put in place (eg project boards or steering groups).

Section 4.6: Summary of delivery performance: drawing on the above consideration, a brief summary of delivery performance. As part of this, please include a table outlining how the project has performed against the output targets agreed with the GLA at inception (note: this should focus on output targets only; outcome targets are considered in the next section). The table should include the output target, the agreed definition, the achieved figure (the timing of this figure should be recorded), and commentary which explains variance.

Section 5: Project impacts:

This section will focus on the impacts of the project to date.

Section 5.1: A review of economic, social and environmental impacts achieved to date.

The structure of this section will need to be developed to reflect the specific characteristics of the project and should explore the impact of your project on the places, communities, people, and businesses it has sought to support. Example impact themes include (but are not limited to): impact on town centre vitality; impact on skills and employment outcomes; impact on business / enterprise performance; impact on community inclusion and vitality.

The analysis is likely to need to draw upon bespoke research on or with the project beneficiaries: this might comprise surveys, focus groups, consultations, or observational research.

Analysis should draw on both quantitative and qualitative insights. Case studies of beneficiaries can be used to supplement quantitative analysis, and are helpful in telling the story of your project.

Section 5.2: A review of strategic and financial impacts achieved to date:

Please provide an overview of the strategic impacts of your project. This might include improvements in partnership working, strong leadership shown by partner organisations in working towards shared objectives, improving efficiency by testing new ideas / approaches, or putting in place new systems / structures, or leveraging in new funding / resource

If there are any financial impacts of your project (e.g. generation of new business rates, council tax, or improved financial resilience of delivery organisations), please summarise these here. This section can be excluded if not.

Section 5.3: Future Impact. A short section exploring how the impacts achieved might be expected to evolve over the coming years (acknowledging that it may take time for certain impacts to emerge).

Section 5.4: Summary of impacts to date performance: drawing on the above consideration, a brief summary of impact achieved to date. As part of this, please include a table outlining how the project has performed against the outcome targets agreed with the GLA at inception. The table should include the outcome target, the agreed definition, the achieved figure (the timing of this figure should be recorded), and commentary which explains variance.

Section 6: Project achievements and lessons:

Building on the assessment of delivery performance and impacts achieved, this section should provide an overview of overall achievements and lessons learnt. Please complete the assessment under the following headings:

6.1: Project achievements: building on the preceding section, identify the areas of greatest achievement for the project. These might relate to any aspect of delivery (from stakeholder engagement, to impacts achieved).

6.2: Barriers to achievement: please identify any challenges experienced which acted as barriers to achievement. This might include practical issues (such as problems during construction, to strategic issues (such as challenges securing agreement on designs).

6.3: Lessons to take forward: please identify the main lessons that you will take forward in delivering future projects of this nature.

Section 7: Project legacy and forward plan

Please provide a summary of the legacy of the project and next steps. Please complete the assessment under the following headings:

7.1: Project Legacy: a overview of the legacy of the project. This might include ongoing / complementary delivery activities, the physical / operational legacy of the project, and planned next steps to embed and build on the legacy

7.2: Challenges and Opportunities: a summary of remaining challenges or emerging opportunities. These might relate to the delivery / bedding in / long term management of the project, or the surrounding socio-economic context

7.3: Recommendations: drawing on the research undertaken, a summary of recommendations to inform ongoing project delivery, or future areas for action / intervention.

Section 8: Conclusions

To conclude, please provide short assessment of the extent to which project objectives have been achieved to date, with specific reference to each of the objectives listed in section 3. This should acknowledge where there is further / ongoing work needed to help achieve objectives.

Schedule 7

Name of programme: **Good Growth Fund**

Name of applicant organisation: **Camden council**

	Total project value (GLA + Match)	GLA capital funding	GLA revenue funding	Total Match	Recipient Match	Non Recipient Match	Recipient Match capital	Recipient Match revenue	Non Recipient match capital	Non Recipient match revenue
2017-18	£82,486	£0	£0	£82,486	£82,486	£0	£0	£82,486	£0	£0
2018-19	£663,439	£115,000	£0	£548,439	£548,439	£0	£0	£548,439	£0	£0
2019-20	£548,861	£415,000	£0	£133,861	£133,861	£0	£35,200	£98,661	£0	£0
2020-21	£796,196	£570,000	£0	£226,196	£226,196	£0	£52,800	£173,396	£0	£0
2021-22	£98,139	£0	£0	£98,139	£98,139	£0	£0	£98,139	£0	£0
Total	£2,189,120	£1,100,000	£0	£1,089,120	£1,089,120	£0	£88,000	£1,001,120	£0	£0

I hereby certify that:

1. the organisation named above is eligible to provide public match funding
2. the match funding provided does not contain any funds which have been provided by the GLA group

Signed:

Name:

Date:

28 MARCH 2018

Schedule 8

Certificate of Output Delivery

Not applicable

Schedule 9

Programme/Project Output Definitions & Evidence Requirements

Not applicable

Schedule 10

Performance reporting

The Recipient shall unless otherwise agreed in advance by the Authority in writing submit updates on performance to the Authority in the forms set out at :

- Part a of Schedule 5 on a monthly basis; and
- Part b of this Schedule 5 on a Quarterly basis.

Without prejudice and in addition to the foregoing the Recipient shall also provide the GLA and/or the IMS with:

- such information as is requested and in such form as notified by the GLA and/or the IMS at regular intervals as set by GLA Officers; and
- notice of, access and invitations to Project sites, Project meetings and board meetings of the Recipient (as an observer at board meetings of the Recipient) and all documentation relating to such Project meetings including (without limitation) agendas for the same at least five working days in advance.

