

# GREATER LONDON AUTHORITY

[REDACTED]  
(By email)

Our Ref: MGLA290319-9043

8 April 2019

Dear [REDACTED]

Thank you for your request for information which the GLA received on 11 March 2019. Your request has been dealt with under the Freedom of Information Act (2000)

You requested:

*I would appreciate if it is possible if you could please send me a copy of the funding application itself and all related documentation for this application which was made to the last round of the Mayor's Good Growth Fund.*

Our response to your request is as follows:

- *a copy of the funding application*

Please find attached a copy of the funding application. Please note that some information regarding the financial budget is being withheld under section 43 (2) (Commercial interests) of the FOIA. This provides that information can be withheld from release if its disclosure would, or would be likely to, prejudice the commercial interests of any person.

A commercial interest relates to a person's ability to participate competitively in a commercial activity and in this instance, involves information which is subject to negotiations and ongoing commercial dialogue. Disclosure would be likely to prejudice the ability of the Colindale Communities Trust in their negotiations and finalising actual agreements.

Section 43(2) constitutes a qualified exemption from our duty to disclose information under the FOIA and consideration has to be given as to whether the public interest favouring disclosure of the information covered by this exemption outweighs the public interest considerations favouring maintaining the exemption and withholding the information. In this instance we regard it not to be in the public interest to release information that would be likely to affect the way in which third parties negotiate with match funding organisations and other funders.

- *all related documentation for this application*

The Freedom of Information Act (ss.10(3) and 17(2)) allows public authorities to extend the period for responding to requests under the Act if the information requested is subject to exemptions and longer is needed to consider the public interest. I am writing to inform you that

it will be necessary to extend the time limit to respond to this part of your request beyond 20 working days in this case. We expect to have made a decision on this matter by 9 May 2019, though if we are able to make a decision before then, we will contact you sooner.

Please note that the following information which was received by the GLA in support of the application is available online:

<http://www.nhgggroup.org.uk/sites/notting-hill-genesis/files/2018-09/FS2018%20-%20Final%201.0.pdf>

<https://www.powertochange.org.uk/wp-content/uploads/2018/03/Report-14-Success-Factors-Community-Hubs-DIGITAL.pdf>

If you have any further questions relating to this matter, please contact me, quoting the reference at the top of this letter.

Yours sincerely

**Paul Robinson**  
**Information Governance Officer**

If you are unhappy with the way the GLA has handled your request, you may complain using the GLA's FOI complaints and internal review procedure, available at:

<https://www.london.gov.uk/about-us/governance-and-spending/sharing-our-information/freedom-information>

# GOOD GROWTH FUND 2018 STAGE 2 APPLICATION FORM

## DETAILED FEEDBACK

Project name

**Grahame Park Life - 'Bringing the Old Library Back to Life'**

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Lead organisation name

**Notting Hill Genesis**

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

Good proposal to create a community hub in an area of significant change. Strong local partnerships including innovative organisations. It would be good to understand if the proposal is part of a wider strategy within the opportunity area. The deliverability of the project needs to be developed to understand risks (survey and funding).

Strong proposal to create a multi-used civic space in an unused library for 5 years, at the heart of Grahame park in Colindale. There is a clear evidence of community-led research to understand need, and answer significant changes. The project clearly delivers across the three GGF themes and has good support.

It would help the proposal to get further clarity on the match funding and milestones to understand the risks of the project. The project is supported by high quality consultants. It would be good to have further information on the design intentions.

The project would benefit from more details around the ongoing engagement and support programmes where the match funding is used to get a clear view on the deliverables.

Proposed allocation of funding

Amount



Capital grant

**£ 200,400.00**



Repayable grant (loan)

**£ 0.00**



European Social Fund

**£ 0.00**

# GENERAL INFORMATION

The first section of the Stage 2 application 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. If anything is unclear please ask your GLA contact.

Please complete all sections of this Stage 2 application form. It is a continuation of the material you previously supplied us, so there will be a degree of repetition between the two applications, but we still require all questions to be answered with the most up-to-date information available. The Stage 2 application offers applicants the opportunity to corroborate and verify information provided previously, as well as update us on any recent developments to your project.

Applications that are not presented in this template will not be considered. Please do not edit the size and the format of the text fields in the application form or we will disregard your application. The minimum font size for each section is 9pt and it is important to make sure your answer stays within the word limit. We recommend using Adobe Reader, a free Adobe software, to complete the application form. Please note that using software other than Adobe Reader may result in disabling interactive functions.

Additional information in support of your proposal will be considered, this may be something 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 Word or PDF documents (e.g. survey results, user-centred research, soft market testing, feasibility studies, drawings) but may also be in other formats, including images, videos, links to information on the internet or social media (e.g. a Twitter poll or Facebook page). We will not accept additions to the main application via supporting documents (i.e. no additional notes can be added to a particular section of the form in order to breach the word limit).

Completed Stage 2 Application forms and supporting documentation should be submitted by email to **goodgrowthfund@london.gov.uk** by **22 October 2018**. Please ensure that:

- All documents being submitted are listed in this form under Section 5.1 – Supporting documents
- All documents have clear, short names as per the examples in Section 5.1 – Supporting documents
- Wherever possible, all documents should be attached to a single email, with the email including a link to a file transfer service if you need to send large files
- Wherever possible, individual documents should be merged into large documents (for example, it would be helpful if you can submit one PDF including multiple letters of support rather than submitting several letters individually)

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 submit queries when we can guarantee a response is **17 October 2018**.

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# 1. APPLICANT CONTACT INFORMATION

## 1.1 Main applicant details

We encourage partnership applications to the Good Growth Fund, but any project will require a lead organisation able to enter into legal agreement with the Greater London Authority, receive our funding and manage the project cash flow accordingly. Please indicate the lead organisation here.

Lead organisation name

**Notting Hill Genesis**

Trading name (if different to the above)

Registered address

**Bruce Kendrick House, 2 Killick Street, London N1 9FL**

Registered company or  
charity number (if relevant)

**7746**

VAT registration number (if relevant)

**577334122**

Type of organisation

**Housing Associations**

If other, please specify

Notting Hill Genesis is a charity incorporated as a community benefit society under the Co-operative and Community Benefit Societies Act 2014 (7746) and is registered as a social housing provider.

Are multiple parties involved in delivering this project?



**Yes**



**No**

## 1.2 Key contact

Please ensure these details are accurate as we will require a central contact for any queries and information requests and to advise you of the outcome of your application.

Project manager name

**Sarah Connelly**

Role within the organisation

**Enterprise Employment and Training Manager**

Contact email address

██████████@genesisha.org.uk

Contact phone number

██████████

Are you related to any elected GLA officials or members of our staff?  
This is to establish if there will be any conflict of interest when assessing your application.

☐

Yes

☒

No

If yes, please state their names and team(s) they work in

Since your Stage 1 application (and outside of the Regeneration Unit), have you been in contact with any elected Greater London Authority officials or members of our staff in relation to your project?

☒

Yes

☐

No

If yes, please state their names and team(s) they work in and the nature of support.

NHG and CCT have been in contact with ██████████ to view the Old Library and ask questions about the stage 2 application process. ██████████ at CCT has been in contact with Andrew Dismore, Labour London Assembly Member for Camden and Barnet who provided a letter of support for this project.

### 1.3 Other participating organisations

ORGANISATION NAME	ORGANISATION ADDRESS	NATURE OF THEIR SUPPORT FOR THE PROJECT
Colindale Communities Trust	4 The Concourse London NW9 5XB	Manage and run the new Hub from opening. Deliver services including specific project-related outputs/outcomes. The Hub will become the new access point for CCT at the heart of Grahame Park.
Barnet Council	North London Business Park Oakleigh Road South London N11 1NP	Landlord of building. Provide match funding through reduction of rent to £0. 5 year lease agreed with CCT. Committed to exploring use of S106 to support project. Barnet Council Offices moving to Colindale, potential mutual support.
Art Against Knives	1 Alfred Place London WC1E 7EB	Project will deliver in new hub. Support to women under 25 through in-house accredited nail training programme leading to self-employment.
Saracens Foundation	Allianz Park, Greenlands Lane, London NW4 1RL	Deliver apprenticeship project in new hub.
Shared Enterprise CIC	11 Lowther Road Kingston KT2 6LL	Will run Shared Enterprise Club in the new hub.
Barnet Southgate College	Colindale Campus 7 Bristol Avenue London NW9 4BR	Interested in offering community education from the Old Library to reach more disadvantaged parts of the community.



**ORGANISATION NAME****ORGANISATION ADDRESS**

### NATURE OF THEIR SUPPORT FOR THE PROJECT

## 2. PROJECT DESCRIPTION

### 2.1 Project location

Location / Site / Building name

**Grahame Park Library**

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Address

**The Concourse, Colindale, London, NW9 5XB**

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Indicative  
postcode

(This is to enable  
us to map your  
application)

**NW9 5XB**

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Borough

**Barnet**

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## Ownership of site (maximum 500 words)

Are you the site owner? Do you have the necessary permissions required to carry out on the project on the site? Have you been in contact with the site owner? Please provide the most up-to-date information possible when answering.

The building is an unused library owned by Barnet Council. A lease has been provided to Colindale Communities Trust (CCT), which will run for 5 years from date of signing. Heads of Terms are currently being finalised. Following an assessment this summer, Barnet Council has reduced the rent to £0 for the duration of the lease. The lease allows for internal refurbishment, subject to agreement with Barnet Council, consent not to be unreasonably withheld. Barnet Council has given their full support to this project and this funding application and will be a member of the Project Board for this project.

The building is currently classed as D1 use, which will apply to the planned activities in this project; therefore no change of use is required. The proposed internal refurbishment does not require planning permission.

The building is ultimately due for demolition as part of the wider regeneration of the area. However, a new community-focused Health and Community Centre/Hub (referred to throughout this application as 'Community Hub') has been committed to as part of the longer-term regeneration plans for Grahame Park led by Barnet Council and Notting Hill Genesis (NHG). This has been significantly delayed due to refusal of planning permission by the Mayor of London pending Notting Hill Genesis reviewing the design and re-submitting a planning application in 2019.

Following our Stage 1 application, and with Architecture 00, a cost consultant was engaged to assess the proposed costs for the refurbishment. Assessments were also carried out in relation to asbestos and the electrics by Barnet Council's contractors, which we had not been able to get in time for the stage 1 application. The following was specifically identified:-

- (1) the building underwent an asbestos survey, which identified works required prior to the proposed refurbishment
- (2) the building underwent an assessment by a qualified electrician who found the current electrics to be dangerously defective
- (3) the floor in the main hall needs assessing and may require extra works
- (3) there is the need for a new fire alarm and for burglar alarm installation to improve security.

The overall re-assessment of costs by the cost consultant, and the additional works, has resulted in an increase in costs from the Stage 1 application. More detail can be found in the attached cost analysis by Architecture 00 and cost consultants, BWA (see Appendices). The increase in costs is £54,000, from £146,400 in the stage 1 application, to £200,400 in this stage 2 application.

## 2.2 Project summary (maximum 80 words)

Please give a brief description of your project and what it will achieve. Please note that should your application be successful, we reserve the right to publish this summary on our website.

An old library is being brought back to life for the benefit of local communities, organisations and enterprises in an area undergoing significant population growth. The "Old Library" will be transformed into a dynamic multi-use enterprise, skills and community hub in the heart of Grahame Park, Colindale, part of a wider vision for an engaged, strong, innovative, prosperous community where different people connect, feel safe, share a sense of ownership and are proud of where they live, work and play.

## 2.3 Project aims (maximum 1750 words)

Please give a description of the challenges your project is trying to address and what needs to happen for these challenges to be overcome. The context should be as specific as possible, telling us the story of your place and the expected beneficiaries from your intervention, and why public sector funding is needed to address these issues.

**Challenge: Existing and new residents need support now while the longer-term regeneration plans are being considered.** Colindale will see a population increase of 79% by 30,000 new people. The area around Grahame Park is in the 10% most deprived LSOAs in England and the top 5% most deprived LSOAs in London; and is the 2623th in terms of ranking, more deprived than in 2010 when it was ranked 5029th. The recent planning application to regenerate the areas was turned down by the GLA. NHG are currently preparing a new master plan, subject to planning permission and GLA approval in 2019. Part of that plan is to incorporate a brand new community focused hub (see PDA Excerpt in Appendices). However because the planning application was turned down, that is at least 5 years away, and the residents and communities of Grahame Park cannot wait. Our research shows a decline in community spaces of a decent standard, many with restricted access, and less opportunities and spaces for people to come together and connect. This is highlighted in CCT's Community Assets Mapping Exercise and in the "Our Place Operational Plan" which details local facilities and difficulties of current access to space. **What needs to happen:** The aim is to create a multi-use, sustainable, enterprise, skills and community hub at the heart of Grahame Park using the unused library. This will serve as the Grahame Park hub for at least 5 years until a permanent community hub is developed. NHG will use the Old Library project to build knowledge, skills and community engagement to help develop the permanent Community Hub. **Beneficiaries:** We plan for a wide range of people to use the hub. There are existing residents, residents in transition uncertain where they will be in the future, new residents; local organisations; and small businesses. The hub will provide an opportunity to bring a wide range of people together, building connections and links between people, and across diverse communities that otherwise wouldn't connect. **Why Public Funding:** The plans to regenerate Grahame Park are on hold while decisions are taken about the future plans. Public funding is needed to support residents who are being impacted by the delays, including new residents moving into their new homes in the wider Colindale area; as well as building sufficient community infrastructure at a time when it is needed.

**Challenge: Making use of empty buildings on an estate residents are beginning to feel is being left to run down.** There is a library lying empty. A small neighbouring community centre run by CCT is also run down, and is full to capacity by long standing group bookings. This new hub will open up opportunities for many new events, services, and activities. Many residents are concerned that during the physical regeneration of Grahame Park abandoned spaces will have a negative impact e.g. on ASB and crime, with buildings left to decline, impacting on their lives and wellbeing. **What needs to happen:** Following refurbishment, CCT and their services will move into the hub. NHG will provide their employment and enterprise services from the new hub. A range of partners will deliver their services from the new hub including Art Against Knives, Saracens Foundation (NEET into Apprenticeships), Barnet and Southgate College Adult Community Learning (e.g. ESOL, Ways into Work, Digital inclusion), The 4 Front Project (NEET and probation target), and Shared Enterprise CIC - with more to be brought on in the future. The spaces will be hired to local groups, communities, and residents for a wide range of events and activities. People know where the library is, so it's already a local landmark, and people will welcome it being brought back to life.

**Expected beneficiaries:** Organisations including CCT, NHG, and local partners will benefit from a quality space to run their services. Community groups who want to run community focused events will benefit from a large new hall. Local people will benefit by accessing the services and events on offer; while building a sense of civic pride. **Why Public Funding:** The GLA funding is a unique opportunity to bring in capital funding of sufficient scale to do something meaningful to an unused building, and not wait 5+ years for the new building in such a highly deprived community. This is an opportunity to show that the GLA, NHG and Barnet Council are committed to invest in them and make use of existing, valuable civic space which will build the foundation for the permanent hub.

**Challenge: Bringing different communities together in a diverse, changing place.** Existing statistics tell us that Grahame Park is already diverse, as evidenced in the recent Community Insight Report (see Appendices). At least 8000 people live within the Grahame Park boundary, many more in the broader Colindale area. 28% of people are under 16 (19% in England), 8% are elderly (18% England). 70% of local residents are BAME (14.6% in England) with a further 11.8% white non-British (5.7% in the UK); therefore it's a very ethnically and culturally diverse area. 52% are Christian (59% in England) and 22% are Muslim (2% in England); and 18% of households have members who don't speak English, with 8% of households having no adults who speak English, only the children. However while there are differences and challenges, there are more similarities. The Grahame Park Community Research (see Appendices), conducted by local community researchers who interviewed 402 people, identified people's priorities as safety; youth; jobs; training; and events that bring people together. The Grahame Park Theory of Change (see Appendices) developed with residents and stakeholders includes proposed outcomes around enterprise, employment, training; and bringing together diverse communities to influence future of community spaces. **What needs to happen:** CCT will work with the community to curate activities and events in the new hub that bring people together. This will include supporting families to come together, supporting young people to come together, supporting older people to come together, and more. Sometimes certain groups of people will be targeted, sometimes mixing it up, all of it across the cultural, ethnic and religious diversities that exist within each group of people and across generations. CCT are experienced at this and in the last year have ran events for local residents including a Volunteer Fair, a Cancer Event, a Mental Health Awareness Week, a Suicide Awareness Week and a summer festival where nearly 1000 people attended. Partners engaged included Advocacy in Barnet, Scouts, Met Police, Youth Realities, MS Society, RAF Museum, The Loop, Barnet Seniors Association, Barnet Carers, Every Step Matters and Mind in Barnet. CCT will either organise events themselves or offer the space to communities and groups to run their own events, on the principal that they are open to all. **Expected beneficiaries:** As can be seen by the events CCT have held in the last year, they have experience in targeting a broad range of people, sometimes on particular themes, sometimes more general as seen at this year's summer festival. The focus will be in ensuring that different groups of people are encouraged to come together and connect. **Why Public funding:** The public funding provides the capital costs to develop a high quality space for all these events, and more, to take place, in one accessible space. This provides a catalyst for NHG, in partnership with CCT, to ensure that all the revenue costs are secured to curate, run and host these events and activities.

**Challenge: The need to support people to increase income and opportunity through work and enterprise.** 22% of local children are in out of work households with 52% of children living in lone parent households (27% in England). 3.3% of people are registered unemployed and receiving unemployed benefits compared to England at 2.2% level. More significantly, 56% of working age adults are receiving housing benefit compared to 16% in England, suggesting that the many people who do work are on low incomes struggling to meet their living costs. In fact annual household income is £18k compared to £27k in England; and living costs have been rising. 28% of local people work in manager/ professional jobs compared to 41.1% England, with 16.5% work in elementary jobs (11.1% in England). And as highlighted in the Community Research by CCT and the Theory of Change developed locally, local residents have identified the need for help with jobs/training and enterprise as two of their top priorities. **What needs to happen:** NHG are committed to supporting the new hub with an Employment Adviser and an Enterprise Adviser. We have partners involved including Saracens Foundation, Shared Enterprise CIC and Art Against Knives who all have a focus on giving people the skills and confidence around employment and entrepreneurship, and who will provide their services from the new hub. Our focus will include on soft skills and pre employment skills, as that's where we see a huge need, however we will also support people into paid employment, better paid employment, and also how to generate income through self-employment and business. This is our aim, linked to the GLA's strategic aims to Grow Prosperity, giving people the opportunity to improve their situation with support and space to develop skills to find work or start and grow a business. **Beneficiaries:** we will target people not working or on low incomes. The hub model allows for people to come in and engage with a wide range of partners, providing a range of offers to meet a diverse range of needs in the community. **Why Public Funding:** The public funding provides the capital costs to develop a high quality space, acting as a base for these valuable services. The hub approach also enables people to access a range of events and activities on offer, to find out more about other services that could help them and their families.



## 2.4 Project activities (maximum 1750 words)

Please give a description of your proposed intervention, focusing on the inputs required to deliver it, the activities and milestones involved, as well as the structures and mechanisms which will be used to oversee and govern the project.

**Employment and Training:** From Day 1 of opening, running for the lifetime of the project, NHG will fund and employ an Employment Officer to provide an intensive, neighbourhood-based service to prepare residents for finding work. This will run 2 days every week. NHG will develop an annual neighbourhood Employment and Skills Plan based on local research, mapping changing local provision, identifying gaps and prioritising local need. In Year 1 from opening, a weekly Work Club will provide people with local knowledge and resources, find new opportunities, share experiences and receive support to return to work. 1-2-1 support provided will help people with job preparation, job matching and job brokerage, and additional support from services, such as our training partners listed in this application, where needed. The Employment Officer will curate and/or deliver monthly training sessions, including pre-employment support, digital skills, ESOL, and a range of accredited and non-accredited training. Working with local employers, the Employment Officer will facilitate the delivery of sector-based work academies. **Enterprise:** From Day 1 of opening, running for the lifetime of the project, NHG will fund and employ an Enterprise Officer who will work with partners to deliver a comprehensive offer to new and growing businesses. This will run 2 days every week. We will run quarterly introductory workshops and events, which will explore the realities of creating a successful business; explore their business idea and how to get it started; test the viability before investing further; and exploring the sorts of personal skills and characteristics needed to start a business. Monthly seminars will be held in the new space, engaging with up to 15 people in 3 hour workshops, plus time to network and meet fellow entrepreneurs and previous participants. One of our partners, Shared Enterprise Club, will deliver fortnightly sessions on range of topics including market research, selling yourself, marketing and promotion, social media, and finance for business. The programme will be flexible to accommodate fluctuating numbers and people who for many reasons - including chaotic lifestyles, health issues, and caring responsibilities - may struggle to attend regularly. NHG will work with two other partners already engaged with us. YES (Youth Enterprise Solutions) runs services for young adults aged 18 – 30 who are thinking of developing a business. Link It Consultancy delivers a Fast Track Programme, again providing tailored support to people starting out. We will involve different partners based on the evolving needs of local people over the next 5 years. Within the new hub, the new design will provide for co-working space, so that the new entrepreneurs have a proper space to work, build contacts, conduct research and market test their own new products and services. We will use the new space to showcase the businesses, giving them the opportunity to test their services or products on the local market. **Entrepreneurial Barnet.** NHG will work with Barnet Council's wider strategy around Entrepreneurial Barnet. Barnet Council work closely with partner organisations such as Cambridge Education, Capita, Barnet Group, and developers, community and business groups and other public-sector bodies, and we will find ways of bringing these opportunities to the new hub.

**Community Project Development.** A new Hub Manager role will support the development of the project. This role will start pre-opening and operate 5 days per week for the lifetime of the project. The role will effectively cover three broad areas. Firstly, facilities and venue management, covering all aspects of the running of a building, including health and safety and venue hire. Secondly around communications and engagement: this will focus on promoting the events, activities, and opportunities available from the Old Library. A range of tools and approaches will be used, including a 'what's on' guide, posters, attending other local events, partners and activities to promote the new hub, online through social media, and more. Existing groups of local people will be engaged, acting as champions for the new hub. Thirdly around project and partnership development: this will focus on developing the services, activities and events that will take place in the hub.

**Planned Community Activities and Events.** A Programme Plan will be produced every 6 months detailing all planned events and activities. Activities and events will encourage new and existing people from different communities, backgrounds, and generations to come together, engage and learn from each other in an area where people can feel isolated and live separate lives. Community leaders will help shape the new hub and be given low cost space in return for running events that increase community integration and cohesion, curated by CCT. This supports the GLA's action to Deliver Community-Led Regeneration. Current planned events and activities include (1) Bi-monthly community events, centered on a particular theme or topic. In the last year, CCT have run different events including around volunteering, mental health, and cancer awareness. This brings people together from all backgrounds to focus on something they all have in common with each other. A minimum of 30 participants will attend each themed event. (2) An annual Summer Festival will be held, with a range of activities running in the hub, as a way of engaging with the whole community coming together for the common purpose of having fun, but also to find out more about the range of support and services on offer from the new hub. This year's festival had nearly 1000 people attending. (3) CCT will partner with local community groups, including those focused around a particular demographic, to run their own event or activity at the new hub, and where possible opening this up to the wider community. For example, an Eid event, open to all, put on by a local Muslim faith group; or a lunch event run by a group of elders, inviting young people to join them for lunch. Bi-monthly events will take place, alternating with the CCT-run events in item 1, with at least 30 people attending each activity. (4) CCT will create 20 volunteering opportunities each year for local people to be involved in the running of the new hub, from helping out at reception, to helping to organise activities and events. (5) Through accredited Resident Community Researchers, CCT will continue identifying the local needs of the current and new community, to support integration and build community spirit, enhancing programmes over the years, in an annual community research project. This will also feed into the wider regeneration strategic planning. (5) Art Against Knives will run their Nail Bar once a week, to engage with local young women, teaching them a skill while engaging them in a wide range of topics that are currently affecting young women. At least 30 Nail Bars will run across the year, with 20 young people engaged in each session.

**Monitoring and Evaluation Support:** NHG will fund 1 day a week of a SER Officer to support the project, in particular around accessing NHG's wider range of corporate programmes; supporting monitoring and evaluation of this project to ensure all evidence is being collected to report back to the Project Board and the GLA; and the production of an annual Impact Report.

**Structures and Mechanisms to Oversee and Govern the Project:** NHG's Head of Social and Economic Regeneration will lead this project overall. This will form part of NHG's Social and Economic Regeneration annual reporting structure including KPIs that are reported on a monthly and quarterly basis to NHG's Regeneration Director.

A Project Board, involving lead partners, will oversee this project during the planning, refurbishment and delivery phases to ensure delivery of agreed Programme Plan and GLA outcomes. This will initially include Colindale Communities Trust (CCT), Notting Hill Genesis (NHG), and Barnet Council. Other key stakeholders may be part of Project Board, subject to further consultation with partners. The GLA are invited to join this Project Board, understanding this could be during the design and refurbishment phase. The Project Board will make all decisions regarding this project in line with a Terms of Reference to be agreed.

During the planning and refurbishment phases, a Project Manager from NHG's Asset Management department will oversee the refurbishment of the space. A member of staff to lead this is already involved. Architects will be appointed to design the new hub, including leading on detailed community consultation. The Project Manager oversees the refurbishment project from inception to completion. The Project Manager will report back to the Project Board, as well as internally in NHG. Once the building re-opens, the new hub will be managed by CCT, including all facilities related management and the co-ordination of the wide range of activities and events that will be held there, in close partnership with NHG. NHG will put in place a Service Level Agreement with CCT in relation to all relevant outputs and outcomes that are proposed to be delivered by CCT. The Chief Executive at CCT will take overall responsibility for this. A new Hub Manager will be appointed in advance of opening, to prepare all the operational requirements pre-opening, including local engagement, then take responsibility for the space when it does open.

## 2.5 Project support (maximum 775 words)

Following on from your Stage 1 application form, what additional engagement activities have been undertaken to evidence the demand or need for your project? Please make explicit reference to any complementary projects or initiatives in the local area to highlight the effectiveness of your approach.

In Stage 1, the following evidence was provided in support of the local need for the project and the local engagement that took place up to stage 1. These are attached again in the appendices. (1) Grahame Park Community Research. (2) Economic and Social Benefits of a Fit for Purpose Community Centre in Grahame Park. (3) CCT Community Assets Mapping Exercise. (4) Our Place Operational Plan. (5) Grahame Park Theory of Change developed with residents and stakeholders. (6) Letters of support.

In July 2018, the Grahame Park Summer Festival was held, an annual event commissioned by NHG to CCT, which saw up to 1000 local people engaged across the day. 500 community members were distributed with food tickets of which 31% completed surveys. A mix of residents across housing tenures responded - 46% Council tenants; 24% NHG tenants; 9% Leaseholders; and 5% Freeholders. A mix of households responded - 7.5% one-person households; 3% couples with no children; 36% couples with one or more dependent children; 25% lone parents with dependent children; 14% identified their household as adults; and 8% other. People identified the following areas of need/interest: 65% in employment, education and training initiatives; 45% in business start-up initiatives; 64% in finding out more about the future regeneration plans for Grahame Park; and 65% were interested in a new Grahame Park Residents Forum. In terms of future communication, 41% preferred telephone communication, 43% email, 23% post and 5% via social media.

NHG are establishing a new Grahame Park Resident Forum. As part of regeneration programme, this new forum, under the wider programme of 'Grahame Park Residents Voice', is being established in line with the Mayor's good practice around regeneration. The Resident Forum's overarching aim is to have a core group of residents (from all tenures), supported with knowledge and training throughout the regeneration programme. Members would attend workshops with stakeholders to understand the detail of the proposals, put forward their views and areas which need to be addressed including around e.g. physical space, security, consultation needs, design features, managing change etc. This will feed into the wider regeneration plans. Direct engagement with all residents will be put in place through surveys, door-to-door engagement, drop-in days, and physical model plans as well as on-going communication through newsletters, social media, attendance at events, and more. This will include discussions around the future permanent Community Hub, including reviewing the lessons being learned from this current project in the Old Library.

CCT will work with the 4Front Project, which provides specialist services to empower young people from Grahame Park and the surrounding areas who have been affected by violence. They aim to reduce serious youth violence and raise awareness of the causes of it and solutions to it. They provide a range of services from a local centre, and CCT will work with them to ensure that both centres and projects are closely linked for the benefit of local residents. This includes providing a transition for the NEET young people to move into training, education, enterprise and employment with support from the activities and events in the new hub, and to develop social integration projects with the community.



## 2.6 Project risks

What are the main risks that you expect to encounter as part of the project, and how do you propose to resolve them? Please include a RAG rating to specify the potential impact of the risk on your project.

What is the risk?	What actions are you taking to mitigate the risk?	RAG
Asbestos in the building leads to additional costs	A survey has been completed and assessed by the architects. The budget and design takes this into consideration. The specification for the builders will take this fully into consideration.	GREEN
Electrical and plumbing issues, leads to additional costs.	Initial observational assessments have been made by Barnet Council contractors. A full survey of these 2 key areas needs completing. CCT and Barnet Council are in discussion to complete these assessments. The budget takes into account as far as possible the extent of the work that will be required. Any additional costs would be managed within the existing proposed overall budget.	AMBER
Build costs higher than anticipated.	The architects have visited the premises, and have the support of a cost consultant to put together a realistic budget that covers the essential works that need to be carried out. NHG's Asset Management team have reviewed the budget. However there remains a risk that when the builders come to quote, costs may be higher, and NHG, with the Project Board and the GLA, will need to find alternatives to reduce the costs or find additional support to carry out certain works.	AMBER
CCT does not have enough capacity to run the new hub.	CCT is a small charity with limited resources. Running a hub takes up considerable time and funding. NHG will therefore support CCT to ensure that the hub runs effectively and that they have the resources in place, including through direct funding, support with fundraising, and from NHG staff who can provide a wide range of advice and guidance.	GREEN
Failure to meet agreed outputs and outcomes.	An annual programme plan will be put in place jointly by NHG and CCT to plan how outputs and outcomes will be delivered across each year. The Project Board and NHG internal oversight will monitor progress and deal with any issues early.	GREEN

## 2.7 Project beneficiaries (maximum 675 words)

The Mayor and the GLA must have due regard to the need to eliminate unlawful discrimination, harassment and victimisation, and to advance equality of opportunity and foster good relations between people who share a protected characteristic and those who do not. Projects awarded funding will be required to meet the Public Sector Equality Duty and demonstrate this through regular reporting of progress. Please outline the impact your project will have on its proposed beneficiaries, and how, where applicable, you propose to remove or minimise disadvantages suffered by people due to their protected characteristics, take steps to meet the needs of people from protected groups where these are different from the needs of other people and encouraging people from protected groups to participate in your project.

Grahame Park is one of the most diverse neighbourhoods in Barnet. NHG is fully committed to meeting the Public Sector Equality Duty and our responsibilities under the Equality Act 2010. NHG will ensure all partners involved in the new hub have equal regard to these responsibilities.

To achieve the aim for the Hub, our equality and diversity considerations will be embedded at all levels and will include the following. (1) Developing the Hub: We will ensure that relevant equality and diversity considerations are taken into account when procuring and commissioning services from contractors, partners and services in relation to the Hub. We will ensure the Hub is accessible for all residents, both in terms of ensuring the design does not limit access to anyone, in particular those with disabilities. We will ensure the values of the organisations involved in running the Hub are available publicly and that our commitment to equality is embedded in these shared values. (2) Staff and Volunteers: We follow our Equal Opportunities recruitment policies and procedures to ensure fair treatment to people from all protected characteristics, in line with the law and good practice. We will monitor the composition of the staff and volunteers and aim to ensure these broadly reflects the local community. We will provide regular equality and diversity training to all staff and volunteers. We will provide regular training to staff and volunteers around bullying and harassment. We will provide safeguarding training. We will provide additional support to staff and volunteers to ensure all staff and volunteers are able to achieve their potential, both as employees and volunteers, and as part of this project. (3) Hub services and users: We will build strong links with groups and organisations that represent residents from all areas covered under the Equality Act to continue to build a greater understanding of the needs of local people. We will take advice and feedback on an on-going basis to continually improve access to the Hub. We will seek out opportunities to work with local partner organisations to identify activities and services, which help reduce inequality and improve inclusion. We will regularly review the participants in all Hub services, events and activities, and make adjustments to ensure these are reaching all groups of people. We will keep records of all incidents that take place against people who are treated unfairly as a result of their protected characteristic to ensure lessons are learned and understand what issues need further work. We will ensure a strong complaints policy is in place and is followed to deal effectively with any allegations of discrimination or unfair treatment. (4) Communication and Information: We will display publicly both in the Hub and online, our commitment to equality and the ways in which that commitment is embedded in the running of the Hub. With the support of partner organisations, we will ensure our communication and engagement reaches all parts of the community and promotes our commitment to equality and diversity. We will clearly communicate with all users and stakeholders how information and data is stored and used, meeting all GDPR and other appropriate legislative and good practice requirements, including around the safeguarding of children and vulnerable adults.

## 2.8 Design Management Arrangements (maximum 1400 words)

The Mayor invests considerable sums of public money into regeneration projects across London, making the procurement and management of design services throughout a project's lifespan an intrinsic part of the way to ensure quality in the built environment.

Quality, in all its guises, should underpin every stage within the commissioning process and all decision-making should be informed by the desire to achieve a quality-led outcome. The success of any project is dependent upon each of the commissioning, design and construction stages coming together to achieve a building or a place which meets quality objectives. As such, we encourage the consideration of design review and wider design management at the outset of projects.

Please describe the design quality management approach that you intend to undertake for each project phase. This will include how you intend on working with the GLA Regeneration and Economic Development Team, any in-house or local authority expertise (design officers, heritage officers etc), and/or any procured professional services, including for example whether you intend to make use of the **Mayor's ADUP Framework** to appoint a designer. 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.**

This approach has been developed with colleagues at NHG, CCT and with Architecture 00 who have been supporting this project. A Project Manager at NHG, with support from a Senior Project Manager at NHG, will manage the process overall with responsibility from inception to completion.

**Project Scoping:** We will agree project objectives with the Project Board, other key stakeholders, and the design team in an initial workshop. CCT have already done work on understanding end user groups, community groups, and other local stakeholders to help inform a strategic brief. The design team will meet with identified stakeholders and user groups to check the concept design meets their needs, taking ongoing feedback as the design progresses to ensure all relevant parties feel like they have properly contributed to the final design. We will ensure good design principles in the objectives, including inclusiveness, design flexibility and putting the diversity of people at the heart of the design.

**Procurement:** We are working with Architecture 00 who are already on the ADUP framework and have had a level of vetting to meet design quality standards and processes. NHG made an informed decision to partner with a practice that is on both LOT 5 (workspace design) and 9 (engagement, regeneration) and have an appropriate mix of skills and experience for this proposed project. Due to the scale of the design contract, and the subsequent build contract, NHG follows an appropriate procurement route to suit, not wanting to add additional costs, but ensuring that we select a team that is on the ADUP framework as means of ensuring design quality. The threshold for procurement for an architect is below what is recommended for a mini-competition (as per guidance in ADUP guide) therefore we are confident that selected Architecture 00 is right for this project. Furthermore, the pre-procurement of a design team enables continuity of design and delivery as well as mitigating the risk to the programme timeline if we had to go through a mini-competition. In terms of the procurement of a contractor to carry out the building works, NHG has an internal framework to mitigate procurement costs, working with contractors NHG are familiar with and have a good track record. NHG has an approach where we are able to select from contractors that are appropriate to do this work.

We intend to following a *Design and Build* procurement route as the most appropriate route in relation to the size of the contract and the funding available. Architecture 00 would be procured to deliver design up to end RIBA WS3 and then the contractor will take the project on site on a Design and Build contract. Architecture 00 would be retained as client advisor to support the NHG Project Manager who will do weekly site visits and keep the programme on track. Architecture 00 will be available for key review meetings and support on keeping design quality if any variations from the contract arise

**Design Development:** There have been 2 site visits with the key project team (CCT as end user, NHG as project lead, and Architecture 00 as design team) to inform the concept proposal in this submission. There will be key design review sessions for each stage (WS 0-1 to form strategic brief and project objectives; WS 2 concept design; WS 3 tender) and we will consult appropriate stakeholders / end users on an on-going basis for their feedback. In terms of WS 0-1, there has been consultation locally in terms of the project activities that are needed locally, reflected in this application, with further consultation to be conducted by the design team around the actual design and ensuring the design meets the needs of the people who will be using the spaces. Stakeholders will be asked for sign off of the final design, with the final decision being taken by the Project Board. In terms of meetings, the Project Board will hold a design inception meeting to review and agree project objectives and to review the project brief, including the GLA requirements of this project. The design team will meet with the Project Board every 2 weeks to review progress, with the GLA involved as a member of the Project Board.

**Design Review:** The process reflects the Mayor's agenda for Good Growth that includes Good Design, and we welcome holding a review through the London Review Panel (GLA, NHG, CCT, Barnet Council and other invited stakeholders) with Mayors Design Advocates appointed by the Mayor to drive design quality during the design stage, allowing the GLA but also key stakeholders to review and input together. We would like to explore holding this locally so that key local stakeholders, and potentially community leaders, could be involved. We have attached Notting Hill Housing's Design Review Process (see Appendices).

**Delivery:** The NHG Project Manager will oversee delivery of the contract, including pro-actively managing the project budget to ensure that the project is delivered within budget. NHG will appoint a Qualified Contract Administrator who will have an in depth knowledge of the contract, will be able to issue instructions, and will keep a risk register and monitor risks until close out. The NHG Project Manager will appoint a Clerk of Works who will attend site weekly, and report back to NHG. The Contract Administrator, Clerk of Works, and NHG Project Manager will attend regular site meetings. The NHG Project Team will work closely with NHG's in-house Quality Assurance Team, who will support the team to achieve a quality outcome.

**Completion and Evaluation:** Following completion, we will conduct a review with all key partners, reflecting on the entire process from start to end, following good practice in the way this review is carried out, with support from our in house Quality Assurance Team. We will share lessons learned, and feed back our findings to the GLA and other key stakeholders.

## **3. DELIVERABILITY**

### **3.1 Funding breakdown**

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.

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 to 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.

## Match funding

Using the most up-to-date information available, please indicate the amount of match funding you propose to commit to your project, and whether that funding is secured, pending confirmation or an identified estimate. Please specify whether the match is recipient (i.e. funding provided by your own organisation) or non-recipient match (all other funds), and for pending and identified funding, please indicate the source and by what date you should receive confirmation. Please make sure the totals included are the same as those in the milestone and funding schedule spreadsheet.

Please note that it is our expectation for all non-confirmed match to be secured before July 2019.

Description of funding	Amount		Recipient or non-recipient	Secured, Pending or Identified for match which is pending or identified please indicate by what
	Capital	Revenue		

Description of funding	Amount		Recipient or non-recipient	Secured, Pending or Identified for match which is pending or identified please indicate by what date this will be confirmed
	Capital	Revenue		

[REDACTED]

[REDACTED]



## 4. VALUE FOR MONEY

### 4.1 Deliverables

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 Outputs and Outcomes Database** and the **Good Growth Fund Outputs and Outcomes Impact Wheel**. All projects should select at least three measures from the programme wide Good Growth Fund output and outcome measures (one each from People, Places and Prosperity) as well as additional indicators which reflect the specific context, objectives and beneficiaries of your project. Please ensure all indicators selected have the correct unit of measurement as per the **Good Growth Fund Outputs and Outcomes Database**.

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 your project.

Deliverables	Baseline Where applicable include a baseline figure	Target What is your overall aim against this Deliverable?	Monitoring Approach <b>Overview</b> Please insert a brief description of the approach you will take	Information Collected List monitoring & verification information you intend to collect
example: PLAC 3.1 Increase in footfall	200 people following initial survey count	50% increase (300 people)	Follow-up surveys to take place post project completion	Hard copy records of pedestrian counts
<b>PEOPLE CORE MEASURES</b>				
PEOP 1.1 Number of people who participate in a project		1000 people per annum	Events and activities - template form completed by event/ project manager with numbers of people + type of event/activity. Evidence kept e.g. flyers/photos kept.	Form / evidence collected, scanned and stored in online files.
PEOP 5.3 Number of volunteering opportunities created		20 per annum	Template form completed by volunteer to confirm participation as a volunteer and what their role was. Where Role Description exists, provided as evidence.	Form / evidence collected, scanned and stored in online files.
PEOP 7.1 Sense of belonging to an area				
PEOP 3.3 Number of people progressing into work		5 people per annum	Template form to be completed and signed by individual once they have accepted new job offer. If available, to provide copy of the job offer letter and acceptance.	Form/letter collected, scanned and stored in our online files.



<b>Deliverables</b>	<b>Baseline</b> Where applicable include a baseline figure	<b>Target</b> What is your overall aim against this Deliverable?	<b>Monitoring Approach Overview</b> Please insert a brief description of the approach you will take	<b>Information Collected</b> List monitoring & verification information you intend to collect
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#### PEOPLE ADDITIONAL MEASURES

<b>PEOP 2.2</b> Number of people receiving 12 hours IAG and associated employability support		50 people per annum	Template form completed by by adviser, with record of activity/support, signed by individual.	Form collected, scanned and stored in our online files.
<b>PEOP 7.2 - Number of people involved in projects that bring together people from different backgrounds</b>		560 people per annum. 12 events per annum.	Survey completed during events/ activities which collects demographics. If a project where other evidence being collected, this question added in.	Form / evidence collected, scanned and stored in online files.

#### PLACES CORE MEASURES

<b>PLAC 2.1</b> The amount of public realm being created or improved, and the increase in its use				
<b>PLAC 3.3</b> Number of vacant units being brought back into use		1 vacant unit	Evidence of opening and launch events - attendance, marketing, photos.	All evidence collected and stored online.
<b>PLAC 7.1</b> Increase in visitor satisfaction				
<b>PLAC 3.1</b> Increase in footfall		Year on year 10% increase for 3 years.	Evidence from PEOP 1.1 will capture all participants + venue hire booking forms for private events + tracking of visitors dropping in to the hub.	As PEOP 1.1 + venue hire booking forms stored online + daily visitor tracking on Excel.

<b>Deliverables</b>	<b>Baseline</b> Where applicable include a baseline figure	<b>Target</b> What is your overall aim against this Deliverable?	<b>Monitoring Approach Overview</b> Please insert a brief description of the approach you will take	<b>Information Collected</b> List monitoring & verification information you intend to collect
<b>PLACES ADDITIONAL MEASURES</b>				
<b>PROSPERITY CORE MEASURES</b>				
<b>PROS 4.1</b> <b>New jobs being created and existing jobs being protected and safeguarded</b>				
<b>PROS 6.1</b> <b>Number of businesses receiving support</b>		12 per annum	Template form completed by adviser, with record of activity/support, signed by individual. Minimum 12 hours of support.	Form collected, scanned and stored in our online files.
<b>PROS 2.1</b> <b>Commercial / business space being created or improved, and its value measured</b>				
<b>PROS 7.3</b> <b>Increase in business turnover</b>				

<b>Deliverables</b>	<b>Baseline</b> Where applicable include a baseline figure	<b>Target</b> What is your overall aim against this Deliverable?	<b>Monitoring Approach Overview</b> Please insert a brief description of the approach you will take	<b>Information Collected</b> List monitoring & verification information you intend to collect
<b>PROSPERITY ADDITIONAL MEASURES</b>				
PROS 2.2 - Creation / safeguarding of space for shared community and business activities		Increase in m2	Evidence from photos taken of spaces at opening, then photos at 6 months of different activities taking place in different spaces within the Hub.	Photos stored online, and shared on our website.
PROS 6.2 - Startups/ SMEs / SEs receiving skills and training needs support; hours of support received		40 per annum	Template form completed by by adviser, with record of activity/support, signed by individual.	Form collected, scanned and stored in our online files.
PROS 7.2 - Number of businesses starting up with local ownership		10 per annum	Template form completed by business. Evidence of start-up to be provided e.g. company number. Survey at 6 months to check progress.	Form collected, scanned and stored in our online files. Surveys completed and stored in files.
PROS 7.7 - Number of supported start-ups surviving for 12 and 24 months		8 per annum for 12 months; 6 per annum for 24 months	Survey at 12 and 24 months to check progress (and to check if further support needed).	Survey collected, scanned and stored in our online files.

## 4.2 Legacy (maximum 850 words)

Please provide the most up-to-date description of how you propose to ensure the ongoing delivery and management of your project after the end of the Good Growth funding period.

The lease on the library with Colindale Communities Trust will initially run for 5 years from the start of the lease (Heads of terms currently being finalised). Capital works on the library will be 'light touch' to make the building usable, accessible, safe and presented to a high standard in terms of decor and design; and, where possible, transferable so that items can be removed and used in another building. The delivery of the project will therefore initially run to late 2023, with all revenue costs being covered (as highlighted by the match funding), and annual outputs delivered and reported to the GLA until that date.

Notting Hill Genesis regard CCT as our strategic sustainable regeneration and community-focused partner, which means that we support CCT in Colindale to have a long term, viable, sustainable future. As such they are integral to the success of this Old Library project.

The Old Library is situated in the middle of the Grahame Park estate, which is being regenerated by Notting Hill Genesis. A new planning application for circa 2000 new homes is being developed and the target for submission to planning is May 2019. There will be 35% affordable tenures including full re-provision of the social rent homes being demolished. The new development will see ground floor space for commercial and residential purposes. NHG has obligations to re-provide social and community infrastructure through its development agreement with Barnet Council. The proposed phasing, at this stage, means that the new hub in the Old Library will be available for at least 5 years and could, if there is a business case, be accommodated in new space at ground floor in one of the blocks. This allows time for the partners to clarify the organisational and management arrangements for the building well in advance of taking over the new building. It will allow a considerable amount of time to evidence the need for the facility in a cost effective way before having the significant responsibility of a new building, that requires a clear specification and business plan to be produced. Utilising the former library building also allows the partners to engage with the local community and wider stakeholders during the overall regeneration process, making use of a building that would otherwise be difficult to use for any other purpose. Whilst we cannot say at this stage precisely what phase the new centre will be in, there are legal obligations on NHG in the Principal Development Agreement to re-provide the social and community facilities (see attached). The requirement is that they are re-provided before the buildings they are currently located in are demolished, which means we can seamlessly transition the Old Library project into the new centre. NHG have had an initial design review and CABE has suggested that NHG develop a series of meanwhile uses and spaces given this phase of the regeneration project will take at least 15 years. The new community hub can be an integral part of that offer in the future.

NHG will also learn from the models of engagement used in this project to apply to the wider engagement around the larger regeneration plans.

### 4.3 Evaluation (maximum 700 words)

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 **Evaluation and Impact handbook** for further guidance.

Grahame Park has produced an overarching Theory of Change with residents and stakeholders (see appendices). The Grahame Park Theory of Change has been developed through working with community, voluntary and statutory organisations in two workshops between May and July 2017. This sets out a shared vision for the area, a set of key outcomes, and the indicators that will provide evidence for the achievement of those outcomes. All four outcomes relate to this Old Library project, however 2 relate in particular. Firstly, ensuring opportunities for diverse communities to engage and influence public spaces and community facilities and services; and secondly, increasing enterprise, employment, education and training opportunities by having more robust inclusive and coordinated platforms that enhance and empower community aspirations. The outputs and outcomes chosen as part of this project relate back to these outcomes, helping to achieve the shared vision for the area.

NHG and its partners will take an outcome-based approach to evaluating the impact of this project, in that it is measurement of the outcomes that indicate people's lives have changed as a result of this project. This application process has enabled us to start creating a specific Theory of Change for this project, that aligns to the neighborhood theory of change, which we will develop in more detail with stakeholders. This will outline the relationship between what is put into the project, what the project does, and what the outputs and outcomes are, in order to help the assess the overall impact of this project. This can link into the overarching vision and outcomes identified in the Grahame Park Theory of Change, and highlight how this project is helping achieve this overarching vision. As part of the planning stage for this project in Q4 2018-19, a more detailed Monitoring and Evaluation Plan will be produced, linked to the Deliverables identified in this application and further guidance produced by the GLA. This will set out the indicators that will tell us a change has taken place; how we monitor the project; how we collect and record information to check progress against plans; and the measurement tools and systems which need to be set up and followed. Which in turn provides much of the information which will be used to evaluate the project overall and the difference this project intervention has made. NHG will also investigate using the HACT model of social value which it uses on other social and community projects within NHG, subject to further discussion with the GLA.

We will also collect supporting information including case studies, photos, and video, to capture and showcase the impact of the project. Doing this regularly enables us to learn what works so that we can understand which parts if the project are having the most impact and so that we can continuously improve our service effectiveness and quality for clients and stakeholders.

Learning from another GLA funded project, we will use template forms, which key staff and volunteers will use to complete the information required to provide the evidence that agreed outputs and outcomes have been achieved. Additionally a core part of our approach will be to use Community Researchers, trained local people, as CCT has done previously, to support the collection of monitoring information, in particular where we need to reassess local need and collect general feedback around this project, both from people who have accessed the new building and its services, but also those who haven't to get an understanding of any potential barriers to access, or additional needs which we could meet. NHG has a Social Economic Regeneration Officer which we will allocate one day per week to this project to assist with the overall development of a robust approach to monitoring and evaluation, and the ongoing collection and analysis of information.

## 5. APPENDICES

### 5.1 Supporting documents

Please list all documents which you are submitting with your application form, and ensure that your documents are named consistently with the list.

If necessary, please clarify the content and purpose of the documents. Example:

**Document name**

Project name\_Applicant name\_Stage2\_Application\_Form

Project name\_Applicant name\_Appendix 1\_Site plan

Project name\_Applicant name\_Appendix 2\_Site images

(Notes: Photos showing the site in early 2018)

Project name\_Applicant name\_Appendix 3\_Letters of Support

(Notes: Ten letters from local organisations showing support for the project)

**Application Form**

File Name: GrahameParkLife\_NHG\_Stage2\_App1\_ApplicationForm

**Appendix 1 - GGF Milestone and Funding Schedule**

File Name: GrahameParkLife\_NHG\_Stage2\_App2\_MilestoneFunding

**Appendix 2 - Signed Financial Declaration**

File Name: GrahameParkLife\_NHG\_Stage2\_App3\_Financial Declaration

**Appendix 3 - Architect Concept and Costs**

File Name: GrahameParkLife\_NHG\_Stage2\_App4\_ArchitectConceptCosts

**Appendix 4 - Supporting Evidence from Stage 1**

File Name: GrahameParkLife\_NHG\_Stage2\_App5\_SupportingEvidenceFromStage1

**Appendix 5 - Letters of Support**

File: GrahameParkLife\_NHG\_Stage2\_App6\_LettersOfSupport

- Letters of Support from Barnet Council, Colindale Communities Trust, Art Against Knives, Shared Enterprise CIC, RAF Museum, Barnet Southgate College, Andrew Dismore AM, Barnet Homes.

**Appendix 6 - New Supporting Evidence**

File Name: GrahameParkLife\_NHG\_Stage2\_App7\_NewSupportingEvidence

- Community Insight Report - latest data about people living in Grahame Park (pgs1-67)
- Excerpt from Grahame Park Principal Development Agreement Re Community Facility Provision (pgs68-100)
- Notting Hill Design Review Process (pgs101-102)

**Due Diligence Documents**

(See 5.2)

## 5.2 Due diligence

Please note that we will also require the following documents so that our Finance department can perform a due diligence check on your organisation.

Ideally please provide all of the material listed. If that is not possible, please include an explanation as to why the information is not available.

- Evidence of public liability and employer's liability insurance
- A copy of the most recent audited accounts or a statement of the organisation's turnover, profit & loss / income & expenditure and cash flow position for the most recent full year of trading/operations where this information is not available in audited form
- A statement of the organisation's cash flow forecast for the current year
- The organisation's budget for the current year
- Financial regulations (to include procurement rules)
- Details on how the project meets State Aid compliance where relevant

Please list all due diligence documents which you are submitting with your application form, and ensure that your documents are named consistently with the list.

### Document 6 - Due Diligence Documents for NHG

#### (1) Employers and Public Liability Insurance

File Name: GrahameParkLife\_NHG\_Stage2\_Insurance

#### (2) Unaudited Consolidated Financial Position 2017-18 (including turnover, income and expenditure, cash flow)

File Name: GrahameParkLife\_NHG\_Stage2\_FinancialPosition

#### (3) Cash Flow for Current Year

File Name: GrahameParkLife\_NHG\_Stage2\_CashFlow

#### (4) NHG Annual Budget

File Name: GrahameParkLife\_NHG\_Stage2\_AnnualBudget

#### (5) Financial Regulations

File Name: GrahameParkLife\_NHG\_Stage2\_FinancialRegulations

## 6. DECLARATION

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

**Please type the name and position of the relevant person into the boxes provided on page 31 along with the date. It is not necessary for this declaration to be physically signed.**

**If your organisation's internal procedures require the form to be digitally signed please submit two versions of the form (one signed, one unsigned) as digital signatures lock the form content which delays processing of your application.**

As a public organisation we have to follow the Data Protection Act 1998, the Freedom of Information Act 2000 and the General Data Protection Regulations. We have a data protection policy, which is available from our website at [www.london.gov.uk](http://www.london.gov.uk)

We also have a Freedom of Information policy which is also available from our website at [www.london.gov.uk](http://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 or in a separate letter. If you are sending us a separate letter, please write '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 awarded funding. 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.**

**Name:**

**Tracy Lavers**

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**Position:**

**Regeneration Director**

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**Date**

**22/10/2018**

